



Central University of  
Technology, Free State

# Annual Report 2018



## **CUT at a Glance**

Central University of Technology, Free State (CUT) is the foremost higher education institution in the heartland of South Africa, dedicated to quality education and training in science, engineering and technology. CUT has developed into a leading institution able to take its place on the national as well as international, higher education landscape.

CUT, then still known as the Technikon Free State, opened its doors in 1981 with 285 students enrolled in mainly secretarial, art and design programmes. With the restructuring of the higher education landscape a few years ago, CUT embraced its new status as a university of technology and thus positioned itself to succeed as such. On 26 March 2004 the former Technikon Free State officially exchanged its “technikon” status for a tailor-made identity when its new name was published in the Government Gazette – a name that is a true reflection of what the university stands for: Central University of Technology, Free State.

CUT’s history, from its humble beginnings to the proud institution it is today, is reflected in its buildings. The unoccupied buildings of the Commercial High School in St George Street, leased in 1981, soon became too small and a second building in President Brand Street was occupied. In 1988 the university purchased the former premises of the Eunice Primary School campus of the Bloemfontein College of Education. Before long these were followed by the Main Building (today known as ZR Mahabane Building); the bhpBilliton Building, which houses a large portion of the Faculty of Engineering and Information Technology; Dirk Coetzee Building, which houses the Faculty of Health and Environmental Sciences; Prosperitas Auditorium, as well as Boet Troskie Hall; and a modern Library and Information Service. Lapeng Student Centre is a hub of student activity that not only renders a valuable service with regard to the students’ requirements but also ensures that they enjoy every aspect of student life to the full. This centre is equipped with an amphitheatre as well as a cafeteria where students can socialise.

However, it would be a pity if an institution's progress could be measured only by its state-of-the-art facilities. At CUT, progress and transformation go hand in hand. Within our institutional culture, CUT can also be described in terms of the needs experienced within an African context. CUT boasts a diverse student community that is a true reflection of the demographic composition.

The implementation of an employment equity plan also guarantees that the academic and support staff are representative. CUT currently employs staff members in the region of 1 900.

CUT delivers high quality higher education and training in applied sciences in the following four faculties:

- Engineering, Built Environment and Information Technology,
- Health and Environmental Sciences,
- Humanities, and
- Management Sciences.

From its inception, the institution has been aware of its social responsibility towards the broader community.

The university is aware of the fact that not everyone has the privilege to study at the main campus on a full-time basis. Therefore, selected learning programmes are offered at CUT's Welkom Campus. An exciting development was CUT's incorporation of Welkom Campus of the former Vista University on 2 January 2004. Through the utilisation of modern technology, some learning programmes can also be pursued electronically via the internet. In this way, CUT is living up to its status and reputation as a university of technology.

In our efforts to educate, teach and train our students with the aid of world class technology, CUT will also focus on those values it holds dearly; namely customer service, excellence, innovation, integrity and diversity.

Visit our Vision 2020 and beyond page to see what achievements have been made since 2012 and what we are currently focused on as a UoT.

## **CUT offer programmes in the following fields**

Computer networking | Civil Engineering and Built Environment | Construction and Construction Management Engineering, Urban Development | Electrical Engineering | Mechanical Engineering and Applied Mathematics | Quantity Surveying | Renewable Energy Technologies | Hydrology and Water Resources Management | Logistics and Transportation Management | Information Technology | Agriculture, Environmental Health | Biomedical Technology, Clinical Technology, Radiography in Diagnostics, Health Management, Medical Laboratory Sciences, Dental Assisting | Somatology | Communications Sciences | Marketing, Business Administration, Human Resources Management, Project Management, Office Management and Technology, Applied Management, Entrepreneuria Management | Accounting, Financial Information Systems | Cost and Management Accounting, Internal Auditing | Government Management | Tourism Management and Hospitality Management | Project Management | Public Management | Design and Studio Art | Community Development Work | Language Practice and Media Studies | Teacher Education.

## **Research and Innovation**

As a university of technology, all research programmes are directed at solving problems in business, industry, government, and communities (this is known as the quad-helix approach), and are aimed at contributing to the socio-economic development of the region which is included in the Community Engagement strategy that is rolled-out via the curriculum.

## **Research Clusters**

The cluster is based on a collection of related research programmes, based on the critical mass in a particular field of research, research outputs, completed qualifications and funding awarded. Although these clusters build strength in areas of focus, the principle of multi-, inter- and trans-disciplinary research, amongst listed programmes, is strongly supported.

Research Cluster 1	Objective	Research programmes per research entity – centre/unit/group
Technologies and Innovations for Sustainable Development	To investigate and apply technologies and/or innovation to foster and promote sustainable development.	Centre for Rapid Prototyping and Manufacturing (CRPM)
		Unit for Evolvable and Manumation Systems (RGEMS)
		Unit for Lean Construction and Sustainability
		Group for Sustainable Urban, Roads and Transport (SURT)
		Group of Soil Mechanics
		Unit for Sustainable Water and Environment
		Unit for Research on Informatics for Droughts in Africa (URIDA)
		Research Group in Engineering Education (AGREE)
Research Cluster 2	Objective	Research programmes per research entity – centre/unit/group
Quality of Health and Living	To apply scientific research in different disciplines to improve on the quality of health and living standard of humans, animals and plants.	Centre for Applied Food and Biotechnology (CAFBSB)
		Unit for Drug Discovery Research

Research Cluster 3	Objective	Research programmes per research entity – centre/unit/group
Socio-Economic and Entrepreneur-ship Development	To do scientific research that empowers society for invaluable contributions to sustainable socio-economic development.	Unit for Public Management and Administration
		Unit for Enterprise Studies
		Unit for Tourism Destination and Management
		Unit for Research in Scholarship of Teaching and Learning (RSoTL)
		Unit for Scholarship in Research Education
		Unit for Foundations of Education
		Unit for Mathematics, Science and Technology Education Research

### Internationalization

The university's vision is that, by 2020, 10% of its students should be international students from Africa and beyond. CUT has strategically positioned the International Office to enhance scholarships, research service and operations in the international education landscape. The institution is exploring opportunities for international and strategic partnerships.

For more information visit, <https://www.cut.ac.za/cut-at-a-glance>

## **Vision**

In 2010, the Council of CUT approved the following Vision 2020:

By 2020, Central University of Technology, Free State shall be an engaged university that focuses on producing quality social and technological innovations for socio-economic development, primarily in the Central Region of South Africa.

## **Mission statement**

In aspiring to fulfil its vision, CUT:

- Delivers high-quality appropriate Science, Engineering and Technology (SET) academic programmes supported by applied research;
- Engages with the community for mutually beneficial development;
- Promotes access with success in attracting potentially successful students and supports them to become employable graduates;
- Attracts and retains expert staff and supports their development and wellbeing; and
- Forges strategic partnerships.

## **Core values**

- Customer service
- Integrity
- Diversity
- Innovation
- Excellence

For more information, visit <https://www.cut.ac.za/vision-2020> and <https://www.cut.ac.za/vision-2020-and-beyond>

# **Table of Contents**

## **MANAGEMENT**

Chairperson of the Council Introduction extrapolated from the report

Vice-Chancellor and Principal Introduction extrapolated from the report

Strategic Direction for CUT

Strategic sets and goals

Performance monitoring

Summary report on annual performance plan and institutional operational plan 2018

Management and Administration

Executive management team members

Governance and Strategic Management

The Transformation Project

Risk Management

Human Resources

Estates and Infrastructure

Financial Management and Sustainability

ICT and Computer Services

Communications, Marketing and Branding

Council, Senate and Institutional Forum

Council

Senate

Institutional Forum

## **ACADEMIC AND RESEARCH PROJECTS**

Teaching and Learning

Significant developments and achievements in teaching and learning, and academic development and support

Strategic partnerships with business, industry and government

Supplemental Instruction (SI)

Access to selected courses, and academic progress in different disciplines and study areas

Academic support interventions

Careers Office

Work-integrated Learning (WIL) and Skills Development

Research, Innovation and Engagement

Research and Innovation

Engagement



## **ENROLMENT AND PERFORMANCE ANALYSIS (STATISTICS)**

Student enrolments

First- and second-semester registrations 2018

Postgraduate students

## **UNIVERSITY LIFE**

Student life: Student Services with maximum impact and outcomes

Student residences

Sporting activities

Staff and student wellness

## **FINANCIAL HEALTH/VIABILITY OF THE UNIVERSITY**

The university's financial condition

Overview of the budgeting process

Financial aid to students

Increase in student fees

Borrowings and additional borrowings

Annual financial statements

Financial Statements for year ended 31 December 2018

Consolidated notes to the Financial Statements

Statement of Financial Position

Statement of Comprehensive income

Statement of Cash flows

## **Chairperson of the Council Introduction Extrapolated from the Report**

CUT's Council account for actions and achievements in the governance of the CUT during the 2018 academic year. The CUT Council ensures that Management promote a culture of ethical conduct through the development of ethics policies and codes.

Council is responsible for oversight regarding risk governance, and has delegated the responsibility to a suitably skilled and experienced Audit, Risk and ICT Governance Committee. The CUT governs risk in a manner that is consistent with the principles of good corporate governance, as espoused in King IV. Management is responsible for the design, implementation and monitoring of risk management strategy and processes. In July 2014, Council approved a policy and procedure on ethical governance, management and operations. CUT employees and Council members are expected to adhere to high moral, ethical and legal standards that, collectively, embody the CUT Code of Ethics. The Code of Ethics is binding on individual actions, and forms the basis of all CUT employees' contracts. Should there be any misconduct in this regard, the internal auditors are mandated to report such misconduct to the Audit, Risk and ICT Governance Committee of the Council. There is an anonymous Whistle-blower service that is managed by an external provider.

Management's quarterly reports to Council address the management of stakeholder participation and relationships at the CUT. The student leadership continues to play a critical role in representing its constituency in the university's major governance and management structures.

The 2016 #Fees-Must-Fall and free education campaigns presented a threat to the CUT for the 2017 and 2018 academic years. This threat was fully mitigated by government, who provided a grant equivalent to the amount of the 8% fee increase. As mentioned under 2.8 above, students with a household income of less than R600 000 qualified for this grant. The grant amounted to R38,4 million in both 2017 and 2018. This grant will reduce and phase out over the next three years. The renewed 2017 #Fees-Must-Fall campaign, as well as the call for free education in 2018, presented an even greater threat, especially after the President's announcement of fee-free education in December 2017.

In making decisions, Council took into consideration the articulated mission, objectives, strategies and plans of the CUT.

Cllr Mr CM Phehlukwayo

Chairperson of Council

## **Vice-Chancellor and Principal Introduction Extrapolated from the Report**

The CUT managed to have a fairly smooth 2018 academic year, despite a few minor challenges, mainly due to problems related to NSFAS allowances and the 2018/19 SRC elections. These were resolved in an open and transparent manner. We have also ensured a stable staff workforce through constructive engagements and agreements on wage increases and other staff-related matters. The challenges related to the 2018/19 SRC elections were resolved in an open and transparent manner. The University is certainly on a rise, and more and more time and effort are spent at strategic level, including on building strategic partnerships and enhancing the financial sustainability of the university. The theme for 2018, Reimagining CUT: Embracing Servant Leadership, allowed the CUT community to embrace servant leadership, which enriches the lives of individuals, builds better organisations, and ultimately creates a more just and caring world. Furthermore, in 2018, we were steadfast in our focus to “reimagining the CUT as a transformational, transformative and entrepreneurial university and ‘model’ UoT in Africa, impacting on the socio-economic development of the Central region of South Africa and beyond”. This project is founded on our transformation drive and new institutionalism (change). Following feedback from the community, it was evident that they have noticed the renewed attempt to reimagining the CUT. We have all the elements to achieve this vision.

Evidence that CUT remains a special university relates to the words of Ms Heloïse van Niekerk, Senior Human Resources Officer, Pelonomi Private Hospital, Netcare Limited, who had the following to say about our students on 14 September 2018: “I would like to congratulate CUT, first of all for looking after their own students, even after finishing their studies. Second of all, for producing good quality students. The commitment I saw from all the candidates, from being perfectly on time, well groomed, extremely good mannered, good communication skills, and their commitment to their studies, was astounding.” Furthermore, Ms Norah Clarke, Head of the Entrepreneurship Development in Higher Education (EDHE) Programme, mentioned, “CUT is already considered a leader in the space of entrepreneurship development.”

On behalf of the CUT Council and Management, I would like to acknowledge all our external partners – including businesses, industry, government and society at large – for their support during 2018. In addition, the university cannot be successful without the continuous support of, amongst others, the Ministry of HET, the DHET, CHE, Universities South Africa (USAf), professional bodies, science councils, and the National Research Foundation (NRF). Please be assured that we value and nurture these partnerships! Furthermore, I am grateful for the support and guidance of the Chairperson of Council and the entire CUT Council. The CUT is blessed with committed and knowledgeable Councillors who only want the best for the institution. Finally, thank you to our Chancellor and the Management Team for their hard work and dedication, and to all staff and students, including Senate, the Institutional Forum, the unions, student leaders, alumni and parents, for their commitment and support during 2018.

In conclusion, the current phase in higher education in South Africa is one of the most challenging periods in history. The sector is not stable, and the 2018 year, and most probably next year, will pose further challenges, which require a committed focus by the CUT Council and Management to enhance our culture of constructive engagements with statutory and key stakeholders towards ensuring a stable university. Although I became involved in a number of operational matters during 2018 in my capacity as Vice-Chancellor and Principal, I am confident that, with a full staff complement at Executive Management level and the filling of other critical vacant positions, as well as the fact that most operational challenges have either been resolved or are under control, we are ready to enter a phase of greater focus at strategic level, on a more frequent basis, including strategic partnership building, and enhancing the financial sustainability of the university.

Looking back at 2018, there is no doubt that it was another successful year for the CUT.

Prof. Henk de Jager  
Vice-Chancellor and Principal

## **Strategic Direction for CUT**

The activities of the Central University of Technology, Free State (CUT) for the year 2018 were guided by the university's Vision 2020, as well as its Strategic Plan 2016–2020. To support the vision and Strategic Plan, the university compiled three strategic sets, as per Table 1 below. These sets define the interconnected dimensions of the university's strategic development path towards the achievement of its vision and mission. Furthermore, to give direction regarding the achievement of the vision and Strategic Plan, five strategic goals were developed, namely:

1. Institutional advancement;
2. Teaching and learning;
3. Research and innovation;
4. University life; and
5. Ensuring financial sustainability.

The relationship between the strategic sets and goals is depicted in the table below.

### **Strategic sets and goals**

The following three strategic sets were developed for the Strategic Plan 2010–2015 and Strategic Plan 2016–2020:

1. Strategic Set 1 (SS1) (2010–2013): Building foundations to ensure the CUT is fit for its purpose.
2. Strategic Set 2 (SS2) (2014–2017): Innovating on the academic project, especially in science, technology, engineering and mathematics (STEM).
3. Strategic Set 3 (SS3) (2018–2020): Building strategic partnerships in order to realise internal, regional, national and international goals, especially socio-economic development, through regional innovation.

The table below depicts the link between the strategic sets and the university's strategic goals. From the table, it can be established that, despite the fact that the strategic sets are assigned periods, and are thus intended to enjoy focus for a particular period of time, they remain relevant for the life of the Strategic Plan.

Strategies Sets (SS)	Defining characteristic of Vision 2020 (from the previous plan)	Link to the strategic goals (2016–2020)
SS1	<ul style="list-style-type: none"> <li>- New values, ethos, attitudes, behaviours and relations.</li> <li>- New organisational design, function and structure, aligned with Vision 2020.</li> <li>- State-of-the-art facilities.</li> <li>- Developing high-level skills and competencies amongst staff, especially younger members and designated groups.</li> <li>- Pre-university programmes for learners in science, engineering and technology (SET).</li> </ul>	<p>Goal 1: Institutional advancement</p> <p>Goal 2: Teaching and learning</p> <p>Goal 4: University life</p> <p>Goal 5: Financial sustainability</p>
SS2	<ul style="list-style-type: none"> <li>- Academic, research and innovation programmes.</li> <li>- Niche areas and centres.</li> <li>- Learner-centred methodologies and facilities.</li> <li>- Emancipating, empowering and supporting engagements and transactions between students and staff, and amongst staff.</li> </ul>	<p>Goal 1: Institutional advancement</p> <p>Goal 2: Teaching and learning</p> <p>Goal 3: Research</p> <p>Goal 4: University life</p>

Strategies Sets (SS)	Defining characteristic of Vision 2020 (from the previous plan)	Link to the strategic goals (2016–2020)
SS3	<ul style="list-style-type: none"> <li>- Focusing on innovation for industrial and socio-economic development.</li> <li>- Incubation platforms for small-, medium- and micro-sized enterprises (SMMEs) in the manufacturing and agricultural sectors.</li> <li>- Strong links with business and industry through public and private partnerships (PPPs) and other mechanisms.</li> </ul>	<p>Goal 1: Institutional advancement</p> <p>Goal 3: Research</p>

Table 1: Defining characteristics of Vision 2020

### Performance monitoring

As set out in Table 1 above, targets were set for each strategic objective for the year 2020, as well as annual targets for the year under review, namely 2018. The targets for each strategic objective form part of the Annual Performance Plan (APP) and Institutional Operational Plan (IOP). Each Executive Manager was assigned the responsibility for the achievement of specific objectives and targets set. This assignment was formalised by capturing it as part of each relevant Executive Manager's Key Performance Indicators (KPIs) in order to ensure accountability at that level. Progress towards the achievement of the objectives and targets was monitored at divisional level through the continuous evaluation of, and feedback on staff's performance.

The monitoring of each division was done at Management Committee (Mancom) level, to which all Executive Managers submitted formal reports and delivered presentations. In terms of engaging on the performance status, reports on targets achieved were celebrated, whilst unmet targets were discussed with a view to understanding the cause of the non-achievement of those targets; the impact (i.e. risk, etc.) thereof for the university, whether this was permanent or temporary; as well as the way forward regarding unmet targets. Table 2 below provides details of the five institutional strategic goals for the Strategic Plan 2016–2020, as well as the associated objectives thereof.

	GOALS	OBJECTIVES
1.	Institutional advancement – Continuously advancing the concept of a university of technology (UoT) to all stakeholders.	<ul style="list-style-type: none"> <li>- Enhancing engagement with business/ industry, government and its entities, and broader society for local and regional development, and bringing internationalisation to bear in support of this [SS3].</li> <li>- Embracing the use of innovation and technology to facilitate effective and efficient business processes [SS3].</li> <li>- Provide a sustainable teaching and learning environment, with first-class facilities and infrastructure [SS2].</li> <li>- Improving and enhancing governance and management [SS1].</li> </ul>
2.	Teaching and learning – Shaping the academic future of the CUT in such a way that it is high quality, niche focused and differentiated.	<ul style="list-style-type: none"> <li>- Providing quality teaching and learning [SS2].</li> <li>- Reviewing the approach to education to facilitate our graduates' entry into the workplace or entrepreneurship [SS2].</li> <li>- Recruiting and supporting high-quality students from all backgrounds, especially in areas of STEM, at undergraduate and postgraduate levels (including international students) [SS2].</li> </ul>



	GOALS	OBJECTIVES
3.	Research and innovation – Establishing the CUT as a research-informed UoT that has distinct pockets of research excellence and value-adding links with government, business and industry.	<ul style="list-style-type: none"> <li>- Delivering excellence in all our areas of research, with defined peaks of world-leading performance [SS2].</li> <li>- Employing our social and technological innovations for the socio-economic development of the city and the region [SS2].</li> </ul>
4.	University life – Creating an institution that encourages a diverse, democratic and academic ethos amongst students and staff.	<ul style="list-style-type: none"> <li>- Providing a vibrant and healthy environment, and promoting organisational well-being [SS1].</li> <li>- Proactively attracting, retaining, supporting and developing high-quality staff [SS1].</li> </ul>
5.	Financial sustainability – Ensuring financial sustainability.	<ul style="list-style-type: none"> <li>- Ensuring financial sustainability in all entities and, where applicable, supplementing the university's income with third-stream income [SS1].</li> </ul>

Table 2: Institutional goals and objectives

## Summary report on annual performance plan and institutional operational plan 2018

Table 3 below presents the performance results for the year under review (2018). From the table, it can be established that the university has met its targets in some instances, whereas targets in other instances have not been met for various reasons.

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
Stakeholders/ partners (Ref.: S)	1. Enhance engagement and partnerships with business, public and third-sector partners to create social and economic benefit, and advance internationalisation (S1).	Improved brand awareness through Advertising Value Equivalent (AVE) by 20% of the 2016 baseline, by 2020 (S1.1).	Increase CUT brand awareness through AVE by 5% of the baseline in 2018.	Annual brand reputation study; Communications and Marketing reports.	<p>AVE total for 2017: 5 022 clips;</p> <p>26 functions;</p> <p>41 outreach programmes ; and</p> <p>81 media statements.</p>	<p>5% AVE growth: 5 273 clips;</p> <p>27 functions;</p> <p>43 outreach programmes ; and</p> <p>85 media statements.</p>	<p>6 419 clips;</p> <p>37 functions;</p> <p>39 outreach programmes; and</p>	Inappropriate targets were used to measure this indicator. Targets related to public relations (PR) campaigns are useful for purposes of achieving our target.	<p>AVE (in monetary terms) will be used to measure this indicator from 2019 onwards</p>	<p>Deputy Vice-Chancellor (DVC): Resources and Operations (RO)</p> <p>DVC: Teaching and Learning (T&amp;L)</p>

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		Achieve objectives set in the Internationalization Strategy (S1.2).	<p>Increased number of international students.</p> <p>Increased number of international agreements.</p>	International Office reports; Research, Innovation and Engagement (RIE) Division reports.	505 international students (growth of 11.23%, from 454 students in 2016).	575 international students (growth of 13.86%).	<p>80 media statements</p> <p>561 international students.</p>	<p>Online payment not available.</p> <p>Applicant data not fully captured.</p> <p>Slow capturing of international students' information.</p> <p>Coding of students – data integrity.</p>	<p>Had discussion to expedite capturing.</p> <p>Requesting only online applications to minimise capturing risks. In discussion to improve application processes – International Office to be responsible for application capturing.</p>	DVC: Research, Innovation and Engagement (RIE)

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
					<p>32 active and three newly signed agreements (accum.)</p> <p>Southern African Development Community (SADC): five;</p> <p>rest of Africa: five;</p> <p>Brazil, Russia, India and China (BRIC): two;</p> <p>global: eight</p>	<p>Increase internationalisation from 35 to 38 signed agreements.</p> <p>SADC: five;</p> <p>rest of Africa: five;</p> <p>BRIC: two;</p> <p>global: 8.</p>	38 signed international agreements.		Ongoing discussion with Student Administration to create different codes for types of international students.	

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
			Internationalization of curricula in programmes.	Faculty reports; RIE Division reports.	Seven programmes	Four programmes (one per faculty).	Four programmes.			

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		100% increase in the number of active partnerships by 2020 (S1.3).	Increased number of active partnerships with government, private sector and non-governmental organizations (NGOs).	Faculty reports; RIE Division reports; Registrar's Division reports.  Faculty reports; RIE Division reports; International Office reports	Five interventions, to lead to two active regional projects.  38 active joint research projects with peer institutions in 2017. 27 WIL partnerships.	Consolidate and confirm two active regional projects.  40 active joint research projects with peer institutions in 2018. 30 WIL partnerships.	54 active joint research projects.  45 WIL partnerships.			DVC: RIE; DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
	Recruit and support high-quality students from all back-grounds, especially in areas of STEM, at undergraduate and postgraduate levels, including international students (S2).	100% intake of students with an M-score of 27 or higher (of which 20% should have an M-score of 32) by 2020 (S2.1).	Improved M-score ratings of admitted students.	Higher Education Management Information System (HEMIS).	57.55% of first-time entering (FTEN) undergraduate students with a 27+ M-score (excluding extended curriculum programmes (ECPs)) (2 089 out of 3 630 students). 15.92% students with a 32+ M-score (excluding ECPs) (578 out of 3 630 students).	59.0% of FTEN undergraduate students with a 27+ M-score (excluding ECPs).  17.0% students with a 32+ M-score (excluding ECPs).	68.79% of FTEN undergraduate students with a 27+ M-score (excluding ECPs).  23.49% students with a 32+ M-score (excluding ECPs).			DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		Increase the intake of full-time post-graduate level, master's and doctoral students (S2.2).	<p>Increased number of master's degree students.</p> <p>Increased number of doctoral degree students.</p> <p>Increased number of full-time post-graduate students.</p>	HEMIS.	<p>Master's degree students: 368.</p> <p>Doctoral students: 166</p>	<p>Master's degree students: DHET target = 540 students; CUT target = 400 students.</p> <p>Doctoral students: 174 (DHET target); 33.2 (20%) new first-time enrolments in 2018.</p>	<p>Master's degree students: 407.</p> <p>Doctoral students: 187; 76 (40.80%) new first-time enrolments in 2018.</p>	<p>Research Development and Postgraduate Studies (RD &amp; PGS) analysis suggests the following: lack of supervisory capacity; lack of sustainable pool of research themes; more industry focus on research themes; and marketing of UoTs' NQF level 9 qualifications</p>	<p>Develop competency and skills of supervisors.</p> <p>Senior supervisors to mentor novice supervisors.</p> <p>Focus on recruitment of master's students.</p>	DVC: RIE



Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
					63.04% of all post-graduate students are full-time students, of which 45.18% are doctoral, 48.10% are master's and 80.23% are post-graduate students lower than master's students.	65% of all postgraduate students are full-time students	48% of all postgraduate students are full-time students.	The target relies on information from faculties, which was not provided. RD & PGS' own analysis suggests more bursaries with higher values to recruit students. PGS curriculum to secure effective progression through studies.	Train post-graduate students on how to apply for competitive research grants	

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		Enrolment targets met, as set in the Academic Plan (S2.3).	2018 enrolment targets met, including size and shape.	HEMIS.	First-year enrolment: 98% (4 057 students).	CUT target: 4 275 students	First-year enrolment: 4 191 students.	The shortfall was due to insufficient students who meet STEM requirements for programmes in the Faculty of Health and Environmental Sciences and the Faculty of Engineering and Information Technology. However, the actual is within the 2% variation provided by the DHET.	Use Central Application Clearing House (CACH) system effectively to identify students who qualify for STEM.	DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
					Percent-age head-count STEM: 48.6%.  45.38% full-time equivalent (FTE) STEM (6 001 students).  Student head-count: 18 173 students.	Percent-age head-count STEM: 49%.  47.20% FTE STEM (5 721) students. Student head-count: DHET target = 15 655; CUT target: 16 000.	Percent-age head-count STEM: 50.08%.  FTE STEM: 51.82%.  Student head-count: 19 446.			

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		40% of students entering undergraduate/postgraduate programmes complete those programmes in the minimum time, by 2020 (S2.4).	Undergraduate/postgraduate student completion of programmes in minimum time.	HEMIS.	33% (2016), due to the fact that 2017's graduates, as per the DHET's definition, are students who conclude their studies between 1 August 2017 and 31 July 2018.	35% of under-/postgraduate student completion of programmes in the minimum time.	27.33% of under-/postgraduate student completion of programmes in the minimum time.	2018 final/actual performance data are not available.		DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
	2. Provide quality teaching and learning (S3).	Pass rate (in accordance with the Enrolment Plan) (S3.1).	<p>Pass rate in accordance with the CUT Academic Plan.</p> <p>Graduation rate in accordance with the CUT Academic Plan.</p>		21% (2017), due to the fact that 2018's graduates, as per the DHET's definition, are students who conclude their studies between 1 August 2017 and 31 July 2018.	24% graduation rate.	21.12% graduation rate.	2018 final/actual performance data are not available		DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
			<p>CUT Teaching and Learning Plan relevant to the student academic support interventions implemented.</p> <p>Implement new Category C academic programmes by 2020. Develop 18 advanced diplomas to replace BTech programmes.</p>		<p>1 106 students in ECPs.</p> <p>418 FTEN students in ECPs (vs. the target of 287 students). 100% implementation of Category C academic programmes.</p> <p>15 out of 18 advanced diplomas (83.33%).</p>	<p>1 200 students in ECPs.</p> <p>500 FTEN students in ECPs (target). Implement 80% of Higher Education Qualifications Sub-Framework (HEQSF)-aligned and accredited new/Category C programmes</p> <p>Develop three remaining advanced diplomas (16.67%), out of the target of 18, to replace BTechs.</p>	<p>1 108 students in ECPs.</p> <p>254 FTEN students in ECPs.</p> <p>73% new/Category C programmes implemented.</p> <p>Two advanced diplomas developed.</p> <p>Four postgraduate diplomas developed.</p>	<p>Few ECPs for enrolling the targeted number of students. Some programmes were accredited by the Council on Higher Education (CHE), but were not yet registered by the South African Qualifications Authority (SAQA). One advanced diploma (Somatology) to be developed, remained. The faculty is debating the viability of the programme, given the number of students enrolled at diploma level.</p>	<p>Develop more ECPs. Follow-up meetings with SAQA to fast-track registration of programmes accredited by CHE. The programme has been developed and served at the Curriculum Committee.</p> <p>The programme has been developed, and served at the Curriculum Committee.</p>	

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
	Reviewing the approach to education to facilitate our graduates' entry into the workplace or entrepreneurship (S4).	Employability of graduates (65% employed/self-employed within three months after completion of studies, by 2020) (S4.1).	Proportion of projects aligned with major research themes Proportion of graduates employed/-self-employed within three months after conclusion of study (at the time of graduation ceremony).	Graduate survey.	50% of projects aligned with major research themes, vs. set target of 50%.  45.63% of graduates employed/-self-employed within three months after completion of studies (total from March and September 2017 graduate surveys).	Three additional centres established, to form 12 research units. 50% of graduates employed/self-employed within three months after completion of studies.	Six additional centres established, to form 12 research units.  46.77% of graduates employed/-self-employed within three months after completion of studies.	One post-graduate diploma (Somatology) to be developed remained.  The faculty is debating the viability of the programme, given the number of students enrolled at diploma level. V2018 final/actual performance data are not available.		DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
Internal processes (Ref.: P)	Embrace the use of technology to streamline our effective and efficient business processes, and offer entrepreneurial education unique to a UoT (P1).	80% fully automated online business processes and systems that deliver results, by 2020 (P1.1).	Automation of online business processes and systems that deliver results.	Resources and Operations (ResOps) Division reports.	23% fully automated online business processes and systems achieved	30% fully automated online business processes and systems.	25% fully automated online business processes and systems.	Human Resources Information System (HRIS) delayed during tender process. Automation of processes to be implemented in 2019.  Workflow system (Nintex) was only procured late in 2018, and could not be implemented.  Human resource challenges prevented further automation.	Implementation of the HRIS will ensure implementation of most human resources (HR) processes.  Acquire automation software and conduct a survey in order to analyse business process automation requirements	DVC: RO



Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		20% of all advanced diplomas/higher certificates and post-graduate diplomas are accessible on flexible mode of learning by 2020 (P1.2).	Development of online programmes.	Centre for Innovation in Learning and Teaching (CILT) reports; Teaching and Learning (T&L) Division reports.	Three online advanced diploma/higher certificate programmes developed.	Two online advanced diplomas/higher certificate programmes  Two online postgraduate diplomas.	Four online advanced diplomas/higher certificate programmes.  Zero online postgraduate diplomas.	Four online advanced diplomas/higher certificates were developed before developing postgraduate diplomas	No online post-graduate diploma to be developed in 2019, but one module for three blended online advanced diplomas/higher certificates programmes will be piloted.	DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
	Provide a sustainable teaching and learning environment, with first-class facilities and infrastructure (P2).	Fully equipped, maintained and secure facilities by 2020 (P2.1).	Access of students and staff by swipe/biometric system.	ResOps Division reports; satisfaction surveys on the state of facilities and infrastructure.	5% access to campus and buildings by students and staff via swipe/biometric system.	10% access to campus and buildings by students and staff via swipe/biometric system	3% access to campus and buildings by students and staff via swipe/biometric system.	Delays in implementing the core infrastructure, including incompatibility with existing systems, delayed full implementation.	card readers resolved.  System has been integrated, except for interchange with ITS, which are underway. Current 1K myfire cards were activated. Meetings held with system developers, and replacement of certain card readers resolved. The process of fingerprinted access will be announced to employees and students by the end of March 2019.	

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
	Deliver excellence in all our areas of research, with defined peaks of world-leading performance, and increase our market share of research income (P3).	<p>Teaching, learning and research space as a proportion of total space (P2.2</p> <p>100% achievement of all targets set in the Research and Development Plan, by 2020 (P3.1).</p> <p>Fully functional Graduate School (PG School), promoting postgraduate studies.</p>	<p>Increased number of rated researchers.</p> <p>Fully functional Graduate School (PG School), promoting postgraduate studies.</p>	RIE Division reports; faculty reports; Department of Higher Education and Training (DHET); National Research Foundation (NFR).	<p>Number of rated researchers increased to ten.</p> <p>Six training events held.</p>	<p>Increase the number of rated researchers to 12.</p> <p>Eight training events.</p>	<p>11 rated researchers.</p> <p>33 training events.</p>	<p>NRF rating programmes work in multiple-year cycles: call posted in n; applications due in n + 1; and rating effective from n + 2.</p> <p>No Research Professor positions filled in</p>	Continue with support to assist applicants to meet the scope and technical criteria of being a rated researcher.	DVC: RIE

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		<p>Increased external research funding, according to set targets, as per the Research and Development Plan (P3.2).</p> <p>Enhanced teaching/ research nexus (P3.3).</p>	<p>Fully achieve the target set for external research funding.</p> <p>Publications from the Scholarship of Teaching and Learning (SoTL).</p> <p>Problem-solving and user-oriented research.</p>	<p>Finance Section reports</p> <p>CILT reports;</p> <p>RIE Division reports.</p>	<p>47 master's graduates.</p> <p>16 doctoral graduates.</p> <p>117.09 credit unit publications.</p> <p>R20 million (NRF)</p> <p>22 conference proceedings; 14 articles published (36 research outputs). 50% of target achieved</p> <p>·</p> <p>·</p>	<p>48 master's graduates.</p> <p>19 doctoral graduates. 127 credit unit publications.</p> <p>R15 million (NRF).</p> <p>20 research outputs (conference proceedings and articles). One research uptake (publication/ conference proceeding/ policy statement) per completed study = 61.</p>	<p>47 master's graduates. 22 doctoral graduates.</p> <p>Zero credit unit publications (expected research publication credit units are 121.97, against a target of 110 credit units). R24.056 million (NRF). 50 research outputs (conference proceedings and articles).</p>	<p>2018 final/actual performance data are not available</p>	<p>Develop competency and skills of supervisors.</p> <p>Senior supervisors to mentor novice supervisors.</p> <p>Training in research skills to grow research outputs.</p>	DVC: RIE

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
	Employ our social and technological innovations in the socio-economic development of the city and the region (P4).	100% achievement of all targets set in the Technology and Innovation Plan, by 2020 (P4.1).	Fully achieve all targets set in the Technology and Innovation Plan for 2018.	RIE Division reports.	Five provincial patents registered	Ten intellectual property (IP) registrations.  Ten incubated companies at Bloemfontein Campus.	Six IP registrations.  Nine incubated companies	Successful IP registration is dependent on the novelty and inventiveness of the research output.  A number of disclosures received by the Technology Transfer Office (TTO) did not satisfy this criterion, and could therefore not be registered	More IP awareness sessions to be done in faculties and departments at both campuses. Specific seminars targeting the research students to be conducted, to increase their understanding of the importance of IP arising from their research.	DVC: RIE

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
			<p>CUT Teaching and Learning Plan relevant to the student academic support interventions implemented.</p> <p>Implement new Category C academic programmes by 2020. Develop 18 advanced diplomas to replace BTech programmes.</p>		<p>Welkom Campus.</p> <p>Two Technology Innovation Agency (TIA) seed fund projects approved, at R1.3 million</p>	Five TIA seed fund projects, at R3.2 million.	Two TIA seed fund projects, at R1.3 million.	<p>No new companies were considered after May 2018, as a new Incubation Framework was being developed by CUTIS, to be approved by the CUTIS Board.</p> <p>Eight projects, of R5.2 million, identified and recommended to TIA for seed funding. Due to TIA financial constraints, only R1.3 million, for two of the eight projects, was received in 2018.</p>	<p>More IP awareness sessions to be done in faculties and departments at both campuses.</p> <p>Specific seminars targeting the research students to be conducted, to increase their understanding of the importance of IP arising from their research. A new Incubation Framework was approved by the UTIS Board in the last quarter of 2018.</p>	

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
	70% staff satisfaction by 2020 (P5.1).	Pass rate (in accordance with the Enrolment Plan) (S3.1).	Increased staff satisfaction by 20% in 2018.	Staff satisfaction survey.	No 2017 survey.	One biannual survey.	29% staff satisfaction.	Based on the analysis of the data, satisfaction is down as a result of continuous pressures relating to the #Fees-Must-Fall campaign, student unrest, and the inclusion of a larger portion of part-time lecturers, who raised matters of permanent work.	This framework will give guidance to the achievement of the goals and targets. This target is entirely beyond our control. We rely on TIA, who relies on the allocation they receive from National Treasury in the given financial year.	DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
								<p>Overall, 71% of staff still want to retire at CUT.</p> <p>The participation rate was very low (less than 25%), which is another contributing factor.</p>	<p>Plan to address matters identified, to be developed and implemented in 2019.</p> <p>We are in the process of redesigning separate surveys for permanent and temporary/part-time employees.</p>	DVC: RO



Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		99% student satisfaction by 2020 (P5.2).	Providing a vibrant and healthy environment for students	Student satisfaction survey.	98.4% student satisfaction, as per the 2017 March graduate survey.	98.6% student satisfaction.	91.30% student satisfaction.	NB: (Glaring dissatisfaction is with the (i) cafeteria (pricing, meals, service, etc.) and others, though less pronounced, inter alia (ii) discriminatory practices and harassment). Some operations were disturbed by a series of unofficial student strikes.	Regularly monitor service, in line with existing service-level agreements (SLAs).  Monthly meetings with service provider, involving the Students' Representative Council (SRC), to address students' concerns, and monitor progress.  Follow unit's plans to improve.	DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
								<p>Student unrests drove a wedge between the officials and student leaders, which unfortunately gave rise to general student dissatisfaction and widespread animosity. NB: Some of the students' dissatisfaction pertained to the attention of academics/ faculties, Facilities Management and Protection Services.</p>	<p>Aggressively popularising Wellness Centre, and Student Governance and Student Life Units' programmes to sensitise students on all forms of discrimination. Effective use of student media to sensitise and engender students on how to handle discriminatory practices and harassment.</p>	

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
Learning and growth (Ref.: L)	Proactively attract, retain, support and develop high-quality staff (i.e. talent management) (L1).	<p>University sustainability project fully mainstreamed (P5.3).</p> <p>100% of the Talent Management Plan implemented by 2020 (L1.1).</p>	<p>Implement relevant sustainability projects within the division.</p> <p>Improved academic qualifications, and development of all staff, applying the twin challenge of equity and excellence.</p>	Faculty reports; Human Resources (HR) reports	<p>142 staff with master's degrees.</p> <p>113 staff with doctoral degrees.</p>	<p>One more project targeted by the end of 2018.</p> <p>168 staff with master's degrees.</p> <p>120 staff with doctoral degrees.</p>	<p>One project completed (fun run/walk). Outdoor gymnasium facilities constructed at both campuses, Bloemfontein and Welkom.</p> <p>Campus Primary Healthcare Clinic completed. 188 staff with master's degrees.</p> <p>136 staff with doctoral degrees.</p>	2018 final/actual performance data are not available		DVC: T&L; DVC: RIE

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		<p>100% functioning performance management system implemented by 2020 (L1.2).</p> <p>10% of teaching staff with industry exposure by 2020 (L1.3). Fully implemented</p> <p>Equity and Transformation Plan by 2020 (L1.4).</p>	<p>Functioning Human Resources Information System (HRIS). Staff development, including industry exposure.</p> <p>Improved equity and transformation statistics.</p>	<p>HR reports. Faculty reports.</p> <p>HR report.</p>	<p>No system implemented. 3.4% (19 of 565 teaching staff).</p> <p>RSA African male: 34.55% (792). RSA Coloured male: 3.01% (69). RSA Indian male: 0.79% (18). RSA White male: 10.30% (236).</p> <p>RSA African female: 31.68% (726). RSA Coloured female: 3.62% (83).</p>	<p>One operational system for staff performance developed (100%). 2% of teaching staff.</p> <p>RSA African male: 34.90% (800). RSA Coloured male: 3.14% (72). RSA Indian male: 0.83% (19). RSA White male: 10.30% (223). RSA African female: 32.50% (745).</p>	<p>3.7% of teaching staff.</p> <p>RSA African male: 33.50% (524). RSA Coloured male: 2.30% (36).</p>	<p>Achieved most of the goals. Where variances do occur, they are small, and have been included in the Employment Equity (EE) Plan for 2019.</p>	<p>The 2019 EE Plan to be used in order to achieve target.</p>	<p>DVC: RO</p>

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
					<p>3.4% (19 of 565 teaching staff).</p> <p>RSA African male: 34.55% (792).</p> <p>RSA Coloured male: 3.01% (69).</p> <p>RSA Indian male: 0.79% (18).</p> <p>RSA White male: 10.30% (236).</p> <p>RSA African female: 31.68% (726).</p> <p>RSA Coloured female: 3.62% (83).</p> <p>RSA Indian female: 0.57% (13).</p> <p>RSA White female: 13.26% (304).</p>	<p>2% of teaching staff.</p> <p>RSA African male: 34.90% (800).</p> <p>RSA Coloured male: 3.14% (72).</p> <p>RSA Indian male: 0.83% (19).</p> <p>RSA White male: 10.30% (223).</p> <p>RSA African female: 32.50% (745).</p> <p>RSA Coloured female: 3.75% (86).</p> <p>RSA Indian female: 0.65% (15).</p>	<p>3.7% of teaching staff.</p> <p>RSA African male: 33.50% (524).</p> <p>RSA Coloured male: 2.30% (36).</p> <p>RSA Indian male: 0.30% (five).</p> <p>RSA White male: 9.70% (151).</p> <p>RSA African female: 31.70% (495).</p> <p>RSA Coloured female: 3.10% (49).</p>			

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
					<p>Foreign National male: 1.57% (36).</p> <p>Foreign National female: 0.65% (15).</p> <p>Staff with disabilities: 0.25% (five).</p> <p>Terms of reference of statutory committees reviewed and revised in compliance with King IV.</p>	<p>RSA White female: 12.48% (286).</p> <p>Foreign National male: 1.44% (33).</p> <p>Foreign National female: 0.57% (13).</p> <p>Staff with disabilities: 2% (46). The 2% target is set by the Ministry for Women, Children and People with Disabilities.</p>	<p>RSA Indian female: 0.40% (six).</p> <p>RSA White female: 3.90% (202).</p> <p>Foreign National male: 3.90% (61).</p> <p>Foreign National female: 2.20% (34).</p> <p>Staff with disabilities: 0.40% (six). The 2% target is set by the Ministry for Women, Children and People with Disabilities.</p>			

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
	Improve and enhance institutional governance (L2).	Application and explanation of all relevant principles of King IV by 2020 (L2.1).	Governance documents for enabling application developed.	Registrar Division's reports; audit reports.	<p>Terms of reference of statutory committees reviewed and revised in compliance with King IV.</p> <p>Council Charter that documents roles and responsibilities of Chairperson, Secretary and members; membership requirements and procedural conduct, were developed, and approved by Council in November 2017.</p>	<p>Performance of Council committees evaluated (one evaluation). Performance of Council evaluated using the DHET tool. Reached evolving compliance maturity level. One finance workshop completed. ICT Strategy approved. CUT on maturity risk level 3.</p>	<p>One self-evaluation of Council's performance completed. One evaluation using DHET tool completed. Compliance maturity level evolving from basic to actively managed and proactive, so that it may be at an established level. 18 finance workshops completed. One ICT strategy approved.</p>			Registrar

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
					<p>Compliance Framework and Regulatory Universe approved. Phase 1 of business continuity arrangements approved. ICT Steering Committee established, and advises on governing and managing information and technology. Full implementation at strategic level.</p>	<p>Increase internationalisation from 35 to 38 signed agreements.</p> <p>SADC: five; rest of Africa: five; BRIC: two; global: 8.</p>	<p>CUT ERM level in the process of improving, so that planning and execution are integrated.</p>	<p>The 2018 target was erroneously provided. Maturity risk level of 3 is the 2020 target.</p>	<p>The correct and aligned 2019 target will be provided</p>	<p>All Executive Managers</p>



Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
Resources (Ref.: F)	Financial sustainability in all entities (F1).	Increase subsidy by full-time equivalent and outputs rates (F1.1).	Targets on student numbers reached.	Audited Annual Financial Statements.	13 222 FTEs, vs DHET target of 11 549.  31 824 teaching input units (TIUs), vs 24 285 allocated by DHET Ministerial Statement on University Funding, November 2017).	Actual targets as per Enrolment Plan 2019–2020: 12 122 (by field of study and qualification type).	13 387 FTEs.			DVC: T&L

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		Increase third-stream income to 10% of the total income by 2020 (F1.2).	Faculties, sections and research entities active in third-stream income generation, excluding CUT Innovation Services (CUTIS).	External funding and third-stream income; annual reserve analysis based on audited figures; audited Annual Financial Statements (CFO).	Faculties = R26 million. Centre for Rapid Prototyping and Manufacturing (CRPM) and Product Development Technology Station (PDTS) = R11.8 million. Sector Education and Training Authorities (SETAs) and WIL employers = R15.8 million. Total: R53.6 million.	Faculties= R12 million. CRPM and PDTS = R11 million. SETAs and WIL employers = R16 million. Total = R39 million.	Faculties = R28.228 million.  CRPM and PDTS = R11.963 million.  SETAs and WIL employers = R20.941 million.  Total: R49.169 million.			

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
			Offer short courses and programmes for the working population. Strategically focused relationship with CUTIS, with the aim of achieving organisational goals in terms of third-stream income, by optimizing institutional resources.		50% progress. R23.2 million.	Four new short courses approved by Senate. R25 million.	Six new short courses approved by Senate.  R16.400 million.	2018 final/actual performance data are not available.		DVC: RIE

Perspective	Objectives	Key Performance Indicator (KPI)	Performance indicator (2018)	Tracking source	2017 actual	2018 target	2018 actual	Reason for under-performance	Corrective measures	Ownership
		Effective and efficient use of resources within budget parameters (F1.3).	A positive budget excess at the end of the year; maintain sound financial management.	Approved annual operational budget.	1.18% saving on identified cost-containment items as at end July 2017 vs. July 2016. The saving excludes part-time staff salaries; water and electricity bills; and legal fees, which were all higher than in July 2016.	2.3% savings.	4.45% annual saving.			DVC: RO

**Table 3:** Summary report on APP and IOP 2018

Note: Green means the 2018 target was achieved; red means the 2018 target was not achieved; and yellow means that the 2018 final/actual data are not available yet

## Management and Administration

### Executive management team members



Prof. Henk de Jager  
Vice-Chancellor and Principal



Prof. Alfred Ngowi  
Deputy Vice-Chancellor: Research, Innovation and Engagement



Prof. David Ngidi  
Deputy Vice-Chancellor: Teaching and Learning



Dr Gary Paul  
Deputy Vice-Chancellor: Resources and Operations



Dr Nothemba Mrwetyana  
Registrar



Prof. Solomon Makola  
Director: Welkom Campus

This section provides an overview of the achievements of CUT under the leadership of the Executive Team of the University, who in turn reports to the Vice-Chancellor and Principal, during the course of the 2018 academic year. The section provides an overview of the operations of the university, in alignment with the Regulations for Reporting by Public Higher Education Institutions. In terms of the principal managerial and administrative achievements, the university remained steadfast in its quest to monitor its performance on the implementation of the 2018 Institutional Operational Plan (IOP), which was reviewed on a quarterly basis. The CUT Transformation Plan 2016–2020 served as the guiding document used by Management to drive and monitor the transformation project at the CUT. Please refer to the section, The Transformation Project.

Regarding managerial and administrative aspects, 21 of the 24, or 87,5%, of the positions at Peromnes levels 1 to 5 were filled. The challenge to address gender equity at these levels remained a serious concern, as only five, or 23,4%, of the positions at these levels were filled by female employees. Please refer to the section, The Transformation Project, for actions implemented to address this scenario.

Several activities to enhance the teaching and learning, research and innovation, and community engagement practices at the university were recorded during the 2018 year. Measures to strengthen partnerships and funding opportunities for the CUT were also implemented. The relevant faculties and sections, in collaboration with CUT Innovation Services (CUTIS) and Executive and Senior Management, concluded several partnerships and agreements.

Regarding administrative structures and resources, progress during 2018 are reported on activities related to communications and marketing, branding, human resources, and the institution's facilities and infrastructure plans. The infrastructure projects have gained momentum. The installation of the integrated security system progressed well, whilst occupational health and safety (OHS) is another critical project that was attended to, as reported on. Furthermore, in terms of human resources, certain critical activities were implemented.

The University was able to achieve 97,5% of the Department of Higher Education and Training (DHET)'s target of first-time-entering undergraduate students registered at the CUT for the 2019 academic year. The main reason for the lower intake is the limited number of school leavers with a 50% achievement in Mathematics and Science at Grade 12 level. Despite this challenge, the university recorded a 50,1% registration of students in science, technology and engineering (SET) academic programmes. Please refer to Section 4 of the report for further information in this regard.

Despite a few operational challenges, which led to student protests, the year 2018 was another successful time for the university. We have ensured a stable employee workforce and student cohort through constructive engagements with stakeholders, in an open and transparent manner. The implementation of the renewed vision for the CUT and several strategic objectives and interventions resulted in 2018 being an excellent year.

The Vice-Chancellor and Principal submitted quarterly reports to Council during 2018, which were aligned with CUT's Annual Report, as specified in the Higher Education Act (Act No. 101 of 1997): Regulations for Reporting by Public Higher Education Institutions (Government Gazette No. 37726, dated 9 June 2014). The section relates to the Vice-Chancellor's report on management and administration (Chapters 8 and 9 of the King IV Report), and addresses the following:

- the principal managerial/administrative achievements, measured in terms of the plans, goals and objectives set for the period under review;
- managerial/administrative aspects of the operations of the institution, including new Senior Executive/administrative appointments;
- the achievements of the administrative structures and resources, regarding both staff and systems, assessed in terms of realistic expectations;
- the adequacy of staffing levels, particularly in critical areas;
- the extent to which equity targets in the workplace have been realised;
- the quality of information available to Management;
- the administrative processes;
- student services and extracurricular activities;
- relationship with the community in terms of academia and services rendered; and
- changing patterns in the provision of academic courses.

## **Governance and Strategic Management**

The university remained steadfast in its quest to monitor its performance on the implementation of the 2018 IOP, which was reviewed on a quarterly basis. The 2018 IOP was derived from the institution's consolidated strategic objectives and Key Performance Indicators (KPIs), as informed and shaped by the CUT's Vision 2020. Part of the progress on the strategic objectives and achievements was discussed during the quarterly Extended Management Committee (EMC) meetings during 2018. Furthermore, Mancom recommended the progress report on the 2018 IOP for each of the four quarters to the Planning, Finance and Resources Committee (PFRC) of Council, who submitted these reports to the CUT Council for approval at its four quarterly meetings. Progress on performance was continuously monitored and reported using the four balanced scorecard perspectives, namely: systems; policies and processes; resources – human and financial; supplementary resources from stakeholders and partners; and quality learning and growth.

The University has strengthened collaboration with external parties, and several agreements and funding opportunities were realised. Good progress was made to strengthen the following long-term strategic objectives and interventions, which will continue in 2019: transformation; continuous improvement in the quality and value of the academic project and services; financial sustainability; Welkom Campus; student accommodation; Occupational Health and Safety (OHS) compliance; Enterprise Risk Management (ERM); communication, marketing, branding and alumni affairs; estates and infrastructure; Information and Communication Technology (ICT) services; partnerships with selected institutions, both locally and internationally; and the review of Vision 2020, and defining Vision 2030.

The CUT community has strengthened our foundation and the building blocks of a university of technology (UoT) in 2018, through courageous efforts in unity, creating new paradigms, anticipating the future, and challenging the status quo. Although we should be proud of our history and our origin as an institution, we are in the process of finally closing the chapter of being referred to as a “technikon”, and to enhance the CUT as a true, fully fledged UoT, focusing on innovative problem-solving and career-directed academic programmes, in addition to the basic responsibilities of a university, and leading the way in ensuring that our applied research and social and technological innovations operate to the benefit of the region and the country as a whole.

The following appointments at Executive and Senior Management levels were made during 2018, and the incumbents commenced duty on the dates indicated in brackets:

Dr Gary Paul, Deputy Vice-Chancellor (DVC): Resources and Operations  
(16 April 2018);

Mr Rick Pengilly, Director: Estates and Infrastructure (1 April 2018);

Mr Gchobani Quvile, Chief Executive Officer (CEO)/Senior Director of CUTIS  
(9 April 2018);

Prof. Herman Vermaak, Dean: Faculty of Engineering and Information Technology  
(1 August 2018); and

Ms Busi Matube: Director: Information and Communication Technology (ICT) and Chief Digital Officer (1 September 2018).

## **The Transformation Project**

In 2018, Council approved the establishment of the Unit for Institutional Renewal and Transformation, and the transfer of the Unit for Fundraising from CUT Innovation Services (CUTIS) to the Vice-Chancellor and Principal's office, effective from 1 January 2019.

The transformation agenda of the Central University of Technology, Free State (CUT) has been institutionalised, and grounded with a clear Transformation Plan 2016–2020, which was approved by Council in 2016. Implementation of the plan started in 2017, and remarkable efforts were made to execute it, although a fully-fledged office dedicated to transformation was not yet established. In January 2018, the CUT Transformation Advisor was appointed on a one-year fixed-term contract to establish and set up the Transformation Office, and to ensure that the Transformation Plan 2016–2020 is driven and coordinated as it gains momentum.



This section will focus on the achievements in terms of transformation that were attained during 2018. These achievements are within the ten priority projects indicated in the Transformation Plan 2016–2020, namely:

- student and staff equity and redress;
- diversity and inclusivity, discrimination and racism;
- institutional culture and climate;
- curriculum transformation;
- Programme Qualification Mix (PQM);
- teaching and learning;
- student learning support;
- staff development and support;
- research and development; and
- community engagement.

For purposes of the Annual Transformation Report 2018, these ten priority projects have been categorised within the following four themes:

Theme 1: Institutional Culture

Theme 2: Equity and Redress

Theme 3: Transforming the Academic Project

Theme 4: Enabling Funding Regime/Environment

This new categorisation is based on the Transformation Barometer Reporting Tool, which was designed and proposed for the public higher education sector by the Transformation Managers' Forum (TMF) to ensure a more standardised way of reporting on common matters of priority. Universities South Africa (USAf) supported the tool, and approved it for use, also recognising the autonomy of the individual universities; hence, the freedom to adapt the tool to fit different contexts.

The following definition clarifies the intention of the CUT's transformation agenda:

"A dynamic, continuous process of change and adjustment that impacts on all facets of university life, as encapsulated in the three missions of a university, and all attendant policies, systems and practices that constitute the day-to-day life of a university.

It is also the intelligent design of the university's processes, engagements and activities, such that students and staff are encouraged, supported and stimulated through participation to become more competent, accepting of difference, caring and engaged citizens of the university, and society as a whole."

The year 2018 commenced well, with all university processes running smoothly, and transformation plans for the year being clear. At each lekgotla and workshop of the university's Management Committee (Mancom), an opportunity was created to discuss transformation, to ensure that the plans remained on track, and were reviewed, where necessary. Transformation has also been a standing item on the agenda of the Extended Mancom (EMC), so as to conscientize the university community, and awaken a sense of agency and responsiveness to the challenges requiring attention.

The theme for the year 2018 was Reimagining CUT: Embracing Servant Leadership. This theme was integrated into all processes in order to ensure maximum drive and shift towards selfless service to others. According to Skip Prichard (2013), the following values and qualities are associated with a servant leader:

**Values diverse opinions:** A servant leader values everyone's contributions, and regularly seeks opinions. If you must parrot back the leader's opinion, you are not in a servant-led organisation.

**Cultivates a culture of trust:** People do not meet at the water cooler to gossip. A culture of trust exists at the institution.

**Develops other leaders:** Teaching others to lead, providing opportunities for growth, and demonstrating by example. This means the leader does not always lead, but instead gives up power, and deputises others to lead.

**Helps people with life matters:** It is important to offer opportunities for personal development beyond the job, such as running a company weight loss programme, or a programme on decreasing personal debt. Servant leaders care about people's lives, not just about their jobs.

**Encourages:** The hallmark of a servant leader is encouragement. Also, a true servant leader says, "Let's go do it", not, "You go do it".

**Sells instead of tells:** A servant leader is the opposite of a dictator. His/her leadership style focuses on persuading, not commanding. Servant leaders sell and persuade, where others command and control.

**Thinks "you", not "me":** There is a selfless quality about a servant leader. Someone who only asks, "How does this benefit me?" is disqualified.

**Thinks long-term:** A servant leader thinks about the next generation, the next leader, the next opportunity. Hence, there is a trade-off between what is important today versus what would be important tomorrow, and choices are made to benefit the future. Servant leaders sacrifice some today to develop more for tomorrow.

**Acts with humility:** The leader does not wear a title as a way to show who is in charge; does not think he/she is better than everyone else; and acts in a caring way towards others. He/she may, in fact, pick up the trash or clean up a table. Setting an example of service, the servant leader understands that it is not about the leader, but about others.

A more detailed depiction is provided in the document focusing on Reimagining CUT as a transformative university and 'model' university of technology (UoT) in Africa, impacting on the socio-economic development of the Central region of South Africa and beyond. This document outlines the areas of focus for the next five years.

The transformation agenda is well aligned with these focus areas, and monitoring will continue throughout the years to come in order to ensure excellence.

In the next section, a few observations will be listed in the Annual Transformation Report 2018, where critically necessary – an area focusing on the responsibilities, functions and foci of the CUT Transformation Office. This is done for the benefit of the institution.

### **Role and function of the CUT Transformation Office**

A clear document on the role and function of the CUT Transformation Advisor provided proper guidance in terms of the work that needed to be done. Satisfactory work was done within the Transformation Office in 2018. However, some of the responsibilities were hampered by an inability to access structures and committees that are critical to the effectiveness of the office. This matter has been discussed with the Vice-Chancellor and Principal throughout 2018, and there is hope for change and improvement.

## **Responsibilities and foci of the CUT Transformation Office**

The CUT Transformation Advisor's role and responsibilities for 2018 included the following:

- Leading the Unit for Transformation and Constructive Engagement (UNITE).
- Monitoring and evaluating the implementation and roll-out of the CUT Transformation Plan 2016–2020 by the relevant Managers.
- Providing advice on, and coordinating the development of transformation policies and procedures for the CUT, in line with the university's vision.
- Monitoring the implementation of the various transformation projects.
- Providing advice to Management on the transformation risks for the university.
- Leading the Next Generation Women Leadership Programme, which is intended to replace the Stars of Academia and Research (SoAR) Programme.
- Serving as the university's representative on external bodies related to transformation in higher education and other bodies, including the TMF.
- Identifying and engaging with potential external funders, in collaboration with the Vice-Chancellor and Principal and the Executive Managers, to support the Transformation Plan 2016–2020 in general.
- Providing advice and strategic support related to transformation matters to the Vice-Chancellor and Principal and the Executive Managers.

A few comments on the role and responsibilities of the CUT Transformation Advisor, especially her reflections on the Transformation Office, were shared with the Vice-Chancellor and Principal. A strategic conversation with the CUT's leadership regarding the Transformation Office has been scheduled to take place early in 2019. If successful, this will unlock improved approaches to facilitate the effectiveness of this office within the institution.

The CUT Transformation Advisor, with the support of a temporary Administrative Assistant who was appointed on a one-year fixed-term contract, with possibility of extension, reports to the Vice-Chancellor and Principal. This reporting line is advised and supported by the Department of Higher Education and Training (DHET), and recommended by the Ministerial Transformation Oversight Committee (TOC). It was also discussed extensively in many documents of the TMF, recognised by USAf.

The work covered within the Transformation Office, and throughout the institution, lay the foundation for embedding a transformative culture within the broader institutional culture. Therefore, there is still much work to be done, as changing people's attitudes takes time and commitment from everyone in the university system.

The year began with consultations, finalising concept proposals for the Next Generation Women Leadership Programme and the University Transformation Advisory Committee (UTAC). Then, plans for the Transformation Summit took off, providing the university community with an opportunity to renew their commitment to the Transformation Plan 2016–2020, whilst reviewing areas of focus, and clarifying the shared vision of transformation.

Continuous liaison took place between the Vice-Chancellor and Principal and the CUT Transformation Advisor throughout the year for reporting purposes, and mainly for them to share ideas, opinions and different practices from exposure to different experiences. Most of the time, the proposals and ideas from the CUT Transformation Advisor were placed in writing, to ensure a trail of documentation, which would assist processes when those ideas have to be taken further for discussion and consideration. This area of work was treated with the sensitivity and confidentiality it deserved, and further processes were left to the Vice-Chancellor and Principal to handle as he deemed fit.

In-between all other transformation-related responsibilities, conversations continued within the institution and beyond, in an effort to gain a better understanding of the CUT context, in order to render the Transformation Office more effective.

During the third and fourth quarters of 2018, critical transformation projects gained momentum, especially the Next Generation Women Leadership Programme, UTAC, and the Multilingualism Project. Apart from these projects, other existing projects continued as planned. Reporting to the IF, as well as representation of the university on the TMF, took place at required periods.

### **Consultative sessions and liaison on transformation matters**

The first few months of the year were used to broadly consult the CUT community on transformation, and to obtain a better understanding of the institutional culture.



In September 2018, the CUT honoured and celebrated former leaders who have contributed significantly to the history of Welkom Campus at the official unveiling and dedication of buildings.

At the unveiling ceremony, the Lemmy Mule family is flanked by (from left): Dr Garth van Gensen, Deputy Chairperson of Council and former Alumni President; Dr Oupa Makola, Welkom Campus Director; Mr Tshiamo Moleme, Director: Infrastructure in the Department of Higher Education and Training; Mr Kgabele Mule, son, Mr Lemmy Mule, Business mogul and honoured guest, and Prof. Henk de Jager, Vice-Chancellor and Principal.

Two visits were paid to the Welkom Campus in January 2018 and February 2018, respectively. The first visit was aimed at having consultative sessions with the leadership representation of the campus, and therefore meetings were held with the Director: Welkom Campus, Dr S Makola; the Welkom Campus Management Committee (WCMC); the Deputy Director: Welkom Campus, Dr MJ Nkonoane, and his leadership team in Student Services; Nehawu representatives; the Students' Representative Council (SRC); and the Chairpersons of registered student structures. A wealth of information was obtained on this day, and several matters were identified that required resolution operationally, some of which only required continuous liaison and communication with the campus community, whilst others required structural changes, devolution of authority, and better representation of the campus on critical decision-making university, governance and managerial structures.

The second visit was aimed at sharing all the information that was collected with the Director: Welkom Campus, and to reach an agreement on how the identified matters would be resolved. Matters that required the Deputy Director: Welkom Campus' attention were also discussed with him, for resolution purposes. These meetings were valuable and empowering to the two leaders of the Welkom Campus, as they are the first point of call for the decision makers at the Welkom Campus. The only matters that were brought to the attention of the Vice-Chancellor and Principal were those that required his intervention to ensure that the Welkom Campus completely becomes part of decision making at the CUT – to establish one university, with two campuses.

Several one-on-one meetings took place at the Bloemfontein Campus. It was important to have relaxed, open conversations with students and staff. What became very clear, was that students were not prepared to discuss transformation matters, as they felt that their very basic needs were not being catered for at that time. These needs pertained to the challenges experienced with NSFAS funding. At a meeting with the SRC, the few members who honoured the appointment expressed the need for a streamlined NSFAS administration process, as funding for food, accommodation and books affects academic excellence. The SRC also requested more platforms for engagement; not only when there is a crisis, but structured appointments with university leaders on at least a quarterly basis. This was a genuinely constructive input, which, if honoured and operationalised, would make a major difference in the lives of students and student leaders.

The fourth quarter of 2018 presented its own challenges on the students' side. Due to unforeseen circumstances, the new SRCs of the two campuses and other student leaders were elected very late, in the middle of the main assessment, and therefore there was no opportunity to interact with them regarding matters of transformation. An opportunity for a conversation with them will be created early in 2019.

Given the short period that remained before the December recess, the Transformation Office seized the opportunity to have a Transformation Workshop with the new student leadership. Arrangements were made with the leadership of the Student Services Section, namely Dr TPE Tondi, Dr MJ Nkonoane, Mr LP Kokoana and their team, to organise a two-day workshop with the theme, From Confrontation to Engagement, as a transformative approach to leadership. The workshop was facilitated by Mr NM Muendane, a highly renowned motivational speaker and leadership trainer. The workshop was a resounding success, and positive feedback was received from the Student Services Section's leadership team.

The Transformation Office further supported the Student Services Section with full funding for the formal training of the SRCs early in December 2018. A larger goal was to get the student leaders on a different path emotionally as they approach their work in January 2019, and also to empower them to be in control of their emotions, and to detach from situations that lead to confrontation, opting for constructive problem-solving techniques instead.

## **Next Generation Women Leadership Programme**

A proposal for the Next Generation Women Leadership Programme was drafted in March 2018, and approved by Mancom in May 2018. The aim of the Next Generation Women Leadership Programme is to develop a new layer of female leaders, who would be given mentors and other support to take the next step in their careers, with the understanding that these women will share their skills and knowledge with the CUT, contributing locally, before considering other offers elsewhere. It is also with the acceptance that the CUT will be contributing to developing women to stand out and be highly marketable in the country and world-wide.

Mancom resolved that the programme should function within the Human Resources Section's Talent Management Office, headed by Ms R van der Ross. The Selection Committee of the programme was appointed by the Vice-Chancellor and Principal, and started working on the project from July 2018. The members are:

Dr N Mrwetyana (Chairperson);  
Dr GW Paul (Deputy Chairperson);  
Prof. S Matoti (Senior Woman Professional);  
Ms Reynell van der Ross (Talent Management Office, Human Resources Section);  
Prof. S Makola (Director: Welkom Campus); and  
Dr C Makhetha (CUT Transformation Advisor).

Once the Selection Committee had finalised the requirements and clarified the purpose of the Next Generation Women Leadership Programme, a call for applications were sent at the beginning of August 2018, with the deadline being the end of the same month. The candidates selected in this process received feedback at the end of October 2018, affording them a chance to plan and prepare for 2019. Feedback was provided to those who were not selected. They were told not to be discouraged, as there will be other opportunities. Some of the feedback focused on encouraging highly experienced and qualified applicants to develop the courage to take the next step of leadership in higher education, and not to shy away from availing themselves for executive positions within higher education, whilst the other part focused on encouraging colleagues to focus on the development programmes they already form part of, before considering this programme. Limited funds and space restricted the number of candidates for the first intake. However, more opportunities will still be created in the future.

The Next Generation Women Leadership Programme remained on schedule, with plans being in place for 2019. The Selection Committee would ensure that there is a structured programme in place by 2019, and, given the empowerment needs of the selected candidates, will work closely with experts in different fields. A briefing session with the successful candidates will be held early in 2019, which will also serve as an opportunity to introduce the first cohort of candidates to the university leadership. Once finalised, the content of the programme will be shared in the first quarter of 2019. This process will also consider the types and quality of mentors necessary and preferred by the candidates, as mentorship requires commitment and personal connection for a shared journey.

## University Transformation Advisory Committee (UTAC)

The Management Committee (Mancom) of the CUT approved the formation of UTAC in May 2018, after which the process of establishing the structure at each of the campuses began. As stated in the concept document, the structure will be inclusive of students, and academic and support services staff, in all their diversity. The aim is to ensure inclusivity, as the focus falls on a list of common objectives, namely to:

- empower CUT community members to treat one another with respect as they serve fairly, and with humility, thus restoring every person's dignity;
- unite the CUT community through inclusive processes, building consensus around the transformation agenda, and rallying around the university's definition of transformation;
- develop a culture based on the principles of "ubuntu", and inspire a commitment to restore human dignity, and serve with exceptional, professional selflessness;
- challenge students and staff to be advocates for social justice and equality, and to stand firmly for what is right;
- motivate the CUT community to have the courage to form part of critical conversations that will bring about lasting change, and to be courageous enough to help uproot bullying, intimidation and discrimination of any kind;
- cultivate an environment conducive for open and critical discussion, debate and dialogue – a comfortable platform for uncomfortable conversations that are crucial for transformation and critical thinking, and that will produce creative solutions;
- influence decision making, and contribute to the achievement of the university's transformation agenda;
- promote and encourage research (action research is also valuable) in the field of transformation by all students, and academic and administrative staff and students who are inspired to do so. Collaboration amongst staff and students, as well as with colleagues from other universities, is welcome; and
- have quarterly events and one annual summit/conference that focus on transformation. For these events, scholars and intellectuals specialising in the field of transformation will be invited to contribute, and to cooperate with CUT specialists.

At the beginning of 2018, after reading about the role UNITE was intended to play within the CUT environment, it became necessary to review the structure, and to open the Transformation Office to a diverse community of students and staff, in order to play a significant role. It is important to acknowledge the noble intention of UNITE, and that some of the aspects required a fully-fledged unit, or an Office of the Ombud, with staff specialising in the area of conflict management. Resources that will allow this vision the opportunity and space to flourish, are still required.

In the process of reviewing UNITE, a different structure – UTAC – became more appealing, given the fact that there were no staff members focusing on transformation. UTAC has been operational since the third quarter of 2018. It comprises academic and support services staff, amongst others representatives of the recognised employee unions, and student representatives. The committee, as approved by Mancom in May 2018, is chaired by the CUT Transformation Advisor. The committee meets on a quarterly basis. They discuss all matters relating to transformation, implement and organise transformation-related events, and lead transformation projects at the university. The committee is assembled at each of the campuses of the CUT.

The process of nominating committee members from both the Bloemfontein and Welkom Campuses was concluded at the beginning of the third quarter of 2018. The first meetings took place held on 29 August 2018 at the Welkom Campus, and on 30 August 2018 at the Bloemfontein Campus, respectively. At these meetings, the role and responsibilities of the teams were clarified, and a team spirit for a common cause was instilled. Although attendance at the Bloemfontein Campus meeting was poor, there is hope for improvement in 2019. Once again, the student leaders were not represented at that time, due to the delay in the SRC elections.

An invitation was sent to the unions, Nehawu and Nteu, together with all the supporting documents, but no response, or confirmation of who their representatives on UTAC would be, was received. Further communication will continue in 2019.

The formal launch of UTAC, introducing the committee to the university community will take place at both campuses in February 2019. The launch is intended to open networking channels on transformation matters, thereby building bridges for a changing institutional culture.

### **CUT Transformation Summit**



At CUT's Transformation Summit, the delegates debated, unpacked and reflected on the burning issues. They relooked the current framework and tackled challenges that were impeding progress. Pictured are some of the delegates who attended and who engaged deeply in transformation issues within the institution.

The CUT Transformation Summit was held on 10 May 2018. All the critical role players from governance, leadership and Management, as well as students and staff, were present at, and actively participated in the event. The purposes of the summit were to:

- ensure that all the diverse voices within the CUT community were given the opportunity to provide their inputs on the transformation agenda of the university;

- instil a culture of shared responsibility, building ownership, and instilling commitment to participate in the transformation agenda, shaped together as a collective;

- empower leaders, students and staff with tools to use to drive positive change;

- share information regarding internal and external bodies that focus on transformation in higher education;

- celebrate the milestones that were achieved, and show appreciation for colleagues who are committed to making an impact in transforming the environments and lives of people within the university; and

- review the CUT Transformation Plan 2016–2020, in order to remain relevant to the needs of the university community, integrating the recommendations made in the South African Human Rights Commission (SAHRC)'s Report of Transformation at South African Public Universities.



The following leadership structures, amongst others, were represented at the summit, Council (represented by Cllr N Dolopi), Senate, Executive Managers, EMC, WCMC, Deans, Assistant Deans, and Executive Committees (ExcOs) of Faculty Boards, Registrar and Deputy Registrars, ExcOs of the employee unions (Nehawu and Nteu), IF, Student Services Council (SSC), Employment Equity Committee (EEC), Bloemfontein and Welkom Campus SRCs, and colleagues within Student Services and Student Academic Development and Support. The CUT Transformation Summit was honoured by the Chairperson of the Ministerial Transformation Oversight Committee (TOC), Prof. A Keet, who shared a platform with Cllr Dolopi, the Deputy Chairperson of the Human Resources Committee of the CUT Council, and the Vice-Chancellor and Principal, Prof. HJ de Jager. Their messages were powerful, and loaded with critical matters that required further discussion. The Chairpersons of Nehawu, Mr LP Kokoana, and Nteu, Mr T Williams, delivered messages of support, whilst raising critical matters. The Chairperson of the IF, Mr M Masoeu, shared a message of support, and commitment to monitor transformation in order to continue providing quality advice to Council. The SRCs of both campuses attended, and actively participated in the summit, and were in support of the university's transformation efforts. Mr T Halter represented the Bloemfontein Campus SRC, whilst Mr M Ngcolani represented the Welkom Campus SRC, sharing the SRCs' messages of support.

There were also two panels that discussed the academic project, and the support environment affecting student experience. It was highly impressive to have the Deputy Vice-Chancellors (DVCs), the Registrar and the Deputy Registrars sharing a platform with the Faculty Deans, the Senior Director: Research Development and Postgraduate Studies, the Senior Director: Centre for Innovation in Learning and Teaching (CILT), and the Director: International Office. The voices of students came through strongly and positively, with a constructive aim to build the CUT at which they would like to continue studying.

The Transformation Summit was a major success, and everyone in attendance wished the day was longer. The spirit amongst colleagues and students was collegial, warm and appreciative of the moment created to talk about crucial matters of transformation. Flowing from the summit, a list of action plans was drafted, which state urgent matters requiring attention from the university community, under the leadership of the Executive Managers. The list is currently receiving attention, and will form part of the Strategic Plan for 2019.

Advisory and liaison with the Vice-Chancellor and Principal on transformation matters  
Regular conversations took place between the Vice-Chancellor and Principal and the CUT Transformation Advisor, for purposes of sharing ideas and notes on matters pertaining to transformation. These meetings were valuable, as they clarified the transformation agenda of the university, and ensured that transformation remains at the centre of operations at Executive Management level, through to the line functions. Several proposals that were made by the CUT Transformation Advisor were taken seriously, and were forwarded for further consideration, and possible operationalisation. Some of these proposals included the following:

Critical liaison meetings between the SRCs and the university's leadership team on a regular basis. As a start, one of these meetings per semester was scheduled in the university's Year Programme 2019.

The CUT Transformation Advisor's reflections on the role of the Transformation Office, given the current institutional culture. The document highlights the fact that the Transformation Office is an island within the institution, isolated from the functioning of the university, and critical committees where decisions impacting on the Transformation Plan 2016–2020 are frequently made.

In general, in 2018, it was disheartening that the CUT Transformation Advisor had to keep justifying and extensively motivating why the Transformation Office should be represented on, amongst others, the EEC, the SSC and the IF. All efforts were made to obtain membership of these committees, but, unfortunately, to no avail. In some instances, this was only the case for a short while, and the decision was later reversed. In other cases, the CUT Transformation Advisor opted not to force herself onto structures that did not appreciate the existence of the office. It should be noted that observer status was granted for the Transformation Advisor to attend meetings of all mentioned committees.

With the Vice-Chancellor and Principal's support, arrangements were made for a conversation with the EMC, to reflect on the observations noted. This meeting will take place early in 2019. The Transformation Advisor hopes that the university will eventually realise the importance of involving the Transformation Office strategically, for the benefit of the institution, irrespective of who holds the position in the future. In 2019, it will be proposed to Mancom that the Transformation Advisor should have observer status at Mancom.

The most critical proposal was the motivation for the appointment of a Director responsible for Transformation. The need for the Office responsible for Transformation to have a driver on a longer-term contract, with enough authority to influence behaviour in support of change, has been a concern for some time. A motivation was written to request the university to consider creating a position for Director: Institutional Renewal and Transformation. The role was clearly and extensively defined in documentation prepared for Mancom and other decision-making structures of the university. Unfortunately, the proposal for a position at Director level was not approved, but approval was granted for a position at Manager level. This decision of the university sadly creates the impression that the CUT is not serious about establishing a Transformation Office with authority and seniority to advise on, and analyse situations, and influence decision making and approaches to different situations. As the decision has been taken, and approved by Council, a job profile will be created for a Manager: Institutional Renewal and Transformation position, and the position will be advertised during the first semester of 2019.

## **Technical advisory to the IF**

It is important to note that the Transformation Advisor did not have the opportunity to serve as a member of the IF, in order to perform a duty as technical advisor, as sometimes referred to. However, where necessary, the Transformation Advisor was invited to present transformation reports to the IF before these were tabled at the CUT Council.

After assuming duty at the beginning of 2018, the Transformation Advisor requested to be a member of the IF. However, this request was rejected. The request will be made again at a later stage, once the IF at the CUT comes to understand the capacity the structure will be gaining, in that the IF's oversight role as advisory statutory body to Council will be further empowered.

In April 2018, the Transformation Advisor attended a meeting, called by the DHET, with the 26 public universities' IF Chairpersons, and these institutions' Registrars or their representatives. The aim of the meeting was to explore the possibility of establishing a new structure of IF Chairpersons as a community of practice within higher education.

When established, this structure of IF Chairpersons would be provided with administrative support by the DHET. The DHET regards this as an opportunity to strengthen the role of IFs, and to ensure some level of accountability in their role of providing oversight to the entire institution, whilst serving as an advisory body to Council. Discussion with the IF Chairpersons will continue.

The Annual Transformation Report 2017 served at an IF meeting early in 2018, as determined by the CUT reporting cycle, and was recommended to Council for approval. The report on transformation for the first semester of 2018 was tabled at the IF meeting of 31 August 2018. The presentation of the report, and the discussions that followed, ensured that critical transformation matters remain a priority. The report also provided an opportunity for further discussion on the work that still had to take place during the fourth quarter of 2018.

The IF also followed up matters that were raised by the students during the 2015/2016 #Fees-Must-Fall campaigns. The Chairperson of the SSC, Dr TPE Tondi, was present to provide an update on some of the outstanding matters, which have now been addressed to the satisfaction of all the parties involved.

It is heart-warming to report that the CUT's IF is functional, compared to those of many other universities. With proper training and empowerment, IF members can play a powerful role in monitoring transformation at the CUT. The Annual Transformation Report 2018 will also serve at the IF in the first quarter of 2019, for consideration and recommendation, in preparation for submission thereof to the CUT Council. Once approved by Council, the report will be sent to the Office of the Minister of Higher Education and Training, for final reporting purposes.

### **TMF meetings**

The Transformation Advisor was able to represent the university at important TMF meetings in 2018. This forum enabled the CUT to gain support from colleagues who attended the Transformation Summit to share their ideas. The TMF is a structure, a community of practice, where all the Transformation Managers based at the 26 public universities in South Africa meet to discuss common matters of transformation, and to design a plan together, in order to ensure alignment and proper coordination. The TMF serves as a support system for colleagues, and is a platform for empowerment and further development.

The TMF's quarterly meetings of 2018 were valuable. At the first meeting in February 2018, the Transformation Barometer Framework Reporting Tool was finalised, following thorough consultation with all public universities, after which it was submitted to the Transformation Strategy Group (TSG), who recommended it to the USAf Board for approval. This reporting tool has now been officially accepted by public universities in South Africa as a comprehensive instrument to be used for reporting, and each university has the freedom to adapt it to best fit its own environmental needs.

At the second-quarter meeting, matters affecting people with disabilities within the university sector enjoyed focus, and a Government Gazette notice of a policy that will govern and monitor matters relating to universal access and support for people with disabilities in the post-school and higher education environment, was shared. The particular Government Gazette was shared with the Executive Managers, with a commitment to avail the policy documents as soon as they become available. A copy of the policy framework was shared with the CUT Executive Managers in the third quarter of 2018.

The TMF highlighted national transformation matters, and thus provided universities with supportive information on which to base strategy on matters relating to transformation. Furthermore, the TMF continued to serve as a vibrant platform for colleagues working and doing research in the field of transformation in South Africa's public university sector. Therefore, the quarterly meetings also added value to the work done at the level of individual universities. The TMF further committed to hold a Transformation Conference in September 2018, with a focus on a few common areas that require in-depth debate and discussion. A call for papers, as well as an invitation to the conference, was sent early in June 2018.

The above-mentioned Transformation Conference was held on 3 September 2018. Delegates from the 26 public universities spent a day at the Emperor's Palace Convention Centre discussing areas of common interest that require in-depth focus. The initiative was supported by USAf, via its TSG, and it was encouraging to have two Vice-Chancellors and Principals, Prof. G Zide from the Vaal University of Technology (VUT), and Prof. D Kgwadi from North-West University (NWU), present at the event.

The following matters were discussed:

Prof. Keet shared more information on the work of the TOC, and emphasised that this committee should work closer with individual universities, providing support, and monitoring the transformation work that is being done.

Prof. Zide shared the history of transformation in South Africa's higher education environment, and explained the role of several critical structures focusing on transformation within the higher education sector. The achievements and challenges were also highlighted, and crucial areas, such as ethical governance and leadership; student-centredness (disrupting the norm); institutional culture; patriarchy and gender equality; breaking barriers and prejudices; and curriculum transformation, were discussed at length. Proposals from plenary and smaller group discussions were formalised into a report, which will still be discussed in 2019, together with the outcomes of the Minister's Transformation Summit.

From this conference, it was evident that transformation should be taken seriously by all 26 public universities, as the topics raised are real. Emphasis was also placed on the importance of ring-fencing a budget for transformation, which should remain in the Office of the Vice-Chancellor and Principal, as the accounting officer of the institution. A call was made for building networks within and amongst universities that are committed to changing environments that reject change, and for promoting teams to think deep about what needs to change, with institutional culture being the first step. Intentional and courageous leadership is required from universities for transformation to occur and be sustained.

The TMF held its last meeting of the year on 4 September 2018, which meeting was highly productive. Part of the agenda was to evaluate the Transformation Conference that was held the previous day (3 September 2018), and to share feedback on progress made with regard to the implementation of the new reporting tool (the Transformation Barometer Reporting Framework) agreed upon by the DHET, USAf and universities. Valuable feedback would be shared at the end of the first quarter of 2019, once the Annual Transformation Reports for 2018 have been compiled, approved by Councils, and sent to the Minister of Higher Education and Training.

The first TMF meeting of 2019 would have been held at the CUT. However, plans were changed for logistical reasons. This would have provided an opportunity for more colleagues at the CUT to interact with colleagues on the TMF, and for the TMF to share feedback on what they would have experienced or observed; hence, a chance to improve, and to celebrate achievements. Another plan will be made for a future date. Other matters discussed at TMF meetings during 2018 were:

- the Ministerial TOC's analysis of universities' responses to the SAHRC's Report for Transformation in Public Universities; and
- the Strategic Policy Framework on Disability for the Post-School Education and Training System.

These documents are amongst several that have been shared with the university's leadership team, including the IF, in 2018, for noting and reading purposes. These documents, especially the Strategic Policy Framework on Disability for the Post-School Education and Training System, are binding to the institution, and implementation will be monitored closely by the DHET and the Department of Social Development as from 2019. These documents will be discussed at EMC meetings in 2019, highlighting some critical points, for clarity purposes. The CUT has made great strides with regard to universal access and support for students with disabilities.

Ms G Bohloko, Deputy Director: Student Academic Development and Support, provided leadership in shaping and establishing the Unit for Disability. A report detailed report is available on request.

#### Multilingualism Project

The Multilingualism Project focused on exploring the possibility of making the Sesotho language accessible to all registered, first-time entering students of the CUT, equipping them with an additional language that is predominant in the Free State province. The first meeting of the Multilingualism Project Team, chaired by the Vice-Chancellor and Principal, Prof. HJ de Jager, took place on 27 July 2018. In attendance were colleagues from the CUT and the University of the Free State (UFS). The meeting was aimed at collaboration in the promotion of multilingualism, especially Sesotho.

Colleagues shared information on Sesotho programmes developed at the CUT and the UFS, and eventually agreed to develop an online Conversational Sesotho course that will benefit students at both universities once completed and accredited. A Task Team was agreed on, with the Transformation Advisor as Co-ordinator, and the DVC: Teaching and Learning as advisory to the team. Serving on the Task Team are:

Dr M Lekhu, Senior Lecturer: Faculty of Humanities at the CUT;  
Prof. P Phindane, Head of Department (HoD): Language and Social Sciences Education at CUT;  
Dr BG Fredericks, HoD: Communication Sciences at the CUT;  
Dr C Makhetha, CUT Transformation Advisor (Project Coordinator);  
Dr E Malete, HoD: African Languages at the UFS;  
Dr A Motsei, Sesotho Lecturer at the UFS;  
Mr B Letlala, Conversational Sesotho Lecturer at the UFS; and  
Mr M Makhele, Conversational Sesotho Lecturer for staff at the UFS.

The Task Team agreed on benchmarking and exploring possibilities to expedite the design of the online Conversational Sesotho course, as there were many examples to learn from within the public higher education sector. By mid-September 2018, a clearer idea of what had to be done was formed, and technical work began. The aim was to make major progress by the end of 2018.

This collaboration is supported by the Deans of the Faculties of Humanities at both institutions, Prof. N Feza at the CUT, and Prof. H Hudson at the CUT, in addition to the Executive Management teams of both institutions. Great progress has been made with the development of the online Conversational Sesotho course, and there were some tangible outcomes by the end of 2018. The first scenario of the course, to be used as a pilot, would be to obtain feedback, which will inform the further development thereof.

The Task Team managed to meet on a regular basis, and agree on what needed to be achieved within a fixed time frame. A joint team of academics from the CUT and UFS who are experts in the Sesotho language developed the course content according to the requirements of the digital platform, which is being designed by another team at the South Campus of the UFS. The drafting of a memorandum of understanding (MoU) was completed by the end of 2018, and signing is scheduled to take place in the first quarter of 2019, for purposes of formalising the two institutions' partnership in this regard.

It is pleasing to report that the entire project, which will progress through a part of 2019, will be completed within the budget allocated for 2018. However, through the coming years, the two universities will have to consider the maintenance costs of the software and online platform. According to the MoU to be signed, the two institutions will share these costs, alternating per year. A formal demonstration of the online course, to take place on the day the MoU will be signed, will be organised for the leadership teams of the CUT and the UFS. On a broader scale within the institution, multilingualism is being promoted within faculties, and lexicons have been developed to support students. CILT fulfils a critical role in facilitating such processes, and supporting staff and student development.

## Minister of Higher Education and Training's Transformation Colloquium – 5 November 2018

The Minister of Higher Education and Training, Naledi Pandor, held a Transformation Colloquium at the Emperor's Palace Convention Centre on 5 November 2018. Delegations representative of Vice-Chancellors and Principals, Chairpersons of Councils, IF Chairpersons, and universities' Management were invited to the colloquium. Each university thus had to send a delegation of four senior colleagues to attend the colloquium. The CUT was represented by the following delegation:

Vice-Chancellor and Principal: Prof. HJ de Jager;  
Council: Mr B Mokoma, non-academic staff member on Council;  
IF: Mr M Masoeu, Chairperson of the CUT IF; and  
Management: Dr C Makhetha, CUT Transformation Advisor.

The Minister's Transformation Colloquium was highly productive. Many of the matters that were discussed, were not completely new, which showed how little institutions have transformed, and how disinterested some Vice-Chancellors and Principals and Chairpersons of Councils were in this regard. Furthermore, only six of the 26 Vice-Chancellors and Principals who were invited to the colloquium attended it, and Minister Pandor openly expressed her dissatisfaction with, and concern about their absence.

The Minister's message focused on the following:

Serious introductory comments with regard to gender representation at the colloquium; the poor attendance of Vice-Chancellors and Principals and Chairpersons of Council; the lack of progress in terms of transformation at universities; and the tendency to "refer to numbers instead of dealing with the deeper issues; achieving the numbers does not mean the work has been done".

Some of the impressions the Minister gained from talking to colleagues and students across the country were shared.

There is symbolic compliance rather than fundamental change at institutions.

Failure in reversing the imprint of the disadvantaged and advantaged (an assumption that those who are resourced still have notions of superiority, whilst those who are previously disadvantaged still have a sense of inherited inferiority).

The lack of genuine efforts to interact with communities, and genuine attempts to have a conversation on serious challenges of society and universities as equal partners.

The Minister said the comments that had been made by Senior Professors at some institutions after the death of Prof. B Mayosi, Dean of the Faculty of Health Sciences at the University of Cape Town (UCT), indicated a far deeper and stronger alienation of women, Black academics and support services staff at some universities than she had thought. She expressed the need to have more women at higher levels of institutions, and to identify potential amongst students, to usher them into academic life through support and mentorship. Other matters covered in the Minister's message included the need for intentionality and courage to lead; progressive and transformative leadership at universities; and the decolonisation of symbols, language and the curriculum. She further raised a question with regard to what earmarked funding (i.e. the University Capacity Development Grant) is used for at some institutions, as it is intended to contribute towards developing the capacity for transformation. Thereafter, she touched on differentiation, the quality (impact on credibility) of qualifications, and the challenge of articulation within higher education.

In general, the speakers delivered powerful presentations that were real eye-openers, especially that of Dr D Parker, Deputy Director-General: University Education at the DHET, which provided a broader picture of the education landscape in terms of the number of learners entering school and those making it to matric, with only a small number (four out of 100) eventually entering university. She elaborated on the experiences of those few students entering universities and their progression to graduation after approximately eight years – a grim picture of the current situation in the public education system in South Africa. The Vice-Chancellor and Principal shared the documents as attachments to his fourth quarterly report to Council at the end of 2018. These documents will still be broadly shared as well.

### **CUT Women's Summit**

The Transformation Office was in the process of organising a "CUT Women in Conversation" session for 29 to 30 November 2018, to provide women at the CUT with a platform for honest, constructive conversation about their journeys as individual women, and also as a collective at the CUT. Unfortunately, the summit had to be postponed to February 2019 due to several circumstances beyond our control.

After the summit has been held, a report will be compiled and submitted to the Vice-Chancellor and Principal by the end of the first quarter of 2019, as this feedback will be valuable to the institution. An Action Plan will also be compiled and discussed.

### **National days of commemoration and celebration**

The national days of commemoration and celebration require evaluation and review, in order to ensure that there is shared value, recognition of diversity, and a commitment to promoting a culture of inclusion. Challenges experienced in relation to the Women's Day event in the third quarter, resulting in last-minute arrangements and a lack of institutional ownership and representation, were a revelation to matters that should change and improve in order to promote the CUT brand. With the establishment of UTAC, the national days of commemoration and celebration will be given structure, and a team will be assigned to provide leadership in these events, from the planning to the implementation thereof. The aforementioned evaluation and review will take place early in 2019, in collaboration with the broader university community.

### **Themes in the Transformation Report**

As mentioned above, there are four themes in this report, covering all ten priority projects stated in the Transformation Plan 2016 – 2020. These themes are as follows:

#### **Theme 1: Institutional Culture**

Institutional culture is shaped and influenced by practices within the institution, including subtle behavioural patterns that form through habit, and, unconsciously, end up being accepted as part of the institution's culture. It is thus of the utmost importance that the CUT has clarity regarding the type of institutional culture it wants to create and promote, going forward, and to infuse that into the institution's governance, leadership and management systems. A need to identify what strengthens an envisaged institutional culture, and what should be eradicated/stopped is a very important part of leading from the front, and leading by example. Institutional culture is one area of transformation that requires regular review and improvement. This subject will enjoy deeper focus in 2019. However, a report, covering 2018, is presented below.

## **Governance, leadership and management**

Solid governance, leadership and management should exist at an institution of higher learning, to ensure that all processes run smoothly, as there is a lot at stake, including the achievement of excellence all around. The role of the university's leadership features prominently, and, as part of required continuous reflection, it is necessary to ensure that the following are intact, in order to ensure the smooth functioning of the institution:

- Ethical behaviour and governance systems that are well-structured, without compromise.
- Bold, courageous and intentional leadership anchored in unwavering commitment to drive transformation in the different line functions.
- Shared goals and the ability to "talk the same language" as leaders, in and out of the office, driving change, without being biased and without pretence.
- Leading as a team and being regarded as a team driving transformation.
- Streamlined and seamless management systems free of intimidation, gatekeeping and abuse of power.
- Governance, leadership and management systems designed for the success of the transformation agenda of the university.

Such governance, leadership and management capacity has been proven at CILT. The following outcomes/indicators were recorded for the first semester of 2018:

- Review of the Curriculum Development and Accreditation Framework.
- CILT talent management pilot, and realignment of goals.
- Development of a Strategic Plan 2018–2020 for CILT.
- Operational plans and performance agreements are in place for all units.
- Development of guidelines for the use of the University Capacity Development Grant.

The Faculty of Engineering and Information Technology (IT), via its various departments, is continuously working towards meeting targets in areas that require proper equity figures. A major initiative is the use of the notion of "growing our own timber", reserving early-career positions in the faculty for transformational considerations. The focus is on colleagues at the level of Lecturer, Junior Lecturer, Technical Assistant, and Lecturer's Assistant. This initiative requires commitment to transformation, ensuring that governance processes are supportive, and anchored in intentional leadership and dedicated management. The initiative will be monitored on a continuous basis.

Regarding the Welkom Campus of the CUT, it is important to note that much transformative work is underway. Conversations with regard to representation of the campus on the highest decision-making body of the university are about to yield results. As proposed by the Director: Welkom Campus, Dr S Makola, and supported by the university's Executive Managers, there is a need for a dedicated person to represent the WCMC on the CUT Council. This will ensure that the campus is represented in all university structures. The Welkom Campus students are currently represented by the campus' SRC President, and thus the Director: Welkom Campus is the ideal person to represent the WCMC on Council. This request was made early in 2018, and the Transformation Office is hopeful that Council will consider this plea.

Again, devolution of power and authority should be finalised, ensuring that the Director: Welkom Campus is accountable for all employees who are based at the campus, as currently, there are employees at the Welkom Campus who report directly to superiors at the Bloemfontein Campus, such as those working in Human Resources. This creates confusion, and thus reporting lines should be revised. Some matrix of reporting should be considered. These matters of concern at the Welkom Campus were raised throughout the first semester of 2018. They appear in reports, including the priority list of Action Plans flowing from the Transformation Summit held on 10 May 2018.



A commendable action that was already taken, is the inclusion of the Director: Welkom Campus in the Strategic Planning Sessions of the university's Executive leadership team. The Vice-Chancellor and Principal recognised the importance of the role the Director plays, and implemented the values of Reimagining CUT: Embracing Servant Leadership. In general, the matters raised by the Welkom Campus are receiving more attention. The involvement of the DVC: Resources and Operations, Dr GW Paul, brought the necessary sense of urgency and commitment to the matters through support and listening.

It is important to acknowledge that much has been achieved at the Welkom Campus and that the level of responsiveness from Management is impressive. Dr Paul, as the DVC responsible for the Welkom Campus, has managed to put the needs of the campus more at the centre, and, where there are challenges, speedy, innovative ways are used to give those matters appropriate attention. CUT's leadership team has consistently made great effort to be present at the Welkom Campus for important meetings and events, and to witness the transformative work done during each quarter of 2018.

#### Social inclusion

Social inclusion is a very important aspect in transforming the university's processes, activities and practices, rendering the institutional culture to be richer and more critical, as a result of the participation of a diverse group of people, both students and staff. It is important to shape the institutional mindset to remain alert, conscious and appreciative of diversity – understanding its true value in academic excellence, socio-political and economic development, and the upliftment of the disadvantaged.

With regard to the Welkom Campus, it is proposed that a separate climate survey should be conducted to analyse the experience of students and staff at the campus. This is important, as the conditions of the two campuses are never really the same, considering the different historical contexts and the challenges that exist there due to limited funding. To allow change to happen, for the benefit of those living and learning at the campus, a shift in attitudes is required. Feedback in this regard will still be provided.

The Faculty of Engineering and IT has phased in foundational programmes to increase formal access, and close the knowledge gaps amongst underprepared learners. For example, across the departments in the faculty, higher certificate qualifications are offered in Construction, Renewable Energy, and IT. In addition, most undergraduate programmes in the faculty have an extended curriculum programme (ECP) strand.

Master's and doctoral degree students are co-supervised in order to align cultural and contextual requirements, and targeted recruitment is undertaken by the faculty through STEM competitions and the Saturday School. The current demographic profile of the faculty indicates that the proportion of White students is less (17%), and targeted marketing endeavours are undertaken to revise this trend. In particular, visits to former Model C schools in the region are undertaken annually. Bursaries for students are available, and workshops are offered to provide additional support. The faculty encourages multilingualism amongst students in tutorial sessions, in order to break down communication barriers to learning.

#### Theme 2: Equity and Redress

##### Staff and student access, support and success

CUT is driving initiatives to improve access, support and success of staff and students. Achievements are great, and where there are challenges, plans are put in place for review, while other innovative ways are considered.

##### Focus on staff

The Human Resources Section of the university plays a major role in facilitating all matters that affect staff members, and their performance and development. This role also impacts on transformation, and several initiatives are underway in this regard.

Number and distribution of development grants (e.g. New Generation of Academics Programme (nGAP), and Growing-your-own-timber Project)

The following development programmes were implemented from March to June 2018: Soft Skills for Managers, Project Management for Managers, Time Management, and Decision-making Skills. These programmes were funded from the Discretionary Grant, received from the Education, Training and Development Practices Sector Education and Training Authority (ETDP SETA).

#### Initiatives in transforming recruitment practices

The biggest initiative in transforming the university's recruitment practices will come with the implementation of the approved integrated Human Resources Information System (HRIS). This system will automate many processes that are currently performed by individuals, thus freeing up capacity to concentrate on transformative recruitment practices, and the proactive recruitment of talented individuals. In addition, Human Resources is busy with the necessary internal research to ensure that our recruitment practices are innovative and inclusive. A position paper will result from this, which paper will be consulted with all stakeholders before being adopted.

#### Appointment of staff to advance demographic representation across the university

In terms of the manner in which this translates to the appointment of employees from designated and non-designated groups, in order to advance demographic representation at the university, these appointments can be expressed in percentages as follows: Overall, when looking at the percentage of new employees from designated groups, as opposed to those from non-designated groups, it is clear that the CUT aims to improve the way its workforce profile represents the country's Economically Active Population (EAP). These efforts seem to be especially successful in the second, third, and fourth occupational levels.

Conversely, the high percentage of appointments of employees from designated groups in the lower two occupational levels does not actually speak of success in redressing past inequalities, as these lower levels were historically predominantly occupied by people from the designated groups. The aim should be to have a higher representation of employees from non-designated groups at these levels. (See Appendix B, New Appointments in 2018, and Appendix C, CUT Employment Equity Report 2018).

#### Diversity levels in recruitment search processes

The above analysis of new appointments during the first semester of 2018 indicates that diversity levels are not generally a challenge in the recruitment process. In addition, programmes such as nGAP, which specifically targets new academic staff from the designated groups, assist in diversifying the academia. In instances where diversity in the recruitment process has proven to be a challenge, such as posts for which scarce skills are required, or posts at higher levels of Management, where the pool of possible candidates becomes smaller, the university goes to extensive efforts in order to ensure it has the best chance of appointing an employee from the designated groups. For example, the position of Dean: Faculty of Engineering and IT was advertised twice; Line Managers approached specific candidates to encourage them to apply; a request was sent to the Department of Labour to determine whether there are any possible candidates on their databases; and a professional Executive search firm was contracted to headhunt suitable candidates.

#### The process of setting up selection panels

The section on the composition of selection panels in the university's current recruitment and selection procedure, indicate that "interview panels must be broadly representative in terms of race and gender, and, where possible, should include an employee with a disability, or one that is familiar with the needs of disabled persons". The policy further stipulates that panel members should have the necessary skills in order to assess candidates fairly in their ability to perform the job for which they are being interviewed. This approach is supported by the so-called "Recruitment Committee meeting" in the recruitment process, where a Line Manager submits a proposed selection panel to a committee consisting of the Chairperson of the selection interviews and/or the shortlisting Manager, representatives from each of the unions, and a Human Resources representative. The proposed selection panel is then discussed in terms of the representivity and competency of the members before being agreed upon.

NB: A further proposal made in the Internal Audit Report 2018, is that the Transformation Office should be represented on all selection panels of the university, in order to monitor employment equity. However, given the fact that the Transformation Office is understaffed, and therefore does not have the capacity to fully fulfil this role, the following should be considered for this proposal, if accepted by Mancom, to be more practical: that the Employment Equity Officer of the university should fulfil this role, and that the Transformation Advisor should only be included in selection processes for Senior and Executive positions.

#### Analysis of patterns of disciplinary cases

Disciplinary cases vary from theft of laptops and unauthorised possession of CUT property to damage to property, fraud and gross dishonesty.

#### Targeted focus on STEM-related recruitment of diverse staff

The positions that have been approved for the CUT during the four nGAP phases that have taken place thus far, have all been in STEM-related fields; hence, they were specifically aimed at the appointment of new academics from the designated groups.

In the first semester of 2018, the CUT appointed three African males, three African females, one Coloured female, one White female and one Foreign National female in nGAP positions, whilst four nGAP positions were filled as part of 2018's Phase 4. Two positions remain vacant.

#### Targeted interventions for "service" and administrative staff

The university revised its policy on sabbatical leave and industry exposure to include support services employees, for them to also participate in this benefit. The policy was approved by Council in November 2018, for implementation in 2019. Another initiative targeted specifically at support services employees, is the i

ntroduction of a Vice-Chancellor's Excellence Award for Support Services Employees. After its first run in 2017, the procedure has been revised and improved, and a call for applications and nominations for 2018 was

circulated. The awards process went well, and those who were honoured were very grateful for the recognition. Plans are underway to introduce training for administrative and secretarial staff, in order to improve their

abilities in the basic, intermediate and advanced skills required for their respective vocations.

#### Diversity, training and development, and personal growth

Employees are given the necessary support and funding to attend targeted training workshops aimed at addressing their individual training needs, as identified by both them and their supervisors.

#### Realignment of skills development regime

The skills development provided is aligned to the various skills required by individual employees, as outlined in their various Personal Development Plans, which, in turn, are aligned with the Integrated Performance

Management System (IPerMS) adopted by the institution. A needs analysis was conducted, and training needs were identified based on the gap between performance levels and the strategic objectives of the institution.

Institutional plans that link skills development with diversity training, and the diversification of the professional base

A training initiative, Woman in Leadership, that was conducted, will be rolled out further for academic and non-academic professional staff. The programme includes a module on diversity.

#### A focus on both staff and students

In an effort to support learning and teaching within the CUT, multi-layered infrastructure has been rolled out to ensure that both staff and students function in an environment conducive to excellence. The following are some of the 2018 achievements of CILT, led by Prof. Mabokang Monnapula-Mapesela:

Courses were registered on Blackboard.

All classrooms were equipped with basic educational technologies.

Supplemental Instruction (SI) and Student Peer Mentorship programmes were implemented.

Orientation of first-year students was conducted.

A laboratory for students with disabilities was fully furnished.

Nine nGap Lecturers (three males and six females) were funded.

Five Black female academics were supported as part of the Grow-your-own-timber Project.

A University Capacity Development Grant to the value of R12 744 900 was received for research and teaching development.

A guest lecture on “A University in Becoming: Revisiting deliberation, responsibility and cosmopolitanism” was presented by Prof. Yusef Waghid of the University of Stellenbosch (US).

A conference was held to create a platform for sharing best practices in innovation in learning and teaching. 94 people, five universities and the National School of Governance participated in the event.

A writing retreat, “SoTL Writing for Publication”, was organised. Ten staff members participated in the retreat.

New and experienced academic staff were trained in the following, in order to improve teaching and learning, and to transform their teaching practices. 94 staff members attended the training:

- a. The higher education context.
- b. Facilitation of learning.
- c. Using theoretical frameworks to inform good teaching and learning.
- d. Using principled assessment practices.
- e. Curriculum orientations and knowledge choices.
- f. Using e-learning and educational technologies in teaching and learning.
- g. Becoming critically reflexive practitioners.

One workshop and two seminars on transforming teaching and learning through SoTL were held, attended by 47 staff members. SoTL presentations were delivered to the four faculties.

#### A focus on students

The Student Services Section, as the custodian of all registered students at the university, has a crucial role to play in providing support to all students, and ensuring that all registered students have a positive university experience. In this environment, critical matters related to equality, social justice, a balance between freedom and responsibility, and human dignity, amongst others, become more of a focus, and require the section to be highly equipped for this emotional journey, which occurs in the midst of the academic project.

Other crucial matters relate to the basic necessities for survival at university, such as funding, which impacts on students' ability to afford food, accommodation, books, transport, etc. These basic matters will always be at the heart of discussions, given the geographic and economic context of the CUT.

As Dr TPE Tondi, the Deputy Registrar: Student Services, puts it, transformation within the CUT context and the Student Services environment “represent a transition from the current state to a new state, resulting in change at a practical and systematic level as far as our practices and policies, as well as the people who form part of our internal community and our broader society, are concerned”. All matters affecting students are continuously raised and addressed through the formal, functional structures that are in place, as well as management and governance. The section is able to address the following matters of transformation through the committees and activities discussed hereunder.

The CUT strives to improve the quality of service to students, and where there are challenges, plans are made to resolve matters speedily, taking the context of each campus into account. Services provided are equitable across campuses, as the university promotes a “one university, two campuses” sense of belonging amongst students. With students being at the centre, matters of equity and redress are discussed in the faculties and throughout the CUT's governing structures. The following are some of the many critical platforms at the CUT where students' needs and interests are discussed.

## **Student Academic Affairs Committee (SAAC)**

Regarding its relation to the University Teaching and Learning Committee (UTLC), the functions of the SAAC, as outlined in its Constitution, include the following:

(a) Providing CUT students with the opportunity to bring potential problems, shortcomings, recommendations and requests in connection with the following affairs to the attention of the UTLC:

academic staff evaluation;  
educational processes;  
assessment practices;  
the establishment of a research culture;  
relevant course and curriculum composition;  
unethical academic conduct, plagiarism, cheating, collusion, fabrication of data, and breach of copyright;  
availability, suitability and accessibility of facilities; and  
access to academic and support services staff.

(b) Ensuring that students' right to appeal against/for matters pertaining to academic affairs is protected, and that academic appeals are conducted in a reasonable and fair manner, and within the specified period of time, as stipulated in the applicable policies, procedures, rules and regulations, as amended from time to time.

To ensure that some of the envisaged practices that are highlighted above are adhered to, the SAAC requires a cohort of academics, academic administration employees, and the student leadership that is focused on, and committed to ensuring the success of the CUT academic project. In addition, to inculcate a culture of effective teaching and learning, it is necessary from time to time to reflect on the academic project of the university. After consultation with all the key stakeholders, the SAAC established a Faculty Student Representative Structure and Forum of the CUT. The role of the structure is to ensure that students in the faculties are well organised in providing feedback about the CUT academic project.

In consultation with the UTLC of Senate, an indaba on the CUT academic project was held on 26 July 2017, with the following key questions being used to lead the conversations:

What is CUT students' general opinion of the university's academic project (teaching and learning)?  
What are the challenges that affect effective learning at the CUT?  
What role should student leaders play in addressing these challenges?  
What assistance do student leaders need to participate effectively in faculty structures that support teaching and learning (the academic project) at the CUT?  
Are students aware of student academic support programmes that are available at the CUT?

In addition, the university, via the Wellness Centre, continues to provide psycho-social support to CUT students.

### **Student Services Council (SSC)**

Section 27(3) of the Higher Education Act (Act No. 101 of 1997) provides for the establishment of a suitable structure to advise on the policy for student support services within a higher education institution. In compliance with the act, the CUT Statute (Vol. 622 of April 2017) mandates Council to establish a structure to advise Mancom and Council on the rendering of student support services, where necessary. At the CUT, this structure is referred to as the "Student Services Council (SSC)".

## **Composition and functions of the SSC**

The committee is chaired by the Deputy Registrar: Student Services, with the SRC President serving as the Co-chairperson. The committee's membership is varied, and includes Managers in the Student Services Section, the SRC, a Senate representative, and the Deputy Director: Student Accounts and Bursaries. The SSC is an advisory committee, and thus has no delegated authority. However, it continues to provide an effective platform for student leaders and Managers to engage on matters related to CUT students' needs and challenges outside of the lecture halls, and for them to remain conscious of the socio-economic and cultural backgrounds of all students. NSFAS-related matters remain a concern for the committee. The main role of the committee is to address, and make recommendations to Mancom and the IF regarding matters related to change, and improving student support services at the CUT.

The committee was instrumental in the drafting of the revised Terms of Reference of the SRC, and the policy and procedure on off-campus student accommodation. The SAAC and SSC fulfil a crucial role in proper functioning within the student environment, and many practical matters are resolved efficiently and effectively.

The 2018 student demographics for ECPs within the Faculty of Engineering and IT are as follows: Black = 95%; White = 3%; Coloured = 2%. The Life Skills Lecturer in the IT ECP (a qualified psychologist) has allocated five hours per week for consultation with students in need. This has been implemented from the beginning of 2018.

The above example is not the exception in the faculty, but rather the norm in most of the departments. Furthermore, all human resources procedures in the faculty are aligned to transformation needs. In particular, the selection process in the faculty is gender and equity sensitive. The following are some of the initiatives the faculty has undertaken:

- SI sessions, peer mentorship programmes, and academic advising.
- Widened access to ECP programmes through the revision of admission criteria.
- Motivation of nGap Lecturers to complete their master's and doctoral studies in time by means of a reduced workload.
- Appointments based on equity requirements.
- Retention of experienced staff members who are experts in their fields.
- Recruitment based on all available advertising mechanisms.
- Sourcing of bursaries from external sponsors to motivate learners.

### **Theme 3: Transforming the Academic Project**

It is very important to remember that the academic project comprises teaching and learning, research, and community engagement. What becomes even more noteworthy, is the integration of these in real life, in invention and innovation, as the institution strives to make an impact in the lives of students, staff and the broader society. To make strides in transforming the academic project of the university, some critical competencies are required of staff and students, and the institution should invest in empowering members of the university community with the appropriate skills to be more effective in their different roles.

#### **Teaching and learning**

Throughout 2018, there have been enormous shifts in curriculum, with new programmes being approved and fully accredited, whilst some have been discontinued. The different faculties worked closely with the Institutional Planning and Quality Enhancement Section (IPQE) to ensure proper coordination and quality in these processes.

As qualifications change (i.e. discontinuation of old, and introduction of new programmes), it is extremely important for communication throughout the system, and especially information given to students, to be thorough. More attention has to be given to pipeline students, ensuring that there are academics who could continue supporting this category of students. With IPQE's support to faculties, these aspects are taken care of under the leadership and guidance of the DVC: Teaching and Learning, Prof. DP Ngidi. Examples from the Faculty of Management Sciences and the Faculty of Engineering and IT are provided in this report.

The Faculty of Management Sciences continued to provide student learning support in the form of SI, mentorship programmes, and a bridging programme in the form of a certificate offered in conjunction with the South African Institute of Chartered Accountants and the Association of Accounting Technicians.

In the Faculty of Engineering and IT, curriculum renewal across the board is an ongoing activity. The exercise helps with the transformation of knowledge shared in the programmes. The use of blended learning and other e-learning tools within the new programmes is promoted. The notion of constructive alignment is used to connect module (learning) outcomes to teaching practices and assessment. Diversity is evident in the staff and student profiles of the faculty. In fact, the student body of the Faculty of Engineering and IT comprises first-generation students in higher education (i.e. students who are the first in their families to go to university). Even the profile of postgraduate students in the faculty is transformed in terms of equity and gender. The following initiatives were taken by CILT:

- Workshop for reviewing the assessment policy.
- Three ECPs were developed, in Civil and Mechanical Engineering, and Built Environment.
- A Teaching Development Grant to the value of R8 301 900 was received to transform teaching and learning, and student success.
- Guidelines for the internationalisation of curriculum-appropriate platforms were developed. An update will be provided when progress has been made.

It is important to mention that much transformative work is also taking place in the faculties not mentioned in the report. All faculties work closely with CILT, and the different committees meet regularly to plan and review work that impacts on teaching and learning.

## **Transformation and diversity competencies**

It goes without saying that, at an institution committed to driving change and transform the academic project, it is crucial for the drivers of change to be properly equipped. As human beings, we are socialised differently, and coming into an institution of higher learning on a journey of transformation, there is a need to unlearn certain mannerisms and behaviour (i.e. get rid of a prejudicial mindset), and to learn to function within diversity – embracing every person's life experiences; promoting acceptance and inclusion; and fostering common ground where all can function well, and be valued for who they are. Having the right tools and competencies can help shift the institutional culture faster.

An effort was made during different periods in 2018 to reserve time in the diaries of the university leadership for a workshop on transformation. However, due to full schedules and difficulty in aligning dates with those of the facilitator, it was not possible. A commitment has been made for such an interactive workshop to take place early in 2019. The workshop will be offered for EMC members and representatives from the unions, Nehawu and Nteu.

This work will continue in 2019. The subject Life Skills, which is inclusive of topics related to diversity and social justice, is offered in the Faculty of Engineering and IT. Efforts were made by the Welkom Campus to integrate transformative initiatives into the lives of students and staff. As stated in the notes contributed by the Welkom Campus, transformation should reflect in most formal and informal gatherings, and transformation themes should feature significantly in social and co-curricular activities. This is still work in process, and will be monitored throughout 2019.

## **Theme 4: Enabling funding regime/environment**

Funding strategies to diversify the sectoral funding pool

By July 2018, the CUT managed to process 36 618 allowances to NSFAS-supported students, including upfront payments, by March 2018, to more than 1 800 first-year students who were awaiting final approval from NSFAS. Efforts to improve the systems and processes of Financial Aid, and the commitment of staff members and student leaders clearly yielded positive result, as, in 2017, only 14 152 allowances were processed for the entire year. Improvement continued throughout the second semester, in an effort to support students as far as possible.

As reported by the Finance Section, student funding rolled out as follows:

An amount of R460 568 million was paid to the CUT for 2018, covering grants and bursaries that are administered by NSFAS.

Up to the end of December 2018, R232 676 million was received from NSFAS, as payment for students funded in 2017. These funds were only received in 2018, as the required LAFSOP agreements were only signed by students during that year.

A further amount of R466 716 million for 2018's students was anticipated, based on the approved total amount to be received. Hence, R29 977 million was still to be received. Of this amount, a total of R23 832 million (approximately 518 students) related to NSFAS Bursary Agreements (NBAs) that were not signed yet.

The university has put measures in place to ensure that the outstanding NBAs were signed before 31 January 2019, as per NSFAS' directives.

Bursaries for 2018, excluding NSFAS, were allocated as follows:

Internal bursaries: An amount of R23 million was approved for internal CUT student bursaries for 2018. R25 million was allocated, thus exceeding the approved figure. The overspending was due to the allocation to the Research Development and Postgraduate Studies Section for new master's and doctoral students. The matter is receiving attention from the Finance Section, in order to avoid a similar situation in the future.

External bursaries: An amount of R87 779 million was received from external funders.

A total of more than R571 million was allocated towards student support in 2018 by NSFAS, CUT and external funders.

Transformative budgeting and costing process, and culture of spending (including Broad-based Black Economic Empowerment (BBBEE))

The following budget was made available for transformation projects in 2018:

Reimagining the CUT as a transformative university: R800 000.

Multilingualism Project: R400 000.

Decolonisation and curriculum transformation: R1 000 000.

Online academic programmes: R500 000.

Safety of staff and students: R1 000 000.

Enhancement of facilities and support for students and staff with disabilities: R500 000.

Improving efficiency and effectiveness in business processes and use of facilities

The Faculty of Engineering and IT has implemented digital platforms to communicate with students via the Blackboard platform and digital screens, which include advertising transformational internal positions and grants. The faculty has an initiative in place for water supply savings in the evenings and weekends, as well as for energy-saving through measurement and control, and the use of rooftop photovoltaic power stations (PVs).

As mentioned in the introductory remarks at the beginning of heading 4.3, “Theme 3: Transforming the Academic Project”, the academic project comprises teaching and learning, research, and community engagement. What becomes even more noteworthy, is the integration of these in real life, in invention and innovation, as the institution strives to make an impact in the lives of students, staff and the broader society. To make strides in transforming the academic project of the university, critical competencies for staff and students are required, and the institution should invest in empowering the university community with appropriate skills to be more effective in the different roles.

## **Risk Management**

Management is responsible for the development and implementation of the Risk Management Strategic Plan. The ERM Framework guides the risk management activities of the university, which are coordinated by the Chief Risk Officer (CRO). The university has facilitated the establishment of structures to improve the risk and compliance processes, and stakeholder inclusiveness. Risk management is carried out in an effective and efficient manner, and is aligned with strategic planning and performance management. The CRO ensures that risk management processes are implemented in a proactive manner, in order to ensure that the CUT’s risk maturity level is improved accordingly.

## **Risk Management Model**

### **Risk identification and assessment**

The university is committed to the continuous improvement and enhancement of its risk management culture and practices. The risk management activities are aligned with the strategic planning process, and a Strategic Risk Register was developed after the university had conducted a risk assessment session with Council and Management, where key opportunities, significant risks that are a threat to the institution, and mitigating measures to address them were identified.

An Emerging Risks and Incident Register was developed as a proactive approach to identify and anticipate threats that may affect the university adversely, and that have to be monitored in the event of their consequences being above the adopted risk appetite and tolerance levels.

### **Mitigating measures and controls**

CUT Management takes ownership of the control of risks that affect the university, and consistently monitors the implementation thereof through the quarterly reporting cycle. Initiative is consistently taken to enhance the control environment, and to improve the risk maturity of the university.

The quarterly risk mitigation report submitted by Management evaluates the effectiveness of controls to the identified risk events and the extent to which the potential effects have been mitigated. Managers are responsible for risk management in their portfolios and are accountable for ensuring that the corrective measures are implemented.



## Significant risks and opportunities

**Student engagement:** A significant risk to the university included student protests, which disrupted the academic calendar. The impact of these incidents was mitigated accordingly in order to ensure the safety of our employees, students and assets. The key opportunity emanating from the protest action is to improve stakeholder engagement, and to promote the transformation of the sector to be responsive to the developmental needs of our society.

**Financial sustainability:** The effective management of finances is important for the sustainability of the university. Historical student debt creates credit and liquidity risks, requiring alternative collection mechanisms that also consider the human factor and their socio-economic challenges. The opportunity to pursue third-stream income in order to generate funds for the university to address financial sustainability risks was identified accordingly.

**Reputation and stakeholder relations management:** The reputational and branding objectives of the institution may be adversely affected by negative publicity and ineffective communication with the relevant parties, and should thus be actively managed and monitored. Stakeholder relations management provides an opportunity to enhance the reputation of the university, and to address the risk of reputational damage and adverse publicity.

**Litigation and compliance:** The risk of litigation and legal claims may result in financial losses and adverse reputation, and thus require appropriate mitigating measures. The activities to control the threat provided an opportunity to enhance the compliance culture of the institution. The CUT's Regulatory Universe was updated and monitored, and the institution has been important in ensuring that compliance is adequately promoted. The compliance policy of the university was updated to be more consistent with best practice.

## Human Resources

Following the implementation of Phases 1 A and B of the insourcing process (gardening staff in Bloemfontein, and four security staff), the joint Task Team on Insourcing developed Phase 2 of the process (full implementation of cleaning staff in Bloemfontein and Welkom). This proposal was accepted by Council, and the new positions will be insourced in January 2019.

Finally, the talent management policy, which was approved by Council for implementation, has been implemented in pilot areas in 2018, and will then be rolled out to the rest of the university, including the talent forums, in 2019.

Following approval by Council, the HR structure was aligned in order to achieve greater efficiency, including the creation of three additional positions. The new structure has enabled the implementation of the strategies laid out in the integrated talent management policy and the recruitment strategy. The changes to the HR administration function were completed, with an internal applicant being promoted. Two internal HR consultants were on an accelerated development programme, and one will undergo this programme in 2019.



“Excellence is not an act, but habit at CUT”. Mr Karabo Mokoena, Faculty Administrator in the Faculty of Humanities received an award under the Category of Support Staff - Administrative staff award.

He was recognised for his dedication and diligence in his role within the faculty. He was awarded with R10 000 cheque by Prof. Henk de Jager, Vice-Chancellor and Principal (left) and Dr Gary Paul, Deputy Vice-Chancellor: Resources and Operations (right).

The policy and procedure on the Vice-Chancellor's Excellence Awards, and the sabbatical leave policy were reviewed, enhancing them to include all categories of employees, and were approved by Council. The Vice-Chancellor's Excellence Awards Function was held on 31 October 2018, and both academic and support services staff received awards. The following categories were applicable to support staff: Senior Management, Middle Management (post levels P4 to P6); Junior Management Specialist (post levels P7 to P9); Specialist Supervisor (post levels P10 to P12); Administrative Staff (post levels P13 to P18); and Security Staff, Cleaners and Gardeners (post levels P13 to P18).

Following the replacement of the Employee Relations (ER) Specialist as a result of the previous incumbent's resignation, the unit is starting to make an impact, with more and more minor disciplinary cases being handled in-house. However, the more complex matters are still being handled by Phatshoane Henney Attorneys (PHA).

Council approved the HR Structure, including three additional positions. The changes to the HR administration function have been completed. The positions of Talent Management Specialist and Employee Relations Specialist have been successfully filled. The Human Resources Information System (HRIS) has been acquired in 2018, which will assist to move the HR function to the next level.

Following approval by Council, the Payroll function moved to the HR Section with effect from 1 January 2018. New policies on foreign nationals, retaining and incentivising NRF-rated researchers, and the retention of Deans and other Senior Managers after their contracts have elapsed, were approved by Senate and Council. The integrated talent management policy and procedure were rolled out to the CUT Community, including several departments and faculties, during 2018.

The training and development of employees are also key to the sustainability of the institution. Training programmes for all employees according to their different categories (Managers and Supervisors, Specialists, lower-level employees, etc.) have been rolled out since May 2018. This included enhancing Managers' and Supervisors' skills in terms of decision making, project management and "soft skills". Furthermore, Adult Basic Education and Training (ABET) up to Grade 12 level, was presented to employees at Peromnes levels 14 to 18.

### **Integrated Performance Management System (IPERMS)**

The Integrated Performance Management System (IPerMS) was extended to employees at Peromnes levels 14 to 18; hence, all full-time employees are now covered by the system. The performance management approach is starting to produce results in terms of the fact that performing employees are gradually moving through the scales as a reward for their performance.

Following a review of the 2017 evaluation cycle and consultative discussions, the IPerMS process was updated in 2018. The updated IPerMS policy was approved by Council, and IPerMS now includes a calibration session before evaluation, and a moderation session thereafter. Training has been conducted for employees and supervisors at both the Bloemfontein and Welkom Campuses. The total cost value of the performance management increases equates to approximately 1% of payroll.

The performance cycle for 2018, including all the disputes, was finalised. The increases that had previously been as a result of the final assessment results of individual employees were incorporated into the negotiated overall salary increase. Training on how to access and use S-Cubed for the 2018 assessments will be conducted for all employees that have been insourced, together with their supervisors. The performance assessment sessions for 2018 opened on 15 November 2018, and ran until the beginning of March 2019.

### **Relationship with the unions**

Management's relationship with the unions is on a healthy footing, with frequent bilateral discussions contributing to the relationship. The central focus of deliberations is "What is best for CUT". The finalisation of the wage agreement for 2018 before the end of 2017 is a good testament to this. Furthermore, Management and the unions agreed to special interventions implemented to facilitate the exit of the former employees of the outsourced protection services company, who received their training certificates for enhanced training programmes on 21 September 2018, which training was funded by the CUT. The implementation of Phase 2 of the salary anomalies process, contributed greatly to redressing the imbalances in the remuneration of all employees. The continuation of the insourcing programme remained very high on the agenda, and the University continued to follow the Council-approved programme in 2018. In 2018, Council approved the insourcing of all employees in cleaning and gardening services, and a few in protection services, bringing the total insourced employees as at 1 January 2019 to 192 staff members. The leadership of both unions is fully engaged in all university programmes, and are cooperating with Management to continuously reimagine and reinvent the CUT. Management is grateful to the union leadership for their continuous commitment.

In order to further foster the relationship between Management and the unions, a Lekgotla between Executive Management and the unions is planned for February 2019. Salary negotiations for 2018 were finalised, to be signed on 31 January 2019, and implemented at the end of February 2019. Certain matters contained in the agreement are further consulted through the Labour Relations Forum (LRF). Management is grateful to the union leadership for their commitment to conclude the wage negotiations for 2019 in January 2019.

### **Salary anomalies**

The first phase of the salary anomalies process, which included the setting of new salary scales, and bringing the salaries of employees that were below and above the relevant scale, to the relevant scale was completed. PricewaterhouseCoopers (PwC)'s report on salary anomalies, which was discussed with all the stakeholders, indicated that the CUT salary scales are in line with external benchmarks, and that no significant gender or race bias could be traced on any scale. A comprehensive analysis, based on qualifications and appropriate experience, and considering the remuneration scales of the CUT, was completed as part of Phase 2 of the process. Council approved the implementation of Phase 2 of the salary anomalies process in two stages. Stage 1 of Phase 2 of the salary anomalies process, as approved by Council in 2017, was implemented in 2018, whilst Stage 2 of this phase, for those employees who still qualified, will be implemented in 2019, along with the 2019 general increases, at a cost of R7 million for each phase. This will bring the salary anomalies programme to a close.

The criteria used for the determination of the salary anomalies, namely qualifications and years of applicable experience, will henceforth also be the only criteria used to calculate offers, and to evaluate counteroffers, in order to prevent new anomalies from being created. A total of 310 of the 677 employees who were included in the scope of the analysis (i.e. permanent employees in Council-approved positions), qualified for adjustments to their remuneration, which included an appeal option. This process will bring the salary anomalies programme to a close. Continuous efforts to ensure fair and equitable remuneration practices, which will prevent the CUT from falling foul of the salary anomaly trap again, are stringently being applied.

### **The adequacy of staffing levels, particularly in critical areas**

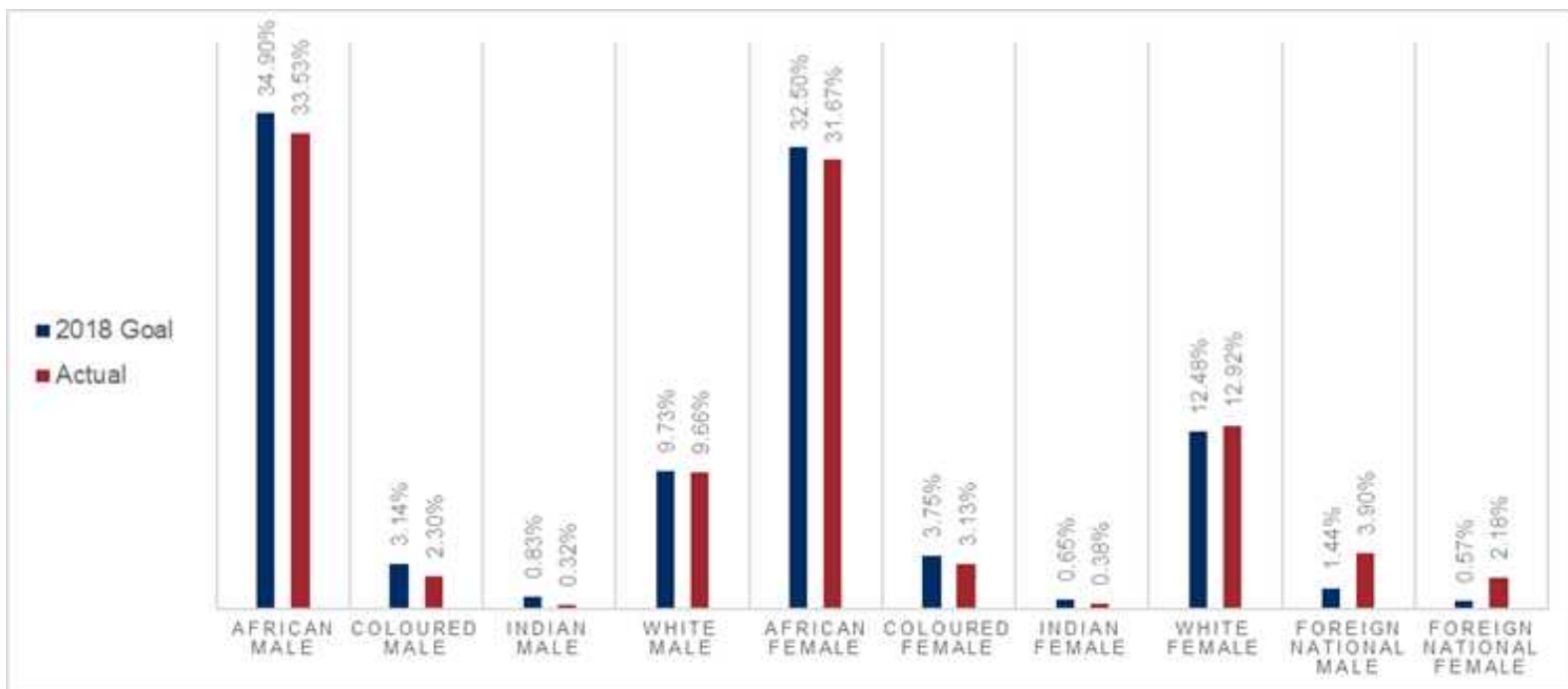
After the approval of the procedure on the retention of employees with scarce and/or critical skills, 33 applications were approved for the payment of a scarce skills allowance for a three-year period, from 2017 to 2019. The call for applications for new allowances of this nature in 2018 yielded no additional recipients, as none could demonstrate continued "exceptional performance".

In 2018, nine promotions to Lecturer were approved by the relevant Faculty Boards, whilst the University Academic Appointments and Promotions Committee (UAAPC) approved five promotions to Senior Lecturer, and Senate approved two promotions to Associate Professor and Professor, respectively.

By the end of 2018, 13,9% of the positions on the permanent staff establishment of the university were vacant. This figure is slightly higher than the approximate 10,6 % at February 2018, and indicates a slight upward trend in the number of permanent vacant positions. The filling of vacancies in critical and scarce skills areas, such as accounting, engineering, built environment and Research Professors remain a challenge that continues to be addressed. Fortunately, all Faculty Dean and HoD positions have been filled, whilst 21 of the 23 positions at Executive and Senior Management levels were filled in 2018.

### **The extent to which equity targets in the workplace have been realised**

The employment equity targets were set as per the University's Employment Equity (EE) Plan 2014–2018. The time frame for all the targets in the plan is 2018; hence, there are no monthly or quarterly targets on which to report. The CUT EE Plan came to an end in December 2018, and has been succeeded by a follow-up plan for the term January 2019 to December 2023. The figures below are thus the last report against the previous EE Plan, and subsequent reports will focus on the CUT's progress with the new EE Plan.



**Figure 1:** EE Plan 2014–2018, the University's performance against its numerical goals for 2018.

These targets were set at the onset of the EE Plan, with the understanding that:

the Commission for Employment Equity does not include Foreign Nationals in its Economically Active Population;

Foreign Nationals and White Males are not considered part of the designated groups (as stipulated in the EE Plan); and

whilst the Employment Equity Act does not require an employer to set targets for Foreign Nationals, the CUT chose to do so, based on the headcount at the time the university's EE Plan was approved.

In terms of equity targets, as at December 2018, there was an under-representation of all the designated groups at the CUT, except for White Females. However, this under-representation is less than 2% in all cases, and is not a cause for concern. Regardless, the gender distribution at all levels of Management remains a challenge. It is for this reason that the Next Generation Women in Leadership Programme has been initiated.

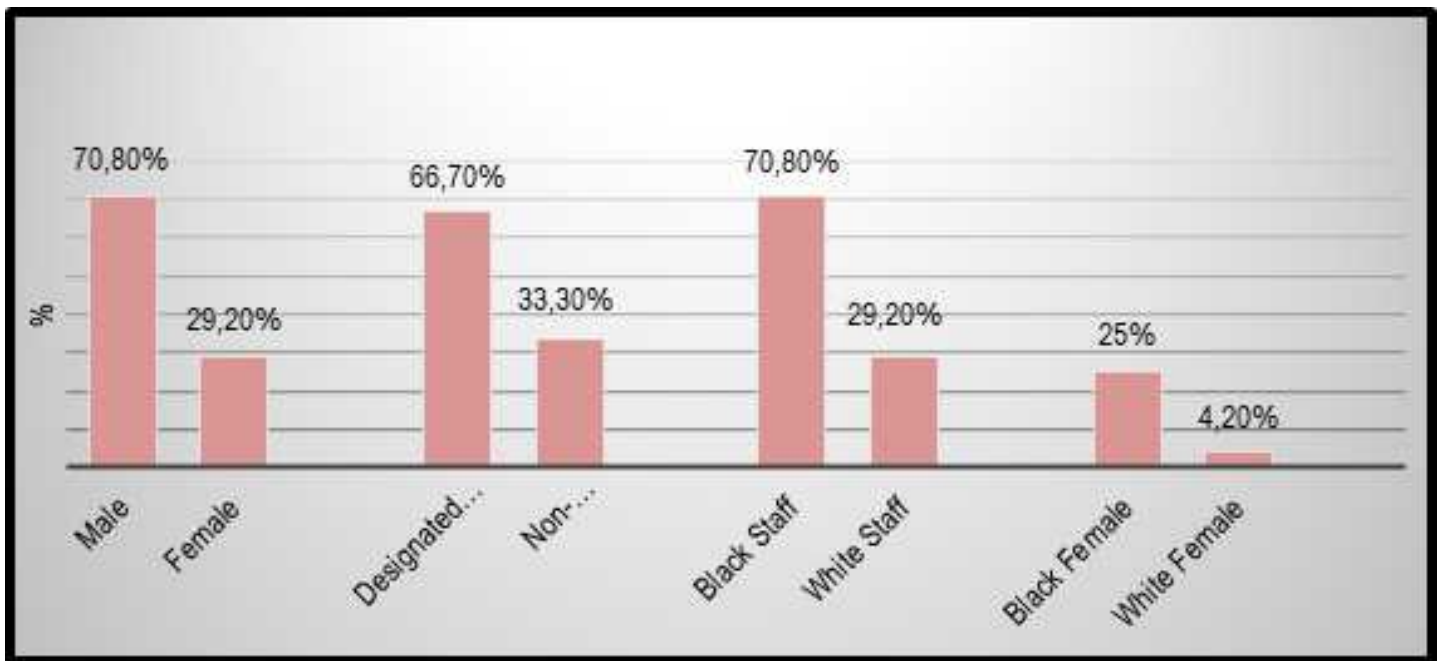
The university remained steadfast in its endeavours to address the equity profile of employees, guided by the twin challenge of equity and excellence. The final progress report on the 2014 to 2018 EE Plan was submitted to the Department of Labour, and the 2019 to 2023 EE Plan was approved by Mancom and submitted to the Department of Labour in 2018. As far as staffing equity and diversity are concerned, attention was paid to the employment of Foreign Nationals at the CUT, and a proposal on this matter was approved by Senate and Council in 2018. The following table provides a

Target vs. Actual	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF
<b>2018 Goal</b>	<b>34.9</b>	<b>3.1</b>	<b>0.8</b>	<b>9.7</b>	<b>32.5</b>	<b>3.8</b>	<b>0.7</b>	<b>12.5</b>	<b>1.4</b>	<b>0.6</b>
<b>Actual headcount</b>	<b>33.5</b>	<b>2.3</b>	<b>0.3</b>	<b>9.7</b>	<b>31.7</b>	<b>3.1</b>	<b>0.4</b>	<b>12.9</b>	<b>3.9</b>	<b>2.2</b>

Gap between target and actual	-1.4	-0.8	-0.5	0.0	-0.8	-0.7	-0.3	0.4	2.5	1.6
-------------------------------	------	------	------	-----	------	------	------	-----	-----	-----

(Staff from the designated group represent 84,2%, whilst staff from the non-designated group represent 15,8%.)

LEGEND				
Designated groups	AF = African Female	AM = African Male	CF = Coloured Female	CM = Coloured Male
	IF = Indian Female	IM = Indian Maple	WF = White Female	
Non- designated groups	FF = Foreign National Female		FM = Foreign National Male	WM = White Male



From the figure above, it is clear that the gender distribution at Executive and Senior Management levels remains a challenge at the university. It is for this reason that the Next Generation Women in Leadership Programme has been initiated in 2018.

## **Estates and Infrastructure**

The university has strengthened its capacity in the fields of estates and infrastructure, following approval by Council to split the former Directorate for Facilities and IT into two sections, namely Estates and Infrastructure; and ICT and Computer Services. This strategy will also assist the university to manage the infrastructure projects more efficiently and effectively. Council also approved the establishment of a Project Office in 2018. The following estates and infrastructure projects were implemented in 2018:

The increase in the electrical supply to the Bloemfontein Campus.

Emergency generators at the Welkom and Bloemfontein Campuses.

The DHET 2015/16 refurbishment projects.

Renovations to various residences.

The first phase of the conversion of the Gym Hall into the i-Gym (Idea Gymnasium).



Prof. Pieter Fourie, Head of the Department of Agriculture at CUT, demonstrated how to vaccinate and de-worm animals. He also taught them how to administer other chemicals used on the farm. Students got the chance to touch, feel and experience what they have learned in class

Upgrading of existing buildings at the Heelvroeg Farm for the Department of Agriculture in the Faculty of Health and Environmental Sciences (FHES).

The new parking allocation plan at the Bloemfontein Campus.

A lease agreement between the CUT and the Sacred Heart Cathedral, which provides 72 additional parking spaces at the Bloemfontein Campus.

The placing of signage on various entrances and buildings, including approved new building and street names at the Bloemfontein and Welkom Campuses.

The establishment of outdoor gymnasiums at both campuses. Both students and staff are making use of the installed equipment.

The establishment of a Clinic at the Welkom Campus.

An integrated security system at the Bloemfontein Campus.

Projects initiated in 2018, which will be completed in 2019, include the development of the Maxillofacial Facility; upgrading of the Welkom Campus Cafeteria; sports fields at the Welkom Campus; infrastructure linked to the DHET 2017/18 and 2018/2021 grant funding; refurbishment of the BKS and surrounding buildings; and the land exchange process between the CUT and the Free State Provincial Government.



Progress on the facilities and infrastructure plans of the institution is as follows:



The Ya Rona Building at the Bloemfontein Campus houses the STEM Academy and the Faculty of Engineering and Information Technology. The STEM Academy was launched on 30 May 2018 as a training and developmental hub for professional teachers and lecturers to improve content knowledge of Science, Technology, Engineering and Mathematics in schools, colleges and universities as well as to expose learners and students to modern STEM laboratories and support existing initiatives such as the Math-forALL Campaign. At the STEM Academy launch is from left: Prof. Henk de Jager, Vice-Chancellor and Principal, Free State Premier, Honourable Sisi Ntombela, MEC for Education, Mr Tate Makgoe and Palesa Loapo, a grade 11 learner from Commtech Comprehensive School unveiling the plaque.

The New Engineering Building was completed in 2016, but could only be occupied in 2018 due to an Occupancy Certificate being outstanding, and the fact that the building could not be adequately furnished. The building is currently fully occupied.

The BKS and surrounding buildings have been allocated to Estates and Infrastructure, who moved into the new offices. A full heritage report was compiled by an appointed architect, for approval requirements regarding the demolition of specific buildings.

Required items that were initially omitted at the new buildings at the Bloemfontein and Welkom Campuses due to an over-expenditure on building costs, were provided, and staff started to occupy those buildings. The University also availed funds for these omitted items in 2018/2019. The process of procuring laboratory equipment for the Kopanong Building, and the requirements for the video and reading laboratories, is underway, and will be finalised by the end of the first quarter of 2019.

As stated above, the first phase of the conversion of the Gym Hall into the i-Gym was completed. A design of the internal component of the venue that was presented, was approved, and the process of implementing the design have commenced, for completion in the first half of 2019.

A conceptual design for the upgrading of the Welkom Campus Cafeteria was provided to the CUT by an architect during 2017. A contractor was appointed in August 2018, and it is envisaged that the cafeteria would be completed in April 2019. The project is currently on schedule.

Three deferred DHET-funded maintenance projects were fully procured in November 2018. Two projects (the Gymnos Residence, House Technikon and the Exchange House; and the BHP Billiton Engineering Building) are currently in progress, with the envisaged completion dates scheduled for May 2019. The third project, entailing emergency repairs, is due to commence in February 2019.

Three deferred maintenance projects from the 2015-16 DHET funding cycle is in the process of implementation. These include emergency electrical and mechanical work at the Welkom Campus. A general building maintenance contract will be put out to tender in February 2019, for completion in 2019.

The refurbishment of the Hotel School's roof and building, funded from the DHET 2015-16 and 2016-17 allocations, were put out to tender, for the appointment of consultants at the start of 2019. Completion of the project is scheduled for June/July 2019.

The Manager's Residence at the Heelvroeg Farm (the farm purchased by the CUT) was fully refurbished.

The full amount of DHET 2015-16 funding was allocated, and would be fully spent upon completion of the above projects that are currently in progress.

Funds from the 2016-17 and 2017-18 DHET funding cycles were allocated to the following projects, and these projects have commenced:

- a. BHP Billiton Lecture Block: The appointed consultant for the BHP Billiton Building, which is currently under construction, has already completed the tender documentation.
- b. House Technikon – Phases 2 and 3: The appointed consultant for Phase 1 of the residence has already completed the tender documentation.
- c. Bulk electrical services: The appointed consultant for the electrical upgrading funded from the 2015-16 funding cycle already completed the required research for the new electrical substation needs. The bulk supply connection at the Bloemfontein Campus was increased from a 2.5-MVA to a 3-MVA connection.

Project Management Office (2012 allocation). This project has been approved, and a Project Administrative Assistant has been appointed. No Project Managers have been appointed yet.



The following projects from the DHET 2018-2021 cycle commence in March 2019, with the appointment of consultants:

- a. Jewellery School, Bloemfontein;
- b. new Management Building, Bloemfontein;
- c. new Multipurpose Hall, Welkom;
- d. new Teacher Education Building, Welkom;
- e. two new 130-bed residences, Bloemfontein; and
- f. two new 200-bed residences, Welkom.

To date, approximately 50% of the full funding of the 2008-12 funding cycle was spent, with an estimated 70% spending by the end of the current financial year.

DHET 140 and 3-300 cycles: All projects were completed, and funding utilised.

DHET 2015-16 deferred maintenance funding: The full funding was allocated, and it is expected that all funds will be fully spent by July 2019.

2016-17 to 2017-18 allocation: All projects are expected to be fully completed within the current financial year.

2018-2021 cycle: All projects are to be allocated, and construction activities commenced with during the 2019 financial year.

The establishment of a Project Office within the Estates and Infrastructure Section (formerly the Facilities Unit), assisted by funding from DHET, was approved. The office will consist of a Project Manager, a Project Coordinator and an Administrative Assistant. The Administrative Assistant was appointed, whilst the Project Manager and Project Coordinator positions were advertised.

### **Integrated security system**

Phase 1 of the implementation of an integrated security system, namely the installation of cameras and biometric systems, and the upgrading of access points, is underway. A further R2 million was secured from the DHET Maintenance Grant for the second phase of the project. 120 CCTV cameras and turnstiles were installed at all eight student residences, at the Park Road entrance, and at Gate 5 of the Bloemfontein Campus. Council approved the allocation of R5 million towards this project, whilst the DHET contributed R2 million. This project was delayed for five years, and finally implemented successfully in 2017. Management remains committed to enhance the safety of staff and students at both campuses. CUT students, in collaboration with UFS students, participated in a mass action, which included the handing over of a memorandum to demand safety in the surroundings of the campuses. Furthermore, the Welkom Campus Management had several engagements with the South African Police Services (SAPS) to establish a Satellite Police Station at Thabong.

## **Occupational Health and Safety**

Occupational Health and Safety (OHS) is the responsibility of every employee, as each individual has a role to play in ensuring a safe and healthy working environment. Aligned with the OHS Act, the CUT's OHS Structure includes a Section 16.1 Appointee, which is the Vice-Chancellor and Principal, who is responsible for the university's OHS. In terms of Section 16.2 of the OHS Act (Act No. 85 of 1993), 19 Senior and Executive Managers were trained and appointed as Section 16.2 Appointees. The CUT Safety Management System (CUTSMS), with all five elements for buildings; equipment and tools; fire; injuries; and management, were approved by Mancom in 2018. Furthermore, several employees were trained in Environmental Management Systems ISO 14001 and ISO 45001. This training provided employees with the understanding and knowledge required to implement environmental legislation and sustainability, and for improving employees' and students' safety, reducing workplace risks, and creating better and safer working conditions. Furthermore, CUT residences have undergone fire safety inspections, and non-conformance aspects, such as safety signage and poor housekeeping practices, were addressed. Estates and Infrastructure underwent contractor management training related to safety files, and managing OHS risks as per building regulations for maintenance and construction purposes.

Aligned with the OHS Act, the policy on Safety, Health and Environment (SHE) was approved by Council on 21 September 2018, and uploaded on the institutional regulatory platform in December 2018. The SHE Procedure Manual is currently being reviewed by the Language Services Unit, and will be available to staff before the end of the first quarter of 2019.

Furthermore, OHS is a vital element in the CUT's environmental management system towards realising the university's vision of sustainable development. It fits into the scope of sustainability at the CUT, as the university has the responsibility to ensure that its environment is not harmful to the health and well-being of people, which environment must be protected against the exploitation of natural resources by current and future generations.

As part of the creation of general OHS awareness, 67 Middle, Senior and Executive Managers underwent safety management training. The training enabled managerial staff from both the academic and support services portfolios to understand the importance of a safety structure and safety management system at the university, and the manner in which this should be integrated into the university's daily operations. Furthermore, the various divisions within the university are currently ensuring that the required number of staff members receive training to fulfil the responsibilities of First Aiders, Fire Marshalls and Safety Representatives. Training is arranged on a continuous basis.

Towards ensuring the CUT's compliance with the OHS Act, a SHE procurement guideline has been developed to ensure that suitable thought is given when purchasing equipment, materials, facilities or substances that may have an adverse impact on health, safety and the environment. This guide further ensures that SHE matters are addressed in all tender processes, thus responding to the university's sustainable development strategy. This guideline will also give guidance in procuring items that will benefit the carbon footprint, and minimise environmental pollution linked to Scope 3 greenhouse gas emissions.

Aligned with the National Environmental Management Waste Act (Act No. 59 of 2008), the CUT has established a fully-fledged e-waste dismantling plant on the Bloemfontein Campus. The plant is compliant in terms of its operations, and is registered with the E-Waste Association of South Africa. The plant is also the first UoT plant to be registered with the Southern African E-waste Alliance.

## **Financial Management and Sustainability**

Given the current dynamics within the higher education sector, financial management is high on the agenda of Management. The university works hard to ensure the effective and efficient use of the limited funds at its disposal. In order to inculcate a culture of cost-saving at the CUT, some cost-containment measures were implemented for 2018. These measures were divided into short-term (i.e. immediate), as well as medium- to longer-term measures.

The importance of policies in achieving the university's objectives in terms of financial management is acknowledged. Therefore, all outdated finance-related policies are currently being revised. The procurement and asset management policies were identified as the most critical policies to be revised, and the revision thereof has thus been prioritised. Updated versions of these policies were approved by Council in 2016. The latest promulgated acts, as well as inputs from all the relevant parties, were incorporated into the updated policies.

The CUT is a member of the Purchasing Consortium of South Africa (PURCO). In order to ensure that the CUT benefits from the discounted buying power that PURCO enjoys as a consortium, as well as the associated annual rebates (share of profits), closer cooperation is forged with PURCO by means of frequent discussions.

The restructuring of the Finance Section was concluded during 2018, and Finance Section staff are being developed to ensure the streamlining of processes, and to bring efficiency to the system.

See Financial Health/Viability of the University for more information on financial matters.

## **ICT Systems and Computer Services**

The University has an Integrated Tertiary Software (ITS) System, with the ITS Integrator V3 System being used for administrative purposes. The system allows real-time access to information, including access to financial, human resources and student information. It also provides access to operational services, such as vehicle bookings, online ordering and payroll services. Although it is not an easy system to use for financial and HR reporting, it is affordable. The ITS System has a number of deficiencies. Other than the student subsystem, the remaining modules address only the basic requirements. Alternative, affordable systems for HR, facilities and space management are being investigated, with a tender for the HR subsystem being issued. A system, Archibus, which was previously implemented for service calls, is being tested for additional functionality in terms of space and facility management, including environmental safety and sustainability. Specific modules to enhance facility management will be implemented during the 2019 financial year.

The online student administration functionality, which was implemented in 2012, is continuously being refined in order to ensure the additional functionality and wider utilisation thereof. In 2015, the online application system was implemented, and auto-progression was tested for implementation. The online application system was further refined in 2016, with it being made available externally to the university after successful implementation on campus. Furthermore, the auto-progression system was implemented in 2016, and was refined during 2017. The contract for the addition of online payments was finalised in 2018, and online payment will be fully implemented in 2019.

A system for timetabling, CELCAT, has been fully implemented in 2018. This system links with the ITS System, and allows for the integrated timetabling of all venues and offerings.

In 2018, we integrated ITS with CaseWare Financial Reporting software for improved financial reporting. We also integrated the ITS System with FNB for more real-time notification of student account payments. In addition, we implemented a Short Message Service (SMS) notification system to send real-time notifications to new student applicants for the 2019 student intake.

Access to cloud-based services such as Office 365 has been made available to all students and staff.

The university has strengthened its capacity in the fields of ICT and Computer Services, following Council's approval to establish an ICT and Computer Services Section. This strategy will also assist the university to ensure the smooth operation of its IT systems and computer services. The following ICT and computer services projects were implemented in 2018:

- A new method for students in terms of password and access management, which assisted with the registration process.

- The ICT Strategy was approved by Mancom and Council and was implemented.

- New state-of-the-art computers and software were installed in all computer laboratories managed by the Department of IT, and has improved the efficiency and effectiveness of teaching and learning.

- Migration of the e-mail system from an on-premise exchange to Office 365.

- A solution for the implementation of a disaster recovery (DR) ICT site at the Welkom Campus has been identified.

- A new Telephone Management System (TMS).

- The Microsoft campus agreement, providing staff and students with access to various Microsoft software products, and new licences.

- An online system for Enrolment Officers.

- The integration with First National Bank (FNB) for the Finance Section.

- The ITS integration with the Converis Research Management System (RIMS).

Finally, the managing and monitoring of cyberattacks against the CUT's systems remained a priority in 2018. Towards this end, a new firewall system was procured and implemented. This will enhance the university's ability to track and manage external attempts, as it utilises an advanced level of threat detection.

## **Management Information System (MIS)**

For purposes of information management, the CUT implemented the Higher Education Data Analyser (HEDA) System, which uses data sourced from the Higher Education Management Information System (HEMIS), for submission to the Department of Higher Education and Training (DHET). The HEDA dashboards provide a visual display of key performance indicators (KPIs) and metrics on a single, interactive screen. The Daily Monitoring Dashboard was completed, and was implemented during the first semester of 2018 to monitor enrolments. The dashboard has additional information that reflects applications and admissions, as well as actual enrolments and targets for first-time entering undergraduate students. The dashboard assists all the faculties in monitoring enrolments against targets.

In addition, the CUT uses Oracle Discoverer, which draws operational data from the ITS database. The reports generated from these systems are used for planning, monitoring and decision making across the CUT.

During the past few years, the CUT also used the ordinary HEMIS subsystem on the ITS System for statutory reporting on various aspects of the university's core business, as well as other non-academic support services functions. Statistical reports and information on the institution's performance in relation to its targets are published periodically in our Size-and-Shape Monitor and Student Performance Monitor.

The university recognises the importance of authentic information. Regular data validation runs were performed, and corrections were implemented.

The University has implemented various systems and processes to enhance the quality of information available to Management and the administrative processes involved. Reliable information on which to base decision making is regularly available to

Management. Related to specific actions, the policy and procedure on data management were developed and approved in 2018. The VALPAC submissions scheduled for 2018, namely 2017 HEMIS staff submission, 2017 HEMIS Postdocs Submission and 2017 HEMIS Student 2nd Submission, were concluded by the submission dates provided by the DHET. The 2018 HEMIS 1st Submission was concluded by 31 October 2018.

Monitoring reports were produced as per the approved time frame. Headcount enrolment fluctuations for the period 2012 to 2018 were reported to Senate. The automated first-time entering student registration-monitoring dashboard functioned well during the 2018 registration period. Furthermore, the development of a size and shape dashboard was completed and implemented in 2018. Monitoring quarterly reports, namely the Size and Shape Report and the Application and Admissions Report, were produced, and were submitted to Senate and Council. Furthermore, the trial run of the CELCAT online timetable was successfully implemented in 2018. The aim of this project is to enhance the effective utilisation of teaching and research spaces across the campuses.

## **Communications, Marketing and Branding**

The CUT entered into a partnership with the Central Media Group in 2018 to enhance the communication, marketing and branding of the university. Furthermore, the university's Corporate Identity (CI) Guidelines were reviewed in line with the growing demands of, and technological advances in communication in the 21st century, which is supported by the aspirations and interests of the CUT community. These guidelines represent the image respective divisions (faculties) use to portray their identities and course offerings. They constitute the current university logo, and how the CUT and various divisions portray themselves at their service points by means of their publications and signage around campuses. A brand audit was undertaken to ensure that communications and marketing content is streamlined, consistent and uniform, as well as to allow a new brand language to be developed in response to these changes. Finally, all signage around the campus was audited.

The following highlights of the Communications and Marketing Section can be reported for the period 1 March 2018 to 31 May 2018:

A six-month brand promotion campaign was launched early in May 2018 to promote the key selling points of the CUT as a UoT, bringing much greater variety and diversity into higher education in the region.

The CUT continued to make an impact by creating a receptive and welcoming atmosphere for learners and parents during the 2018 Open Day events.

Various stakeholder engagement sessions took place with schools, including the Christiana School for the Blind; Technical Vocational Education and Training (TVET) colleges, including the Vuseslela, Motheo and Goldfields TVET colleges; and neighbouring countries, including Botswana, Namibia and Lesotho.

An imbizo on communication, marketing, branding and alumni affairs was held on 15 March 2018, following an external review by six external experts during the week of 12 March 2018. The review panel's report was received, and the Section of Communication and Marketing has implemented the recommendations, in order to enhance those areas at the university.

As part of a cooperative effort between the City of Mangaung and the CUT, the section collaborated with various players to develop and enhance our branding in the city.

Related to the website and other social media platforms, the proposed digital platform was approved by the Management Committee (Mancom), and a new Content Management System (CMA) was implemented in 2018.

Platforms such as LinkedIn and Facebook, and printed media such as the Gratia, were utilised to strengthen the marketing efforts of the university.

The University Development Trajectory, produced in the form of video clips, was developed to showcase the development of new structures at the institution.

The Communications and Marketing Section continued to use the media monitoring tool, which allows for the distribution of clips to the CUT community through Thutong Today (a weekly electronic staff newsletter), to enhance the university's media relations effort, and to highlight the benefits of positive media placements to the university community. This coverage includes broadcasting, printing, online media, and social media platforms. The Print Advertising Value Equivalent (AVE) figures for 2018 are presented below:



	Print	Broadcast	Online	Social stream	Total AVE for 2018
Total	R24 196 648	R8 772 754	R26 602 835	R2 519 766	R62 092 003

[These figures pertain to media coverage in the form of printed (newspapers, magazines), broadcasting (television and radio), online, and social media platforms. If the university paid for the media coverage, the amounts indicated would have been what we would have spent].

### Alumni Association



The newly elected CUT Alumni Executive Committee members from left: Mr Kabelo Moremi, additional member; Mr Kagisho Mmetseng, additional member; Mr Chabana Chabana, Deputy President; Mr Major Cindi, President; Mr David Makhoali, Treasurer; Mr Mbuyiselo Frans, additional member; Mr Lebohang Farmer Khutlang, additional member and Mr Luyolo Siggibo Busakwe, additional member.

The Annual General Meeting (AGM) of the Alumni Association took place on 26 May 2018, during which a new President, Mr GM Cindi, and Executive members were elected. These elections are critical to, inter alia, ensure the continuous representation of the university's alumni on the CUT Council. Following the election of the CUT Alumni Executive, a strategic planning event was held, at which the Strategic Plan emerged, and the following milestones for the period 2018 to 2021 were identified:

- Amending the Alumni Association Constitution, with the aim of establishing sound governance.

- Establishing a presence in each province through Alumni Chapters.

- Effective stakeholder relations.

- Building and updating a database of contactable alumni.

- Effective communication with alumni.

- Finalising and approving a budget for the plan.

CUT Management pledged to support the alumni's programmes, and to invest in this important university endeavour. Mancom also resolved that the existing alumni structure within the Communications and Marketing Section will continue to support CUT alumni. This commitment was well received, and will help to improve communication between the CUT and its alumni as a means to inspire them to stay connected with the university; support its vision; and contribute to its success. The CUT alumni database remains a challenge. However, this matter, which is regarded as a university-wide responsibility, given that there are various points of contact of alumni within the university, is receiving ongoing attention. Alumni were also kept up to date with the latest developments on campus via the Vice-Chancellor and Principal's communiqués, allowing them to remain connected to the university. In addition, the following communication tools are used effectively to reach out to alumni: social media; static media, such as university publications; and mass media.

The CUT proudly noted that the South African Broadcasting Commission (SABC) has appointed Mr Theo Madoda Mxakwe, a former graduate from the erstwhile Vista University, now the CUT Welkom Campus, as its Chief Executive Officer. This is yet another opportunity to leverage and promote alumni success. It also presents the opportunity to advance the CUT brand's credibility and reputation, and to deepen the lifelong relationship between the CUT and its alumni. Furthermore, CUT alumnus Ms Katleho Mafongosi received the Best Paper Award at the 10th Construction Industry Development Board (CIDB) Postgraduate Conference, which was held in Port Elizabeth. Finally, a CUT alumnus, Ms Nneile Nkholise's durable breast prosthetic devices have come to the rescue of dozens of women whose breasts were removed due to cancer. This mechanical engineer said the idea came during her master's research work at the CUT, in which she investigated the additives used in making facial prosthetics. In just two years, she has provided breasts, produced through iMed Tech, to more than 150 women. She was also a finalist in the 2018 All Africa Business Leaders Awards, in the category Industrialist of the Year.

## **Council, Senate and Institutional Forum**

### **Council**

The purpose of this section is to account for Council's actions and achievements in the governance of the CUT during the 2018 academic year. In making decisions, Council took into consideration the articulated mission, objectives, strategies and plans of the CUT. This is an integrated report that conveys adequate information about the operations of the CUT, and its sustainability and financial reporting. In essence, this section provides a self-assessment of the CUT Council – the extent to which the annual performance objectives approved by Council for the reporting year were attained, including the attendance of meetings by Councillors, and the expertise of Councillors who chair the various standing committees of Council.

### **Council Membership**

The CUT Council is duly constituted in accordance with the provisions of the Higher Education Act (Act No. 101 of 1997), as amended (also referred to as "the Act"), and in terms of the CUT Statute. 60% of the members are independent of the university, and possess of the knowledge and experience relevant to the objectives and governance of the CUT. For example, external members of Council have skills sets in marketing, finance, human resources management, law and education. The rotation principle was observed and, as a result, some Council members serve a three-year term of office, whilst others serve a four-year term of office on Council. The Executive Committee (Exco) of Council serves as the Nominations Committee of Council, and as such assists with the process of identifying suitable members of Council.

The composition of Council, the length of service, and the age of each Councillor; the standing committee(s) on which they served; the number of Council and standing committee meetings held; and Councillors' respective attendance of these meetings in 2018 are reflected in Table 20 below.

EXTERNAL COUNCIL MEMBERS	PORTFOLIO	CURRENT TERM OF OFFICE	PREVIOUS TERM OF OFFICE	AGE	2018-03-23	2018-06-15	2018-09-21	2018-11-23 Workshop	2018-11-24
Mr MM Mohohlo Chairperson until March 2018	Human Resources Management	Mar 2015 – Mar 2018	Mar. 2011 – Mar. 2015	72	✓	≠	≠	≠	≠
Mr CM Phehlukwayo Chairperson from end March 2018	Audit and Risk/ICT Governance	May 2016 – May 2020		52	✓	✓	✓	✓	✓
Ms KE Dilotsotlhe Deputy Chairperson until March 2018	Education	Mar. 2015 – Mar. 2018	Mar. 2011 – Mar. 2015	56	*	≠	≠	≠	≠
Dr GA van Gensen Deputy Chairperson from end March 2018  Chairperson of the Human Resources Committee and Remuneration Committee of Council	Marketing	Sept. 2018 – Sep 2022	Until Sept. 2018	56	✓	✓	✓	✓	✓
Mr M Matlala	Ministerial Appointee	Dec.2017 – Dec 2021	-	63	*	✓	✓	✓	✓
Ms N Nxesi	Ministerial Appointee	Nov. 2017 – Nov. 2020	Nov. 2014 – Nov. 2017	58	*	✓	≠	≠	✓
Mr N Dolopi	Ministerial Appointee	Mar. 2018 – Mar. 2021	Mar. 2015 – Mar. 2018	45	✓	✓	✓	*	*
Mr L Hume	Ministerial Appointee	Nov. 2018 – Nov.2022	Until Nov. 2018	51	✓	✓	✓	✓	✓
Adv. RR Dehal	Ministerial Appointee		Until Mar. 2019	62	✓	*	*	≠	≠
Mr S Hlongwane	Human Resources Management	June 2018 – June 2022	-		#	✓	✓	*	*
Dr K Faul	Education	Sept. 2018 – Sept.2021	-		#	#	✓	✓	✓

EXTERNAL COUNCIL MEMBERS	PORTFOLIO	CURRENT TERM OF OFFICE	PREVIOUS TERM OF OFFICE	AGE	2018-03-23	2018-06-15	2018-09-21	2018-11-23 Workshop	2018-11-24
Dr SM Seane	Business	Mar 2014 – Mar 2018	Mar. 2011 – Mar. 2014	64	✓	≠	≠	≠	≠
Ms VM Mojuto	Business	June 2018 – June 2022	-		#	✓	✓	✓	✓
Ms M Naidoo-Vermaak	Technology	Until Mar. 2019	-	44	*	≠	≠	≠	≠
Dr C Mbileni-Morema	Technology	Nov. 2018 – Nov.2021	-		#	#	#	✓	✓
Mr L Sebola	Technology	Mar. 2017 – Mar. 2021	-	40	✓	✓	*	*	✓
Mr MJ Besnaar Chairperson of the Audit, Risk and ICT Governance Committee	Finance	May 2016 – May 2019	-	43	*	✓	✓	*	*
Mr RG Nicholls Chairperson of the Planning, Finance and Resources Committee	Finance	Sept. 2017 – Sept.2021	Sept. 2013 – Sept. 2017	70	✓	✓	✓	*	✓
Mr GM Cindi	Alumni Association				#	✓	✓	✓	✓
Mr HHvM Oelrich	Agriculture	Dec. 2015 – Dec. 2018	Nov. 2011 – Dec. 2015	80	*	✓	✓	*	✓

EXTERNAL COUNCIL MEMBERS	PORTFOLIO	CURRENT TERM OF OFFICE	PREVIOUS TERM OF OFFICE	AGE	2018-03-23	2018-06-15	2018-09-21	2018-11-23 Workshop	2018-11-24
Mr I Osman	Expert in local/regional development and governance	Nov. 2017 – Nov. 2020	–	62	*	*	✓	✓	✓
Ms MNW Mosuwe	Prominent person who would be able to add value to the Welkom Campus	Nov. 2017 – Nov. 2020	–	50	*	✓	*	✓	✓
Mr S Rantso	Businessman from the Central region who will add business value to the university Marketing	Nov. 2017- Nov. 2021	–		✓	✓	✓	*	✓
Prof. HJ de Jager	Vice-Chancellor and Principal				✓	✓	✓	✓	✓
Prof. AB Ngowi	DVC: Research, Innovation and Engagement				✓	✓	✓	✓	✓
Prof. DP Ngidi	DVC: Teaching and Learning				✓	✓	✓	✓	✓
Dr GW Paul	DVC: Resources and Operations	(Com-menced duty Apr. 2018)			#	✓	✓	*	✓
Prof. MLE Monnapula-Mapesela	Senate	Mar. 2017 – Mar. 2019			✓	✓	✓	✓	✓
Prof. JFR Lues	Senate	Sept. 2017 –Sept.2019	–		*	✓	✓	✓	✓
Ms D Mkhize	Academic staff member	Sept. 2018 – Sept.2020	Jun. 2016 – Jun. 2018		✓	*	✓	✓	✓
Mr BCL Mokoma	Non-academic staff member	Mar. 2018 – Mar. 2020	–		✓	✓	✓	✓	✓

EXTERNAL COUNCIL MEMBERS	PORTFOLIO	CURRENT TERM OF OFFICE	PREVIOUS TERM OF OFFICE	AGE	2018-03-23	2018-06-15	2018-09-21	2018-11-23 Workshop	2018-11-24
Mr T Masoeu	Institutional Forum	May 2017 – May 2019	-		✓	✓	✓	✓	✓
Mr DT Halter	Institutional SRC President	Dec. 2018	-		#	✓	✓	-	-
Mr M Ngcolani	Institutional SRC Deputy President	Jan. 2018 – Dec. 2018	-		✓	✓	✓	✓	✓

**TABLE 4:** Summary of Council's composition and Councillors' meeting attendance

Explanation of keys	
✓	Present
*	Absent with apology
-	Absent with apology
#	Not yet a member
≠	No longer a member/resigned

## Remuneration of Councillors

In October 2015, Council adopted the following definition of an honorarium: “an ex gratia payment (i.e. a payment made without the giver recognising himself as having any liability or legal obligation) made to a person for his or her services in a voluntary capacity”. Informed by this understanding, external Council members received honoraria as approved by the Remuneration Committee of Council. The quantum of the remuneration was based on the results of a benchmarking exercise that was conducted with other higher education institutions (HEIs). Furthermore, Council accepted the Council on Higher Education (CHE)’s recommendation that the in-kind payment of Councillors should not be allowed, as it constitutes a potential conflict of interest. Hence, the following in-kind benefits were withdrawn: study benefits for Council members and their families, and special tariffs for the rental of university venues. The university pays the CUT-related travel and accommodation expenses of external Council members. The honoraria paid to external Council members for attending each scheduled meeting in 2018 are listed below.

Chairperson of Council	R2 200
Deputy Chairperson of Council	R1 900
Member of Council	R1 600
Chairperson of a committee of Council	R1 900
Member of a committee of Council	R1 600

## Matters of significance considered by Council

Council exercised its authority and power conscientiously and with success during the year under review, and fulfilled its responsibilities with regard to governance. During the four ordinary meetings and one workshop that were held, Council deliberated and took decisions on the principles of good governance. Members of Council observed the provisions of the CUT Code of Conduct and the policy on ethics that were approved by Council in 2014. Councillors acted in the interests of the CUT, and when they had mixed feelings on a matter discussed by Council, they declared so explicitly and recused themselves from the meetings for the duration of the discussion of such matters. All the resolutions taken by Council were recorded in a Resolution Register.

Council holds the Vice-Chancellor and Principal and the Executive Managers responsible for, inter alia, the university’s strategy and Annual Performance Plan (APP). The university’s performance in 2018 is detailed in Section 1 of this report.

A brief overview of significant matters to which Council attended in 2018 is subsequently provided.

## **Membership:**

The SRC President at the Welkom Campus, Mr M Ngcolani, was endorsed as a member of Council for the term January 2018 to December 2018.

Council endorsed the membership of Mr BCL Mokoma as non-academic staff member on Council for the term March 2018 to March 2020.

The term of office of Cllr D Mkhize, Academic Staff Representative on Council, came to an end.

The Students' Representative Council (SRC) President at the Bloemfontein Campus, Mr DT Halter, was endorsed as a member of Council for the term April 2018 to December 2018.

Council endorsed the membership of Ms Daphne Mkhize as academic staff member on Council for the term September 2018 to August 2020.

The second term of office of Cllr HHvM Oelrich in the Agriculture portfolio had come to an end.

Council approved:

- a. that Mr SM Rantso serve as external Council member on the CUTIS Board of Trustees for the duration of his term of office as Council member;
- b. the appointment of Dr GA van Gensen as Deputy Chairperson of Council from March 2018 to March 2021;
- c. the appointment of Mr S Hlongwane in the Human Resources Management portfolio on Council;
- d. the appointment of Ms Mosuwe as a member of the Human Resources Committee;
- e. the appointment of Ms VM Mojuto in the Business portfolio on Council;
- f. the appointment of Mr MJ Besnaar as Chairperson of the Audit, Risk and ICT Governance Committee;
- g. the appointment of Mr I Osman as member of the Audit, Risk and ICT Governance Committee;
- h. the appointment of Dr K Faul in the Education portfolio on Council;
- i. the appointment of Ms V Mojuto as member of the Planning, Finance and Resources Committee (PFRC) until the end of her term of office as member of Council, and the appointment of Mr HHvM Oelrich as interim Deputy Chairperson of the PFRC until the end of 2018, when his term of office as member of Council comes to an end;
- j. that Mr Sebola serve on the Institutional Forum (IF) for a period of three or four years (from March 2017 to March 2020/21);
- k. the appointment of Dr Charity Nonkululeko Mbileni-Morema to the Technology portfolio on Council; and
- l. the appointment of Ms N Mokose to the Agriculture portfolio on Council.



The Senate recommended the following academic-related matters to Council for approval:

The awarding of the Chancellor's Excellence Award, in the categories leadership and community involvement, to Dr SM Seane;

CUT's Enrolment Plan for 2020 to 2025;

The appointment of Dr S Makola as Professor Designatus;

The conferral of an Honorary Doctorate: Management Sciences in Marketing Management upon Dr Brand Pretorius; and

The renaming of the Faculty of Engineering and Information Technology to the "Faculty of Engineering, Built Environment and Information Technology", abbreviated as "FEBIT".

The Remuneration Committee recommended the following to Council for approval:

Honoraria paid to external Councillors.

The Planning, Finance and Resources Committee recommended the following planning-, finance- and resource-related matters to Council for approval:

The Annual Transformation Plan 2017;

The executive summary and progress report on the IOP 2017;

Tender for the appointment of a service provider to render physical security and guarding services (T09/2017);

The new student residence in Bloemfontein be named "Graduandi House";

The Idea Generator Building be named the "Idea Gym", but shortened as "i-Gym" (with an italicised "i", so as to create curiosity, which is the essence of idea generation);

The proposal for DHET infrastructure funding for the 2018/19 to 2020/21 funding cycle;

The current R79 million investment funds with SBro be split halfway (i.e. 50-50) between the Defensive Fund of Funds and the Balance Fund of Funds;

The following in terms of short-term investments

- a. the short-term investment of surplus funds;
- b. the use of the different funds managed by IFG Africa; and
- c. that the Finance Team be allowed to invest surplus funds in the short term, and withdraw funds from these investments, as and when required for the university's operations, as anticipated in the cash flow report;

The reduction of the application fee for CUT residences from R580 to R100, for the ;

2019 academic year and thereafter;

The 2018 Mid-year Report for submission to the DHET;

CUT's Preliminary Headline Budget for 2019 to 2021;

DHET Infrastructure and Efficiency Grant 2018/19–2020/21;

- a. the proposed timelines and cash-flow projections;
- b. the exact amount of R44 405 067 million, over a period of three years (from 2019 to 2021) that Council had committed to contribute towards the DHET infrastructure projects. The amount had been included in the Preliminary Headline Budget for 2019 to 2021

The following regarding the repositioning of CUT Innovation Services (CUTIS):

- a. the registration of a private company, namely CUTIS (Pty) Ltd;
- b. the cleaning up and winding down of the current trust (CSET);
- c. the registration of a new trust that will be wholly owned by CUTIS (Pty) Ltd;
- d. that the new trust be given a strategic intent that supports the activities and outputs of CUTIS;
- e. that the current CSET Board Members continue to serve until CSET had been wound down;
- f. that the following members be migrated, and continue to serve as Board Members in the new trust: As representatives of the shareholder, the following Executive Managers would serve as Trustees: the DVC: Resources and Operations; the DVC: Research, Innovation and Engagement; the DVC: Teaching and Learning; the Registrar; and one Dean, representing the faculties, together with other stakeholders/ individuals to be identified by Council; The Registrar would be responsible for the secretariat of the trust; appointed Board Members for the (Pty) would include:

The DVC: Research, Innovation and Engagement;

The CFO of the CUT;

One Dean or Professor representing the faculties;

The Council member in the Business portfolio;

- a. The Council member in the Technology and Innovation portfolio; One member of society who is independent, and not associated with the CUT; who is based locally; and who understands the socio-economy of the Free State;
  - b. One member from the government department or agency involved in/responsible for technology, innovation and enterprise development; and
  - c. The Chief Executive Officer (CEO) of CUTIS (Pty) Ltd;
- that the fundraising (endowments and donations) function revert to the CUT;
- and

The APP 2019 and revised Strategic Plan 2016–2020.

The Planning, Finance and Resources Committee further recommended the following planning-, finance- and resource-related matters to Council for noting:

- The CUT Transformation Report for the first semester of 2018;

- The Revised Headline Budget 2018;

- Management's report on financial performance;

- Report on broad-based black economic empowerment (BBBEE) procurement;

- CUTIS' report;

- Sustainability Framework Implementation Plan 2018;

- 2018 strategic projects;

- Size-and-Shape Monitor;

- Student applications, admissions and enrolments monitoring;

- Summary of the progress report on the implementation of the Institutional Operational Plan (IOP)/Annual Performance Plan (APP) 2018; and

- Progress report on the Sustainability Framework Implementation Plan 2018.

The Human Resources (HR) Committee recommended the following key matters to Council for approval:

- The appointment of Dr GW Paul as DVC: Resources and Operations;

- The current reporting arrangements pertaining to the redistribution of the DVC: Resources and Operations' responsibilities be extended with effect from 1 April 2018, until the new incumbent resumes duty during the second term of 2018;

- That the employment contract of Dr N Mrwetyana, Registrar, be extended for a further period, with effect from 1 September 2018 until 31 December 2020;

- Proposal on the use of the title "Director";

- The creation of ten permanent positions in Protection Services;

- The establishment of an Infrastructure Project Support Office, and the creation and funding of the positions attached to the office, namely a Project Manager, Project Coordinator and Administrative Assistant;

- The variance request to accelerate the insourcing of cleaning and gardening services, with effect from 1 January 2019, thereby essentially finalising the CUT's process of insourcing cleaning and gardening services;

- Administrative Assistant positions at the Bloemfontein Campus, and one Administrative Assistant position at the Welkom Campus;

- The proposed strategies for the appointment of foreign national employees;

- The creation of the following new permanent positions for 2019 to the value of R8 977 080, including the costs to cover the difference between operational spending and the finalisation of the insourcing of cleaning and gardening services:

- a. Lecturer: Electrical Engineering;
- b. Lecturer: Physics;
- c. Junior Lecturer: FEIT Extended Curriculum Programme (ECP);
- d. Lecturer: Biomedical Technology;
- e. Lecturer: Health ECP;
- f. Junior Lecturer: Design/Studio Art ECP;
- g. Junior Lecturer: Hospitality Management;
- h. Nurse: Primary Healthcare Centre (P9);
- i. Business Development Officer (P6);
- j. FabLab Assistant (P15);
- k. FabLab Assistant (P15);
- l. 3 x Communications and Marketing Assistants (P13);
- m. ICT Security Administrator (P9);
- n. Manager: Institutional Renewal and Transformation (IRT) (P6);
- o. Manager: Primary Healthcare Centre (P8); and
- p. Receptionist: Primary Healthcare Centre (P13)

The Audit, Risk and ICT Governance Committee recommended the following key matters to Council for approval:

The Strategic Risk Mitigation Report for the year ending December 2017;

The Strategic Risk Register for 2018;

The approval of the 2017 Annual Report and the 2017 Consolidated Annual Financial Statements, which were delegated by Council to the Executive Committee (Exco) of Council for approval, and submission to the Department of Higher Education and Training (DHET) on 30 June 2018;

The Information, Communication and Technology (ICT) Strategic Plan: 2018–2022;

The updated CUT Regulatory Universe;

The revised Strategic Risk Register 2018; and

The updated Institutional Risk Register 2019.

Several institutional regulatory documents that were recommended to Council by its standing committees were approved, including the following:

- Admissions policy for 2019;
- Policy and procedure on data management;
- Terms of Reference of the Audit, Risk and ICT Governance Committee (ARIC);
- Ethical governance policy;
- Institutional Performance Management (IPerMS) policy and procedure;
- Ethical governance procedure;
- Debt collections procedure;
- Revised policy and procedure on honorary awards and honorary degrees;
- The amended 2019 admissions policy;
- Revised Internal Audit Charter;
- Approved the revised compliance policy;
- Safety, health and environment policy;
- The revised policy and procedure on travel and accommodation;
- Recognition of prior learning (RPL) policy;
- Credit accumulation and transfer (CAT) policy;
- Examination policy and procedure 2019;
- Policy on sabbatical leave RPL policy;
- The revised principles and criteria for appointing experts into Council, which will be included in the Council Charter;
- The Delegations of Authority Framework and Council's Delegations Matrix
- The revised acting policy and procedure;
- The revised recruitment and selection policy and procedure; and
- The investment policy.

Council and its respective standing committees had performed self-evaluation exercises on their operations and achievements during 2017. The results of the self-evaluations had been presented to and discussed by each committee at their respective quarterly meetings in 2018

## **Standing committees of Council**

Section 29(1) of the Higher Education Act (Act No. 101 of 1997), as amended, provides for the establishment of standing committees of Council to perform any of Council's functions. The undermentioned committees were approved by Council to execute the above authority. Standing committees of Council performed their functions according to their 2017/18 approved terms of references.

The Planning, Finance and Resources Committee of Council

The Planning, Finance and Resources Committee (PFRC) attends to finance-, planning- and resource-related matters. Amongst others, the committee is responsible for the following:

- a. Recommending the CUT's annual operating and capital budgets to Council for approval.
- b. Monitoring performance in relation to approved operating and capital budgets.
- c. Assuring the financial health of the institution as a going concern.
- d. Ensuring that the university's accounting information systems are appropriate.
- e. Reviewing the CUT's cash requirements and cash resources, including debt, revolving credit facilities and other instruments or facilities, and reporting to Council on concerns arising.
- f. Considering the CUT's financial investments of accumulated reserves twice per annum, and meeting with the CUT's investment advisors once per annum.
- g. Analysing medium- and long-term strategic plans in respect of financial and resource governance, for recommendation to Council for final approval, and considering progress reports on their implementation.
- h. Participating in the financial year-end process in liaison with the Audit, Risk and ICT Governance Committee.
- i. Attending to other delegated functions, such as extensions to the salary budget; loans and overdraft agreements; the creation of foundations/trusts and other legal entities; the construction of permanent buildings or other immovable infrastructure developments; and the purchasing and long-term lease of immovable property.

<b>EXTERNAL COUNCIL MEMBERS</b>	<b>2018-02-23</b>	<b>2018-06-01</b>	<b>2018-08-24</b>	<b>2018-10-26</b>
<b>Cllr RG Nicholls (Chairperson)</b>	✓	✓	✓	✓
<b>Cllr HHvM Oelrich (Deputy Chairperson)</b>	*	✓	✓	✓
<b>Cllr VM Mojuto</b>	#	#	✓	✓
<b>Cllr S Rantso</b>	#	✓	✓	✓
<b>INTERNAL COUNCIL MEMBERS</b>				
<b>Prof. HJ de Jager Vice-Chancellor and Principal</b>	✓	✓	✓	✓
<b>Dr GW Paul DVC: Resources and Operations</b>	#	✓	✓	✓

**TABLE 5:** Councillors' attendance of Planning, Finance and Resources Committee meetings in 2018.

In determining the CUT's financial health, the following areas were assessed:

**Income:** During 2018, income increased by 17%, from R954 million in 2017, to R1,111 billion in 2018. This increase was mainly as a result of an increase of 20% (R83,191 million) in subsidies and grants, as well as an increase of 21% (R73 million) in tuition fee income.

**Expenditure:** The total expenditure for 2018 increased by 5%, from R877 million in 2017, to R920 million in 2018. This major difference is due to an increase in Council-controlled staff costs, from R405 million in 2017, to R445 million in 2018.

Council-controlled salaries: The payment of salaries is the university's highest permanent annual obligation. 62% is budgeted towards salaries on an annual basis. This cost increased by an average of 3% in 2018, whilst the actual salary expenditure increased by 9.9%, from R402 million in 2017, to R442 million in 2018.

Solvency ratio: There was a decrease in the asset-debt ratio, from 1.80:1 in 2017, to 1.66:1 in 2018.

Cash balance: The cash and cash equivalent balances increased by R76 million (278%), of which R68 million relates to an increase in the call account.

Current investments: An amount of R586 million is invested in the High Income Fund account. This investment consists of funds received from the DHET for infrastructure and maintenance projects (R368 million) that have not yet been spent, and other operating surpluses. The university received fees and allowances pertaining to both 2017 and 2018 students from NSFAS during 2018.

Non-current investments: The financial statements indicate that the CUT did not withdraw any long-term investments to finance activities.

From the above, it can be established that, despite the challenges experienced by the higher education sector in terms of student debt, the CUT remained financially healthy. It is envisaged that this position will strengthen, as more rigid strategies around student funding and debt recovery are being implemented. The university intends to reduce its dependence on government funding and student fee income.

A possible change in the accounting treatment of grants for capital projects would improve the university's financial status significantly in as far as income recognition and deferred income are concerned. Currently, income is deferred over the useful life of an asset, creating a major liability in the statement of the financial position



## Policies and Frameworks

Council, via its Planning, Finance and Resources Committee (PFRC) and Audit, Risk and ICT Governance Committee (ARIC), ensures that formal financial policies and necessary frameworks are in place at all times. The internal audit function is used to review the implementation of these policies and frameworks, as well as the effectiveness or lack thereof. The implementation of all audit findings – internal and otherwise – is closely monitored by Council. One of the previous audit findings was that some of the policies were outdated. Accordingly, some of these policies were revised in 2017, whilst others will be revised in 2018.

## Financial Control Inadequacies

There were no control inadequacies that resulted in material financial loss. However, there were some fraud cases which were investigated by forensic auditors on the request of Management.

## Additional Investments in Infrastructure

During 2018, the construction of a building to the value of R61 million was completed. Only R6,37 million was used for the construction of buildings and other improvements in 2018. Some of the constructions were funded from the DHET 3-300 infrastructure project funding, as well as the CUT's contribution towards such infrastructure developments. The CUT received infrastructure and efficiency funding to the value of R40 million in 2017, and R267 million in 2018, from the DHET for backlog maintenance and other projects, as well as student housing and new buildings.

## The Investment Committee of Council

The Investment Committee of Council and the Planning, Finance and Resources Committee (PFRC) have been combined.

## The Audit, Risk and ICT Governance Committee of Council

The Audit, Risk and ICT Governance Committee continually monitors the implementation of all internal control recommendations by the internal and external auditors, to ensure that such implementation takes place timeously. The committee held four meetings during the year under review, at which meetings the internal and external audit findings, and progress on implementing previous audit recommendations, were monitored. In this regard, the committee is satisfied that the internal financial control environment is adequate, effective and sufficiently responsive to identified weaknesses. The Audit, Risk and ICT Governance Committee of Council (ARIC) attends to the following:

- assists Council in fulfilling its system and operational oversight responsibilities;
- reviews the annual financial reporting process, the system of internal control and financial risk management, the internal and external audit process, broader strategic risk management, and the CUT's process for monitoring compliance with laws and regulations;
- reviews any legal matters with a potentially significant impact on the university's financial statements, as well as the Annual Report as a whole prior to the release thereof;
- assists Council in determining the level of risk tolerance, ensuring that there are processes in place to enable full, timely risk disclosure to stakeholders; and
- regarding its ICT governance role, assumes responsibility by setting the direction for how the university should approach and address ICT, and by overseeing the management of ICT.

<b>EXTERNAL COUNCIL MEMBERS</b>	<b>2018-03-01</b>	<b>2018-05-24</b>	<b>2018-06-25 Special</b>	<b>2018-08-30</b>	<b>2018-11-01</b>
<b>Cllr MJ Besnaar (Chairperson)</b>	*	✓	✓	✓	✓
<b>Cllr L Sebola</b>	✓	✓	✓	✓	✓
<b>Cllr I Osman</b>	#	*	*	✓	✓
<b>INTERNAL COUNCIL MEMBERS</b>					
<b>Prof. HJ de Jager Vice-Chancellor and Principal</b>	✓	✓	✓	✓	✓
<b>Dr GW Paul DVC: Resources and Operations</b>	#	✓	✓	✓	✓

**TABLE 6: Councillors' attendance of Audit, Risk and ICT Governance Committee (ARIC) meetings in 2018**

ARIC's Terms of Reference provide for the committee to consist of a majority of independent and non-executive members of Council who are not employees of the CUT. The Chairperson and members of the committee are specialists in their fields, and have the necessary financial literacy and other skills and experience to execute their duties effectively.

The table below summarises the qualifications and experience of the independent, non-executive members of ARIC

Member	Highest qualification	Years of experience
Mr MJ Besnaar (Deputy Chairperson as from August 2016)	PGDA (UCT); CA (SA)	16
Mr L Sebola	BEng Comp Hons (UP); MEng (UP)	21
Mr Osman	BCom (UWC), BCom Hons (Unisa), MBA (Wits), Management Advanced Programme (Wits), Adv Cert Leadership (UCT), Adv Cert Leadership Coaching (Wits)	

**TABLE 7:** Qualifications and experience of independent Council members on ARIC

Representatives from the Auditor-General's office, as well as from the university's internal and external auditors attend ARIC meetings as observers, and have unrestricted access to the committee. The Vice-Chancellor and Principal, Chief Financial Officer (CFO), and Chief Audit Executive/Chief Risk Officer are invited members of the committee. The committee operates in accordance with written Terms of Reference, which are approved by Council and aligned with the King IV Report.

### **Risk Management**

Council fulfils its oversight role over risk management in a manner that is guided by the principles of good corporate governance contained in the King IV Report, which asserts that risk governance should take place in a manner that supports the organisation in setting and achieving its strategic objectives. Risk governance at the university encompasses both the opportunities and associated risks to be considered when developing strategy and the potential positive and negative effects of the same risks on the achievement of organisational objectives.

The university's Strategic Risk Register and related reports were developed and monitored throughout the year as part of a systematic process of the identification, assessment and control of risks, as well as to facilitate the exploitation of opportunities. These efforts were aimed at ensuring that we continue to contribute to the achievement of the university's vision, mission and strategic goals.

### **ARIC Terms of Reference**

The ARIC Terms of Reference were recommended to Council for approval, and have the purpose of setting out the committee's roles and responsibilities, as well as the requirements for its composition and meeting procedures.

### **Ethical governance policy and procedure**

The documents were recommended to Council for approval. The purpose of this policy and procedure is to guide the development of a culture of openness, accountability and integrity.

### **Delegations of Authority Framework**

ARIC recommended the Delegations of Authority Framework, which will guide delegations, and the Council Delegations Matrix to Council for approval.

### **Revised compliance policy**

The policy was recommended to Council for approval, and is intended to ensure that the university meets its legal and business compliance obligations, and that it conducts its activities lawfully and responsibly.

### **CUT Regulatory Universe**

ARIC recommended the CUT's Regulatory Universe to Council for approval, and that it should be updated biannually. The document contains the regulatory requirements of the university that have been identified.

### **Report on the review of the effectiveness of the Compliance Management Framework**

ARIC noted the report, which was a monitoring exercise intended to review the extent to which the framework has been implemented, and its effectiveness to mitigate the risk of non-compliance within CUT.

### **ICT Strategy**

The ICT Strategy was recommended to Council for approval. The strategy helps the university to achieve the vision, mission, goals and objectives of its ICT units, and includes factors that work together or individually to ensure that the desired outcome is achieved.

### The Human Resources Committee of Council

The Human Resources (HR) Committee of Council recommends appropriate strategic directions and priorities in human resources governance to the CUT Council, e.g. performance management, conditions of service and employee relations. The committee, which has fully delegated power to approve new positions on the permanent staff establishment of the institution, was chaired by Cllr Dr GA van Gensen in 2018. Four ordinary quarterly meetings and three round-robin meetings were held during the year on various human resources-related matters.

<b>EXTERNAL COUNCIL MEMBERS</b>	<b>2018-02-27</b>	<b>2018-05-22</b>	<b>2018-08-28</b>	<b>2018-10-30</b>
<b>Cllr Dr GA van Gensen (Chairperson)</b>	✓	✓	✓	✓
<b>Cllr N Dolopi (Deputy Chairperson)</b>	*	✓	*	✓
<b>Cllr N Nxesi</b>	✓	#	✓	✓
<b>Cllr MNW Mosuwe</b>	#	✓	✓	✓
<b>INTERNAL COUNCIL MEMBERS</b>				
<b>Prof. HJ de Jager Vice-Chancellor and Prin- cipal</b>	✓	✓	✓	✓

**TABLE 9:** Councillors' attendance of HR Committee meetings in 2018

## **The Remuneration Committee of Council**

The Remuneration Committee of Council is responsible for the following::

- deals with remuneration-related matters specifically mandated to them by Council;

- ensures that remuneration arrangements support the strategic objectives of the CUT;

- enables the recruitment, motivation and retention of Executive Managers, whilst ensuring compliance with the requirements of regulatory and governance bodies, satisfying the expectations of stakeholders, and remaining consistent with the expectations of employees;

- advises Council on any matters related to the remuneration or reward of Executive or Senior Management; and

- reviews, and recommends to Council broad policy relating to honoraria paid to Councilors.

<b>EXTERNAL COUNCIL MEMBERS</b>	<b>2018-08-28</b>	<b>2018-10-30</b>
<b>Ms KE Dilotsotlhe</b> Chairperson until March 2018	✓	≠
<b>Mr MM Mohohlo</b> Member until March 2018	✓	≠
<b>Dr GA van Gensen</b> Chairperson from end March 2018	#	✓
<b>Mr CM Phehlukwayo</b> Member from end March 2018	✓	✓
<b>Cllr MJ Besnaar</b>	#	✓
<b>Cllr RG Nicholls</b>	✓	*
<b>INTERNAL COUNCIL MEMBERS</b>		
<b>Prof. HJ de Jager</b> Vice-Chancellor and Principal	✓	✓

**TABLE 10:** Councillors' attendance of Remuneration Committee meetings in 2018

### **The Executive Committee (Exco) of Council**

The Exco of Council addresses urgent matters between Council meetings, as well as matters referred to it by Council or its standing committees. Whilst Council is responsible for setting principles, policies and parameters, Exco of Council is responsible for overseeing the strategic implementation thereof. It is also the Nominations Committee of Council, and advises Council on governance affairs. Exco of Council is delegated to approve tenders in excess of R5 million for various services and products, and matters of interpretation of Council policies and disputes within the university that could be detrimental to the effective functioning of the institution. The committee also serves as the Ethics Committee of Council.

<b>EXTERNAL COUNCIL MEMBERS</b>	2018-03-08	2018-06-05	2018-06-25 Special	2018-09-06	2018-11-08	2018-12-06 Special
Mr MM Mohohlo Chairperson until March 2018	✓	≠	≠	≠	≠	≠
Ms KE Dilotsotlhe Deputy Chairperson until March 2018	✓	≠	≠	≠	≠	≠
Mr CM Phehlukwayo Chairperson from end March 2018	✓	*	✓	✓	✓	✓
Dr GA van Gensen Deputy Chairperson from end March 2018  Chairperson of Remuneration Committee Chairperson of Human Resources Committee	✓	✓	✓	✓	✓	✓
Cllr MJ Besnaar Chairperson of Audit, Risk and ICT Governance Committee	#	✓	✓	*	*	✓
Cllr RG Nicholls Chairperson of Planning, Finance and Resources Committee	✓	✓	✓	✓	*	*
<b>INTERNAL COUNCIL MEMBERS</b>						
Prof. HJ de Jager Vice-Chancellor and Principal	✓	✓	✓	✓	✓	✓

**TABLE 11:** Councillors' attendance of Exco of Council meetings in 2018



Matters dealt with by Exco of Council during 2018 include the following:

- External Council member to serve on the CUT Innovation Services (CUTIS) Board;
- Election of Deputy Chairperson of Council;
- Guidelines for Good Governance Practice and Governance Indicators for South African Public Higher Education Institutions (HEIs);
- Clause 11(4) of the CUT Statute;
- Representative of non-academic staff members on Council;
- Filling of vacancies in Council portfolios: Human Resources Management, Education and Business;
- Membership of the Audit, Risk and ICT Governance Committee;
- Finance Turnaround Plan for 2018;
- Annual Performance Plan 2018;
- Request for withdrawal from investments;
- Alumni Association Constitution;
- Filling of Education portfolio on Council;
- Membership of the Planning, Finance and Resources Committee (new member and Deputy Chairperson);
- 2017 Transformation Report;
- Tender 14/2017 – emergency repairs, upgrading and renovations at residences (House Technikon, Exchange House and Gymnos) of the Central University of Technology, Free State;
- Tender 12/2017 – emergency repairs, upgrading and renovations at BHP Billiton Building of the Central University of Technology, Free State;
- Resignation of Ms M Naidoo-Vermaak (Technology portfolio);
- Council representative on the Institutional Forum (IF);
- Procedure for the appointment of an Acting Vice-Chancellor and Principal;
- Probation period of the Vice-Chancellor and Principal;
- Tender 02/2017: Human Resources Information System (HRIS) for the CUT;
- Management's report on the 2017 Annual Financial Statements;
- Going concern assessment 2017;
- Financial ratios report on the financial statements as at 31 December 2017;
- Annual Report 2017;
- Tender T11/2018 on the renovation and extension of the cafeteria at the Welkom

Campus;

- Filling of the vacancy in the Technology portfolio on Council;

- Academic staff member on Council;

- Vice-Chancellor and Principal's application for overseas visit to attend the 4th European University Association (EUA) Funding Forum, hosted by Ramon Llull University in Barcelona, Spain, from 18 to 19 October 2018;

- Self-evaluation of Council and its standing committees: 2017, and focus group discussion on the committee's self-evaluation;

- Powers/delegated authority of Exco of Council;

- Report on the 4th European University Association (EUA) Funding Forum;

- Proposed International Travel Plan for 2019;

- Principles and criteria for appointing experts on Council;

- Filling of Agriculture portfolio;

- Report on the 2018/19 Students' Representative Council (SRC) elections;

- Report on the matter pertaining to the security tender;

- Vice-Chancellor and Principal's application for a visit to Zimbabwe in 2018, and a visit abroad in 2019;

- Attendance of Adv. RR Dehal;

- Declaration by Cllr Van Gensen regarding possible conflict of interest due to his new position at the Cape Peninsula University of Technology (CPUT);

- 2019 tuition and accommodation fee increase; and

- The matter pertaining to Mr N Baloyi, former Director: Risk Management and Strategic Projects

In accordance with its statutory obligation to govern the institution, including the management structures necessary to implement governance policy, Council recognises the CUT Management Committee (Mancom), as established by the Vice-Chancellor and Principal.

## **Going Concern**

Council, via its various standing committees, continuously ensured that the CUT has sufficient cash to pay for all its operations, and to settle all its obligations timeously.

The #Fees-Must-Fall campaign was raised and monitored as an emerging risk. The risk posed by the campaign was dealt with at national level, with the chairpersons of university councils also being involved in the several stakeholder engagements. The fee gap in 2018 was covered by a missing-middle allocation of R38 million from the Department of Higher Education and Training (DHET) for students from households earning less than R600 000 per annum.

There was an improvement of 17% in income, from R954 million in 2017, to R1,111 billion in 2018. The net surplus increased by 63%, from a net surplus of R77 million in 2017, to R191 million in 2018. These figures included the earmarked grants.

There was an improvement in the current ratio, from 1.14 in 2017, to 1.86 in 2018. The improvement in the ratio was mostly caused by the increase in cash and current investments, due to increased payments from the National Student Financial Aid Scheme (NSFAS), and the DHET infrastructure grants received during 2018. The debt ratio increased from 0.556 in 2017, to 0.603 in 2018. Council also considered the profitability ratio, whereby it was established that there was a net surplus of R191 million in 2018, compared to R77 million in 2017. This translated to profitability ratios of 17.18% and 8.03% in 2018 and 2017, respectively.

## **Senate**

Senate, as a statutory body, made an important contribution to the strategic positioning of the CUT in 2018, in alignment with our Vision 2020. Contributions by the various standing committees of Senate, namely the Executive Committee of Senate (Senex); the four Faculty Boards; the University Academic Appointments and Promotions Committee (UAAPC); the University Academic Planning and Quality Committee (UAPQC); the University Engagement Committee (UEC); the University Research and Innovation Committee (URIC); the University Internationalisation Committee (UIC); and the University Teaching and Learning Committee (UTLC), were discussed at the four regular Senate meetings, two special Senate meetings and seven round-robin meetings held during the year, and specific recommendations were made to Council and other relevant committees.

Strong academic leadership was provided by Senate by means of strategic inputs on matters pertaining to teaching, learning, research, innovation, and community engagement, and through close scrutiny of academic processes, and the implementation thereof. Matters that received attention in Senate meetings included the recommendation of a number of policies, procedures, terms of reference and other strategic matters for approval by Council; the conferral of an Honorary Degree in Management Sciences (Marketing Management) upon Dr Brand Pretorius; the approval of various new academic programmes; the appointment of Exceptional Professors; a number of academic promotions; and the discussion of a number of teaching, research and community engagement activities that are related to the academic project.

The following matters were recommended to Council for approval by Senate in 2018:

- Admission policy and procedure 2019;

- Position paper on the appointment of foreign national employees in terms of the Employment Equity Act;

- Conferral of a Chancellor's Excellence Award in the categories of leadership and community involvement upon Dr SM Seane;

- Revised policy and procedure on honorary awards and honorary degrees;

- Enrolment Plan 2020 to 2025;

- Examination policy and procedure 2019;

- Policy on the recognition of prior learning (RPL);

- Credit accumulation and transfer (CAT) policy;

- Policy on sabbatical leave and industry exposure;

- Appointment of Dr S Makola as Professor Designatus; and

- Proposed name change of the Faculty of Engineering and Information Technology to "Faculty of Engineering, Built Environment and Information Technology (IT)"

Prof. HJ de Jager	Vice-Chancellor & Principal (Chairperson)
Prof. DP Ngidi	Deputy Vice-Chancellor: Teaching and Learning (Deputy Chairperson)
Cllr RG Nicholls	CUT Council Member to Senate
Cllr N Nxesi	CUT Council Member to Senate
Prof. AB Ngowi	Deputy Vice-Chancellor: Research, Innovation and Engagement
Dr N Mrwetyana	Registrar & Secretary to Senate
Prof. AJ Strydom	Dean: Faculty of Management Sciences
Prof. SS Mashele	Dean: Faculty of Health & Environmental Sciences
Prof. N Feza	Dean: Faculty of Humanities
Prof. HJ Vermaak	Assistant Dean: Research, Innovation & Engagement (Faculty of Engineering & Information Technology) (until end of July 2018); Dean: Faculty of Engineering and Information Technology (as from 1 August 2018)
Dr JG van der Walt	Acting Assistant Dean: Research, Innovation & Engagement (Faculty of Engineering & Information Technology) (from 1 September 2018)
Prof. D Das	Assistant Dean: Teaching and Learning (Faculty of Engineering & Information Technology) (from 1 August 2018) & Associate Professor: Civil Engineering
Prof. C van der Westhuizen	Assistant Dean: Research, Innovation and Engagement (Faculty of Health & Environmental Sciences)
Prof. HS Friedrich-Nel	Assistant Dean: Teaching & Learning (Faculty of Health & Environmental Sciences) & Associate Professor: Radiography
Prof. M Mhlolo	Assistant Dean: Research, Innovation and Engagement (Faculty of Humanities) & Associate Professor: Postgraduate Studies
Vacant	Assistant Dean: Teaching & Learning (Faculty of Humanities)
Prof. C Chipunza	Assistant Dean: Research, Innovation and Engagement (Faculty of Management Sciences) & Associate Professor: HR Management
Prof. F van der Walt	Assistant Dean: Teaching & Learning (Faculty of Management Sciences) (from 1 January 2018) & Associate Professor: Business Management
Mr L Jackson	Director: International Office
Prof. LE Monnapula-Mapesela	Senior Director: Centre for Innovation in Learning and Teaching & Senate member on Council
Prof. LOK Lategan	Senior Director: Research Development & Postgraduate Studies

Ms MH Maimane	Deputy Director: Curriculum and Academic Staff Development
Dr HS Jacobs	Deputy Director: Work-Integrated Learning & Skills Development
Mr JJC Badenhorst	Deputy Director: e-Learning & Educational Technology
Dr A Szubarga	Acting Director: Institutional Planning & Quality Enhancement (from 1 January 2018) & Deputy Director: Management Information Systems (MIS)
Mr I Mokhele	Deputy Director: Quality Enhancement
Prof. JFR Lues	Professor: Environmental Health & Senate member on Council
Prof. WJM van den Heever-Kriek	Professor: Clinical Technology (until end of May 2018)
Dr P Tondi	Deputy Registrar: Student Services
Ms N Dlamini	Deputy Registrar: Academic Administration
Dr S Makola	Director: Welkom Campus
Mr JM Kabamba	University Librarian
Prof. I Yadroitsau	Professor: Medical Product Development/Additive Manufacturing
Ms GM Bohloko	Deputy Director: Student Academic Development & Support (from 1 March 2018)
Vacant	Representative: Support Services Staff
Vacant	Representative: Academic staff
Mr S Hafula	Representative: SRC (SRC President)
Mr M Seloana	Representative: SRC (President: Welkom Campus)
<b>ASSOCIATE PROFESSORS / HEADS OF DEPARTMENT</b>	
Prof. M Truscott	Associate Professor: Mechanical Engineering & Applied Mathematics
Prof. PJ Fourie	Associate Professor: Agriculture & Head of Department: Agriculture
Prof. YE Woyessa	Associate Professor: Civil Engineering
Prof. D Kokt	Associate Professor: Human Resource Management
Prof. SN Matoti	Associate Professor: Teacher Education & Head of Department: Educational and Professional Studies
Prof. G Alexander	Associate Professor: Postgraduate Studies

Prof. W du Preez	Associate Professor: Mechanical and Mechatronics Engineering
Prof. AH Makura	Associate Professor: Postgraduate Studies
Prof. AJ Swarthorst	Associate Professor: Electrical Engineering
Prof. JW Badenhorst	Associate Professor: Education Studies
Prof. P Hertzog	Associate Professor: Electrical Engineering
Prof. E Theron	Associate Professor: Civil Engineering
Prof. M Mostafa	Associate Professor: Civil Engineering (up until end of October 2018)
Prof. P Rambe	Associate Professor: Business Support Studies
Prof. EM Masinde	Associate Professor: Information Technology & Head of Department: Information Technology
Prof. K Kusakana	Associate Professor: Electrical/Electronic/Computer Engineering & Acting Head of Department: Electrical, Electronic and Computer Engineering
Prof. PA Phindane	Associate Professor: Language/Social Sciences Education & Head of Department: Language and Social Science Education
Prof. WN Setlalentoa	Associate Professor: Mathematics/Science/Technology Education & Head of Department: Mathematics, Science & Technology Education
Prof. FE van Schalkwyk	Associate Professor: Clothing & Fashion; Head of Department: Design & Studio Art
Prof. T van Niekerk	Associate Professor: Public Management & Head of Department: Government Management
Prof. G Schlebusch	Associate Professor: Teacher Education & Head of Department: Postgraduate Studies: Education
Prof. SVM Moeketsi	Associate Professor: Communication Sciences
Prof. R Haarhoff	Associate Professor: Tourism & Head of Department: Tourism & Events Management
Prof. M Sedibe	Associate Professor: Agriculture (from 1 July 2018)
Dr NJ Malebo	Head of Department: Life Sciences
Dr G Makanda	Acting Head of Department: Mathematical and Physical Science

Dr G Jacobs	Head of Department: Mechanical and Mechatronic Engineering
Prof. M Naong	Associate Professor: Business Administration & Head of Department: Business Management
Prof. DY Dzansi	Head of Department: Business Support Studies
Dr BG Fredericks	Head of Department: Communication Sciences
Dr E Vermaak	Acting Head of Department: Health Sciences
Mrs C Bester	Acting Head of Department: Design and Studio Art
Mrs D Crowther	Acting Head of Department: Hotel School
Dr RW Thabane	Acting Head of Department: Educational & Professional Studies (from 1 January 2018)
Mr T Monyane	Acting Head of Department: Built Environment (until September 2018)
Dr L Steenkamp	Head of Department: Accounting & Auditing (up until 30 September 2018)
Ms V Koma	Acting Head of Department: Accounting and Auditing (from 1 October 2018)
<b>DEPARTMENT MANAGERS</b>	
Dr M Oosthuizen	Department Manager: Information Technology (Welkom)
Mr SS Ramphoma	Department Manager: Government Management & Business Management (Marketing)
Dr LJ Segalo	Department Manager: BEd Programmes
Dr BP Badenhorst	Department Manager: Communication Sciences
Mr T Matlho	Acting Department Manager: Postgraduate Studies: Education
Mr CH Wessels	Associate Professor: Tourism & Head of Department: Tourism & Events Management
Ms G Pule	Department Manager: Accounting and Internal Auditing
Mr V Adonis	Department Manager: Business Support & Business Management (from 1 January 2018)
Dr R Bhagwandeem	Acting Department Manager: Mathematics, Science & Technology Education (from 1 April 2018)



**TABLE 12: Composition of Senate**

## **Institutional Forum**

The Institutional Forum (IF) functions in terms of Section 31 of the Higher Education Act (Act No. 101 of 1997), and Chapter 7 of the CUT Statute 2017.

The IF comprises:

- One member of Executive Management, appointed by the Vice-Chancellor and Principal; the Registrar, as Secretary;
- One External Council member;
- One Senate member;
- One academic staff member;
- One non-academic staff member;
- Two members of the Executive Committee (Exco) of the Students' Representative Council (SRC);
- Two members of the two recognised employee unions (one from each union);
- One member of the Alumni Association;
- One person representing the Human Resources Section, with background on transformational matters;
- One member of the Student Services Council (SSC); and
- A maximum of three additional members approved by the IF.

### **IF Meetings and attendance**

The IF held four ordinary and three special meetings in 2018.

Although CUT's IF comprises 13 members, it should be noted that 16 IF members attended the IF's seven meetings in 2018. This situation existed for the following reasons:

1. One member of Senate and one member of the SRC attended the IF meetings, but they had been replaced by other members on the IF; and
2. two SRC members attended the IF meetings, but their term of office as members of the Exco of the SRC came to an end in October 2018, when the new student leadership was elected. An overview of attendance of the IF's four ordinary meetings and three special meetings during 2018 is provided below.

<b>MEMBERS</b>	<b>2018-02-14 (Special)</b>	<b>2018-03-02</b>	<b>2018-03-16 (Special)</b>	<b>2018-04-10 (Special)</b>	<b>2018-05-25</b>	<b>2018-08-31</b>	<b>2018-11-02</b>
1. Dr N Mrwetyana (Registrar)	✓	✓	-	✓	■	✓	■
2. Mr TS Masoeu (Chairperson)	✓	✓	✓	✓	✓	✓	✓
3. Mr KE Moremi Deputy Chairperson)	✓	✓	✓	✓	✓	✓	✓
4. Cllr LE Sebola	✓	✓	✓	✓	✓	✓	✓
5. Prof. C Chipunza	✓	✓	✓	✓	✓	✓ #	✓ #
6. Prof. DP Ngidi	✓	✓	✓	✓	✓	✓	✓
7. Prof. WN Setlalentoa	✓ #	✓ #	✓ #	✓ #	✓ #	✓ #	✓ #
8. Ms L Jordaan	✓	✓	✓	✓	✓	✓	✓
9. Ms N Dlamini	✓	✓	✓	✓	✓	✓	✓
10. Ms M Letsoara	✓	✓	✓	✓	✓	✓	✓
11. Ms NQ Mkumatela	✓	✓	✓	✓	✓	✓	✓
12. Ms S Hafula	✓	✓	✓	✓ #	✓ #	✓ #	✓ #
13. Mr I Mokhele	✓	✓	✓	✓	✓	✓	✓

<b>MEMBERS</b>	<b>2018-02-14 (Special)</b>	<b>2018-03-02</b>	<b>2018-03-16 (Special)</b>	<b>2018-04-10 (Special)</b>	<b>2018-05-25</b>	<b>2018-08-31</b>	<b>2018-11-02</b>
14. Mr LP Kokoana	✓	✓	✓	✓	✓	✓	✓
15. Mr TD Halter	✓ #	✓ #	✓ #	✓	✓	✓	✓
16. Mr M Ngcolani	✓	✓	✓	✓	✓	✓	✓
17. Mr KE Moremi (Deputy Chairperson) LE Sebola	✓	✓	✓	✓	✓	✓	✓
18. Cllr LE Sebolaza	✓	✓	✓	■	✓	✓	✓
19. Prof. C Chipunza	■	■	■	✓	■	≠	≠
20. Prof. DP Ngidi	✓	✓	■	✓	✓	✓	✓
21. Prof. WN Setlalentoa	#	#	#	#	#	✓	■
22. Ms L Jordaan	✓	■	✓	✓	✓	✓	✓
23. Ms N Dlamini	■	✓	■	✓	■	■	✓
24. Ms M Letsoara	✓	■	✓	✓	✓	✓	✓
25. Ms NQ Mkumatela	■	✓	✓	✓	✓	✓	■
26. Ms S Hafula	✓	✓	■	≠	≠	≠	≠

MEMBERS	2018-02-14 (Special)	2018-03-02	2018-03-16 (Special)	2018-04-10 (Special)	2018-05-25	2018-08-31	2018-11-02
27. Mr I Mokhele	✓	-	✓	✓	■	✓	✓
28. Mr LP Kokoana	✓	✓	✓	✓	■	■	-
29. Mr TD Halter	#	#	#	✓	✓	■	-
30. Mr M Ngcolani	✓	✓	✓	■	✓	✓	✓

**TABLE 13:** IF members' attendance of IF meetings in 2018

Explanation of keys	
✓	Present
*	Absent with apology
-	Absent with apology
#	Not yet a member
≠	No longer a member/resigned

### Advisory Involvement

The IF advised Council on matters that fall within the IF's area of responsibility, as well as on transformation-related matters that affect the institution, including the following:

The IF advised Council on the filling of the vacancy of DVC: Resources and Operations. The IF recommended to the Human Resources Committee of Council the appointment of Dr GW Paul as DVC: Resources and Operations.

The IF further advised the Human Resources Committee of Council that, going forward:

- a. the requirements for the position of DVC: Resources and Operations should be revisited, so that they are not academic in nature, as the position is not an academic one;
- b. support should be provided to the DVC: Resources and Operations in terms of addressing the workload, complexity and allocation of functions in this portfolio; and
- c. gender equality and female empowerment through the appointment of more women in managerial and executive-level positions must be promoted.

The IF advised Council on the renewal of the Registrar's employment contract. The IF recommended to the Human Resources Committee of Council the renewal of Dr N Mrwetyana's employment contract as Registrar for the period 1 September 2018 to 31 September 2020.

The CUT Annual Transformation Report 2017 was the university's first report on transformational matters after the CUT Transformation Plan 2016–2020 was implemented. The IF recommended the CUT Annual Transformation Report 2017 to the Executive Committee (Exco) of Council for approval.

The IF advised Council on the need for the IF to play an influential role in the CUT's procurement processes. Therefore, the IF advised Council that an IF member should also serve on the university's Tender Committee.

The IF advised Council on the following concerns related to the CUT's security tender system and processes:

- a. The CUT procurement system is not effectively stringent to ensure that the tender processes are followed correctly.
- b. The correct manner in which to follow standard procurement-related operating procedures is not clearly described.

Considering the administrative flaws and irregularities that were identified in the security tender process, the IF further advised Council that:

- a. the entire security tender process should be re-executed;
- b. the competence and composition of the Tender Committee should be assessed and reviewed, respectively, after all the in-depth investigations have been completed; and
- c. Council should reconsider its decision not to accept the IF's advice to the Finance Section, namely that an IF representative should serve on the Tender Committee, in order for the IF to contribute to the CUT's procurement processes in an efficient manner.

As is evident from the report above, the CUT Council takes the IF's advice seriously, and acts on such advice. When the IF's advice is not implemented, reasons for the rejection thereof are communicated to the IF in Council's report to the IF.

## ACADEMIC AND RESEARCH PROJECTS

### Teaching and Learning

The changing patterns in the provision of the academic programmes has seen the University embark on an extensive process of rearticulation and alignment with the Higher Education Qualifications Sub-framework (HEQSF). During this process, the University remained steadfast in its endeavours to offer career-focussed academic programmes, and various access pathways for prospective students at higher certificate, diploma, degree and postgraduate levels, aligned with the ethos of a university of technology.

All academic Category A and Category B programmes, and most Category C programmes, were rearticulated; approved by Senate and Council; accredited by the Higher Education Quality Committee (HEQC) of the Council on Higher Education (CHE); registered by the South African Qualifications Authority (SAQA), in terms of Section 13(1)(h)(ii) of the National Qualifications Framework Act (Act No. 67 of 2008) on the Higher Education Qualifications Sub-framework; and cleared by the DHET, to be included into the Programme and Qualifications Mix (PQM) of the CUT.

CUT's HEQSF-aligned PQM, with the various new academic programmes, totalling 100 programmes as at the end of 2018, are indicated in the table below:

CUT's HEQSF-aligned PQM									
HCert.	Dip.	Adv. Dip.	PG Cert.	Degree (360)	Degree (480)	PG Dip.	Hons. degree	Master's degree	Doctorate
4	23	12	1	8	6	14	1	17	14

(Please refer to Section 4 of this Annual Report for the different fields of study and academic programmes on the CUT's HEQSF-aligned PQM.)

The percentage of first-time entering undergraduate enrolments per Classification of Education Subject Matter (CESM) category, is indicated in the table below. The university has achieved a 55,1% enrolment in STEM programmes.

2018 FIRST-TIME ENTERING UNDERGRADUATE ENROLMENTS PER CESM CATEGORY		
CESM CATEGORY	2018	%
Business/management	653	15,5%
Education	984	23,3%
Other humanities	257	6,1%
SET	2 323	55,1%
Total	4 217	100,0%

In 2018, for the first time in the past decade, more than 50% of the university's total enrolments were in STEM programmes.

2018 ENROLMENTS PER CESM CATEGORY		
CESM CATEGORY	2018	%
Business/management	4 426	22.75%
Education	3 985	20.49%
Other humanities	1 284	50.15%
SET	9 755	6.60%
Other	2	0.01%
Total	19 452	100.00%

The above-mentioned patterns of enrolments within STEM academic programmes are aligned with the ethos of a university of technology.

Significant developments and achievements in teaching and learning, and academic development and support

The following achievements were celebrated in 2018:

On 25 April 2018, the Technology Transfer Office (TTO) hosted the World Intellectual Property (IP) Day, themed “Powering change: Women in innovation and creativity”. The TTO was supported in this endeavour by the National Intellectual Property Management Office (NIPMO), the Technology Innovation Agency (TIA), Spoor and Fisher, and Eskom.

The first external audit on the revised ISO 13485 (2016 version) was completed by TUV SUD from 22 to 23 March 2018. The International Organisation for Standardisation (ISO) revised the 2012 version, and the ISO 13485:2016 was designed to respond to latest quality management system practices, including changes in technology and regulatory requirements and expectations. The Centre for Rapid Prototyping and Manufacturing (CRPM) retained their certification status, with only four minor non-conformances identified.

The CRPM completed 152 projects, with a commercial value of R1 825 814. The Product Development Technology Station (PDTS) assisted 20 new clients, by providing services and assistance to small-, medium- and micro-sized enterprises (SMMEs) and individuals, and completed 51 projects to the value of R1 282 065. The PDTS has also broadened their focus to include electronic projects.

Three enterprises have graduated successfully from the CUT incubator in the reporting cycle, namely:

Nahul Product Development & Manufacturing (NPDM), founded and managed by Luhan du Plessis;

Flare Corporate, a construction enterprise owned and managed by Ms Sinezipho Zotweni; and

Beta Green Waste Management Solutions, established by five students as a result of the CUT Graduate Attributes Project and the university-wide waste management campaign.



African Advanced Manufacturing Innovation Awards: Several organisations leading South Africa into the Fourth Industrial Revolution were recognised at the inaugural African Advanced Manufacturing (AM) Innovation Awards on 7 November 2018. One CUT staff member received the Gold Award for Scholarly Impact in AM for the work done by the Centre for Rapid Prototyping and Manufacturing (CRPM) around patient-specific titanium-printed facial implants. Another CUT staff member received a special recognition for Scholarly Impact in AM for his lifelong contribution to Advanced Manufacturing. Furthermore, a Silver Award for Industry Advancement was earned by Lonmin Plc/Western Platinum Refinery for the development of 3D-printable pure platinum powder. SA is the first country to produce 99,9% pure platinum, and the CUT was instrumental in developing the 3D-printing parameters to process this pure platinum powder.

A Radiography student from the CUT and another student from the UFS came out on top in the Famelab Science Competition that was held from 20 to 21 February 2018, and qualified to compete in the semi-finals in April 2018.

A CUT three-year cycle of University Capacity Development Plan (UCDP) grant funding to the value of R39 million was approved by the DHET in January 2018.

The Scholarship of Teaching and Learning (SoTL) held a seminar on “Demystifying SoTL – providing the distinction between teaching as a craft, scholarly teaching and scholarship of teaching and learning (SoTL)” at the CUT Welkom Campus on 26 January 2018.

In total, 37 staff development sessions, including an induction and four formal mentorship programme sessions for newly appointed academic staff members and experienced academics to introduce them to the higher education teaching and learning context, were conducted.

An Innovation in Teaching and Learning Conference organised and hosted by the Centre for Learning and Teaching (CILT) under the theme “Impacting learning communities through innovation and quality teaching” from 14 to 15 June 2018, was attended by 94 participants from the CUT, the University of the Witwatersrand (Wits), the University of Stellenbosch (US), Sol Plaatje University (SPU), the National School of Government, and staff members from both CUT Campuses.

The Senior Director of CILT represented the university at the 14th Annual Achieving the Dream (ATD) Conference on Student Success in Nashville, Tennessee, United States of America (USA) from 19 to 23 February 2018.

An article about Paul Victor’s innovative achievements was published in the CUT Innovation Services (CUTIS) newsletter.

In total, 41 participants from the following 13 universities attended the national Higher Education Learning and Teaching Association of Southern Africa (HELTASA) Special Interest Group on Professional Development Symposium that was hosted by the Centre for Innovation in Learning and Teaching (CILT) from 14 to 15 August 2018: CUT, Rhodes University (RU), Nelson Mandela University (NMU), UFS, National University of Lesotho (NUL), North-West University (NWU), Mangosuthu University of Technology (MUT), the University of the Witwatersrand (Wits), University of Zululand (UZ), Sefako Makgatho Health Sciences University (SMU), Cape Peninsula University of Technology (CPUT), Durban University of Technology (DUT), University of Fort Hare (UFH), as well as the Foundation for Professional Development.

CILT hosted a guest lecture by Prof. Rodrigo Lozano, a distinguished Professor of Organizational Sustainability in the Department of Industrial Development, Information Technology and Land Management in the Faculty of Engineering and Sustainable Development at the University of Gävle, Sweden, on 28 and 29 August 2018. The title of the lecture was, “Mainstreaming sustainable development into curricula in a university of technology: a practical approach to incorporation and reporting”.

In total, 65 staff members participated in the Scholarship of Teaching and Learning (SoTL) project, including 10 mentors and 55 mentees. Furthermore, 32 SoTL members presented 42 papers at international conferences, with 42 conference proceedings and eight published journal articles. Six of the eight articles were published by CILT staff.

In total, 135 participants attended the 4th Annual Scholarship of Teaching and Learning (SoTL) Conference that was organised and hosted by CILT under the theme, “Transforming teaching and learning through a culture of research in higher education” on 24 and 25 October 2018. In total, 39 CUT SoTL members delivered presentations. Prof. Manathunga from the University of Sunshine Coast, Australia was the guest speaker.

Bursaries to the value of R1 898 830 were awarded to 46 deserving and needy Hospitality Management students.

The Department of Business Management hosted a team from NUL in May 2018, as well as Prof. Christophe Fournier and Ms Marjolain Jourdan from Montpellier University in France.

The annual Tourism Prestige Awards 2018 to recognise top academic performers took place in May 2018. Prizes to the value of R16 500 were sponsored by major industry role players.

A total of 20 third-year Tourism Management students successfully completed the Travelport Galileo International Global Distribution System (GDS) course in June 2018.

The annual Business Ethics Project was presented by fourth-year students in the Department of Accounting and Auditing during May 2018. The event was sponsored by PricewaterhouseCoopers (PwC).

A staff member from the Faculty of Management Sciences was awarded the Newton Fund Award of the British Council.

Two staff members from the Faculty of Management Sciences acted as national judges for the Lilizela South African Tourism Awards.

A staff member from the Faculty of Management Sciences was appointed as Chairperson for the review of the Diploma in Tourism Management at Lerotholi University in Lesotho.

A staff member from the Faculty of Management Sciences did city tours for Rovos Rail, BON Hotel Group, UFS international students, Gauteng Travel and Tours, and CUT visiting academics in Bloemfontein.

A staff member from the Faculty of Management Sciences was invited to do the graduation speech for Qualitas Career Academy, and a radio interview on Rosestad FM 100.6 on the Tourism Management programme and research at the CUT.



Dr Brand Pretorius as he delivered a lecture on effective leadership.

Dr Brand Pretorius delivered a very vibrant Annual Herman Mashaba Lecture on Entrepreneurship.

A staff member in the Faculty of Management Sciences secured a third-stream project to train South African Municipal Workers' Union (SAMWU) members registered for the BTech: Human Resources.

A staff member from the Faculty of Management Sciences assisted Pellissier Dutch Reformed Church with the marketing of their Family Festival of 21 March 2018 by designing pamphlets and banners, marketing the festival on social media, and distributing marketing material to schools in Bloemfontein.

Regional, national and international cooperation (academic partnerships)

The learning programmes HR Management and Tourism Management hosted exchange students from the Aalen University of Applied Sciences and the Hochschule Harz in Germany.

Vibrant partnerships were forged and/or implemented between the Faculty of Management Sciences and the Greater Zimbabwe University, the Ho Technical University in Ghana, the Lesotho Institute of Public Administration and Management (LIPAM), the Montpellier University in France, and Breda University in the Netherlands.

Partnerships were forged between the Faculty of Management Sciences and the Free State Provincial Government; business and other institutions, including the Association of Accounting Technicians; Local Government SETA (LGSETA); TVET colleges in the Free State; the Maccauvlei Learning Academy; Makwa Brokers; the South African Municipal Workers Association (SAMWU) and the Services SETA, and training in restaurant service was presented at various schools.

The FMS hosted the Business Ethics Project Awards function in cooperation with PwC.

In accordance to the recent audit of international partnerships, the CUT has 38 active partnerships to date, compared to four active partnerships in 2012. Some of these include European Union International Credit Mobility agreements, which afford funding opportunities for staff and student exchanges to the CUT.

A representative from the CUT visited the Technical University of Vienna (TUWien) to explore the joint licensing of ART Tyre Recycling Technology.

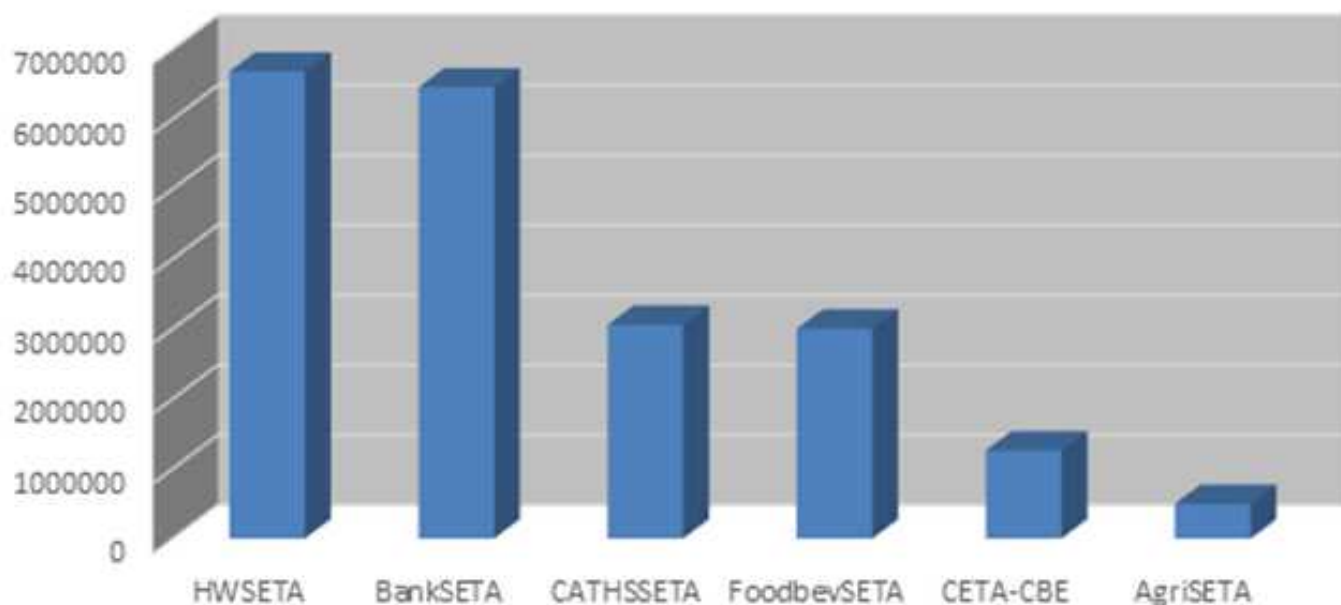
A partnership agreement with Université de Montpellier on the development of the internationalisation of PhD studies in South Africa was signed on 15 January 2018.

Memorandums of Understanding (MoUs) were signed between the CUT and the Free State Gambling, Liquor and Tourism Authority (FSGLTA) on 18 June 2018; CUT and the Free State Legislature on 27 August 2018; and CUT and the Institute of the South African Municipal Workers' Union (SAMWU) on 24 July 2018, exploring areas of collaboration in research, and the development of curricula for the training of their employees.

### **Strategic partnerships with business, industry and government**

In 2018, the Unit for Work-integrated Learning and Skills Development, through agreements entered into with six SETAs, such as the Agriculture SETA (AgriSETA); Food and Beverage SETA (Foodbev SETA); Health and Welfare SETA (HWSETA); BankSETA, Construction SETA (CETA/CBE); and Culture, Arts, Tourism, Hospitality and Sport SETA (CATHSSETA), raised approximately R20.49 million from these SETAs, assisting 567 students with placement stipends, internships and bursaries (see Figure 1; Table 24 and Figure 2 below).

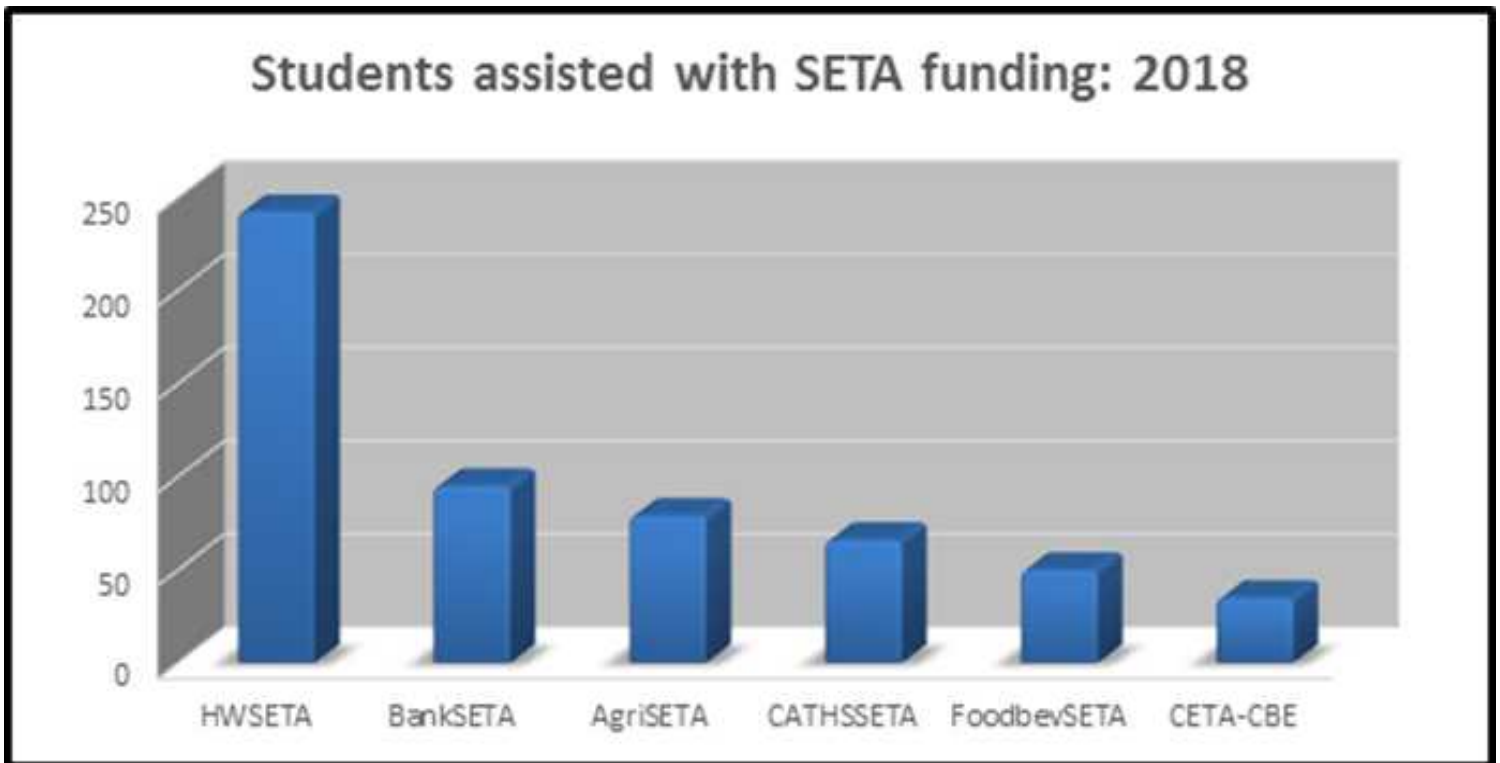
### SETA Funding 2018



**FIGURE 2:** Funding received from SETAs in 2018

SETA	Funding	Students
HWSETA	R6 678 000	242
BankSETA	R6 452 250	95
CATHSSETA	R3 056 240	66
Foodbev SETA	R3 000 000	50
CETA-CBE	R1 260 000	35
AgriSETA	R495 000	75
TOTAL	R20 491 940	567

**TABLE 14:** Students benefiting from SETA funding in 2018



**FIGURE 3:** Number of students assisted by different SETAs

### **Supplemental Instruction (SI)**

Student academic performance is monitored by faculties throughout the year to identify at-risk modules with SI and at-risk students who must attend SI. At-risk modules are at first-year, second-year and third-year levels. A total of 127 at-risk modules were complemented with SI in 2018 as follows: 88 first-year modules, 26 second-year modules and 13 third-year modules. Supplemental Instruction continues to be the most popular academic support programme amongst students. This is offered as a means to enhance student success and retention. All students who obtained 50% and less in academic activities that contribute towards a final mark are referred to SI. However, all students are welcome to attend SI classes; hence, the ever-growing number of students attending as illustrated in Table 28 below.

A total of 191 Supplemental Instruction (SI) leaders, with 146 at the Bloemfontein Campus and 47 at the Welkom Campus, were appointed and trained in January 2018 to provide SI support for students. 50 student peer mentors were appointed for all faculties on both campuses. They started assisting first-year students during registrations and orientation. A dedicated computer laboratory for students with special needs in the Student Academic Support Centre was equipped with computers and necessary software.

	1st YEAR	2nd YEAR	3rd YEAR	TOTAL PER MONTH	ACCUMULATED TOTAL
February	5808	1089	225	6622	6622
March	5320	1216	681	7186	13808
April	2742	452	191	3385	17193
May	3890	1156	570	5616	22809
July	988	52	63	1103	23215
August	2966	241	265	3472	26687
September	2484	452	625	3561	30248
October	2932	501	735	4168	34416

**TABLE 15:** Supplemental Instruction 2018

**Access to selected courses, and academic progress in different disciplines and study areas**

**Academic Advising is aimed at promoting student academic success and retention. All faculties on both campuses have Academic Advisors who work with Teaching and Learning Coordinators to inform students about departmental and programme policies, regulations and procedures through the following:**

**Advising and selection of programmes and assisting students in developing academic plans that satisfy their degree requirements;**

**Monitoring students' progress towards their educational goals;**

**Implementing intervention measures for all students who obtain 50% and less; and**

**Discussing students' academic performance and the implications of their performance for the undergraduate programmes and professional requirements.**

**Engaging students provides opportunities to exchange information that is designed to guide them to reach both their educational and career goals. Academic Advising takes the form of academic, social and personal support. This incorporates roles of staff in the faculties, fees and financial aid, student services, and student academic development and support. Further incorporated in exchanging information with students are student leaders and peer mentors.**

## **Academic support interventions**

The Lexicon Project funded through the DHET UCDG, which started in 2017, continued in 2018, and the following were achieved:

548 Civil Engineering terminology harvested and translated into Sesotho in 2017 were edited and submitted to PanSALB for verification and authentication. Issues raised by the Sesotho National Language Body (SNLB) and the CUT Language Services were addressed, and the terminology was submitted to PanSALB for verification.

1 242 terms were harvested in Biomedical Technology, and translated into/coined in Sesotho. These will be verified by the SNLB in 2019.

409 terms were harvested in BEd (Technology) Specialisation, and translated into/coined in Sesotho. These will be verified in 2019.

130 terms were harvested in Accounting and translated into/coined in Sesotho. Verification of the terminology is planned for 2019.

## **Careers Office**

The Careers Office presented a Career Fair at both the Welkom and Bloemfontein Campuses, with 37 companies and 1 057 students/graduates in attendance.

## **Work-integrated Learning (WIL) and Skills Development**

6 177 students registered for WIL at the CUT during 2018.

98.91% of CUT students who qualified for WIL, were placed.

In addition to SETA funding, an amount of R50.9 million were negotiated with WIL employers as “salaries” for students placed for WIL.

45 new partnerships were established for WIL, which contributed towards having 1 135 employers on the WIL central database.

## **Research, Innovation and Engagement**

### **Research and Innovation**

The CUT has a Research Development Plan 2014–2020. An annual update on progress made is reported through the managerial and governance channels of the university. A broader picture of the CUT research environment is provided below.

### **Overview: Research Development Plan 2014–2020**

The Research Development and Postgraduate Studies Section is responsible for designing, implementing, evaluating and monitoring strategic plans, strategies and policies to support faculties with growing their research profiles, performance and value-adding associations with government, business and industry. The section also has the responsibility of managing a Graduate School, a virtual faculty for postgraduate study development and support. These functions are performed in the context of the approved Research and Development Plan 2014–2020.



Focus	Objective	Activity
Scholarly development through research and innovation training	Scholarly engagement with the research process and research cycle	<ul style="list-style-type: none"> <li>• Pre-doctoral training</li> <li>• Doctoral training</li> <li>• Post-doctoral training</li> <li>• Programme on postgraduate supervision</li> <li>• Programme on scientific writing</li> <li>• Programme on technology transfer and innovation</li> <li>• Annual faculty research seminars</li> <li>• Colloquiums and discussion groups</li> </ul>
Research partnership development	Capacity growth of research projects	<ul style="list-style-type: none"> <li>• Multi-, inter- and transdisciplinary research.</li> <li>• Joint ventures with national and international universities, research bodies and research councils.</li> <li>• Joint ventures with quadruple-helix partners.</li> </ul>
Development of research clusters and programmes	Strengthening research capacity	<ul style="list-style-type: none"> <li>• Student retention and throughput</li> <li>• Publications</li> <li>• Conference attendance</li> <li>• Patents</li> <li>• Rated researchers</li> <li>• Research funding</li> </ul>

**Table 16:** Research and Development Plan 2014–2020

The aim of the plan is to contribute towards engagement, innovation, socio-economic development, entrepreneurship and sustainability.

The objectives of this plan are to grow:

the seniority of the academic staff profile;

the publication profile to 75% of the DHET norm of 1.1 credit unit per full-time academic staff member;

postgraduate student enrolment to 5% of the student body;

the number of completed master's and doctoral projects;

the external funding basis;

the number of rated researchers; and

multi-, inter- and transdisciplinary research.

The Research and Development Plan 2014–2020 emphasises the following ten strategic research programmes:

- Undergraduate to Graduate Programme;
- Master's Programme;
- Doctoral Programme;
- Next Generation Researchers Programme;
- Postdoctoral Fellowship Programme;
- Early Career Researchers Programme;
- Mid-career Researchers Programme;
- Established Researchers Programme;
- Women in Research Programme; and
- Rated Researchers Programme.

The following additional strategic programmes and projects have been introduced in support of the plan:

- CUT and UFS Joint Research Programme (optimising capacity and sharing of resources).
- Research entities (centres, units and groups).
- Sabbatical leave programme.

- South African Research Chairs Initiative (SARChI) programme (nationally funded research Chairs).

These programmes and projects, running through 2018 as well, were funded through university funding (the 2017 Research and Development Budget), DHET research and development grants (2016–2017) and external funding agencies (primarily the National Research Foundation [NRF]). The Faculty of Engineering and IT are running a number of initiatives. The faculty is proud of the achievements of female colleagues in terms of research, engagement and innovation. The Women in Engineering Leader, for example, has recently won a national award. Colleagues in the faculty have also used the CUT Stars of Academia and Research (SoAR) mechanism to complete their master's and doctoral degrees. The faculty is presently developing interdisciplinary master's and doctoral studies, with progress being made. Sustainable Development Goals (SDGs) feature strongly in their research.

CILT achieved the following:

- 12 SoTL research outputs were produced.
- Ten mentors and 50 mentees participated in the SoTL project.
- Ten SoTL members attended a writing retreat, "Writing for Publication".

- A University Capacity Development Grant of R12 744 900 was received for developing academics' capacity in research and teaching.

The Faculty of Management Sciences is committed to increase its research production on an annual basis. Perhaps the major transformational matter pertained to incorporating all research units in the faculty into one Research Unit for Enterprise Studies. The faculty is committed to entrepreneurship education, and its future research foci will revolve around this theme (entrepreneurship). The faculty also recognised Mr LL Mule, a well-known entrepreneur, by awarding an Honorary Master's Degree in Business Administration to him during the March 2018 graduations. Mr Mule played a key role in the establishment of the Bongani Hospital and the Vista University in Welkom. The establishment of these centres has made an invaluable contribution to the educational sector, and the socio-economic well-being of the immediate community. Strategies to enhance research capacity include improving the qualifications of academic staff, particularly at doctoral level, and supporting young and emerging researchers with respect to writing for publication in accredited journals. A minimum of four staff members obtained doctoral degrees in 2018.

Although the Welkom Campus contributes significantly towards the number of students who graduate with master's degrees and doctorates at the CUT, the research outputs at the campus are still limited. According to the Director: Welkom Campus, Dr S Makola, there is a need to develop and nurture a culture of research at the campus. This vision requires institutional support and, via the Research Development and Postgraduate Section, a plan should be put in place, and monitored regularly, until a new culture of research at the campus has been rooted.

Institutional priorities: Research and Development Plan 2014–2020

The Research Development and Postgraduate Studies (RD & PGS) Section fulfils five core functions in the Research, Innovation and Engagement Division, in support of the academic project. These functions include the following:

- the general administration of research and postgraduate study projects;
  - the awarding, administration, monitoring and evaluation of internal and external postgraduate student and staff grants and scholarships;
  - the development of research skills through workshops and mentorships;
  - the analysis of the institutional research development and postgraduate studies performance;
- and
- the promotion of research ethics and integrity in scholarly work.

Allocations for research in 2016

DHET R&D programme

This programme ended in 2017. Based on the unqualified audit report received, the following financial statistics can be presented:

Total amount available: R9 941 466.07

Total expenditure, including committed funds: R9 092 797.40

Total unspent funds: R848 668.67

The total accrued interest: R719 830

The following financial activities can be highlighted for the 2018 financial year:

According to the DHET, the unspent funds of R848 668.67 will form part of the UCDP Grant 2019.

Part of the interest was used to supplement the shortfall on the UCDP Research and Development (R&D) Grant Programme.

UCDP Grant R&D Programme

The UCDP R&D Grant for 2018: R4 443 000 out of a total award of R12 744 900 (34.86% of the total award) was awarded.

The following progress can be reported:

Awarded: R4 443 000.

Budget allocated to approved projects: R4 443 000.

Budget spent: R4 443 000 (of allocated budget) + R239 862 (rounded-off) of the interest earned.

Participated in the development of a Monitoring and Evaluation (M&E) Framework for the UCDP 2018–2020, facilitated by the Centre for Research on Evaluation, Science and Technology (CREST).

The UCDP R&D Grant is supported by a detailed administrative and management support system that is used for accountability and reporting back to the DHET. The following is a summary of the profile of the beneficiaries of these awards:

Project	Total number	Black (SA)		Black (African)		White		Indian		Coloured	
Gender		M	F	M	F	M	F	M	F	M	F
Staff qualifications: Master's	16	5	7	1	0	2	1	0	0	0	0
Staff qualifications: Doctorates	51	13	14	8	1	6	7	2	0	0	0
Workshops and research capacity development programmes	997	286	294	87	46	126	123	12	8	9	8
Top-up for NRF and other development grants (rated researchers)	10	1	0	5	0	4	0	0	0	0	0
Early, Mid-career and Established Researchers Programme	33	3	3	10	0	7	8	2	0	0	0
Academic exchange and mobility programmes	10	2	1	0	0	1	4	1	1	0	0
Appointment of contract staff for the management/administration of the R&D Grant	2	0	1	0	0	1	0	0	0	0	0

**Table 17:** Profile of beneficiaries of the UCDP Research Projects

### **NRF awards**

The NRF is the university's largest research funding agency. An amount of R24 661 539 was awarded to the university by the NRF. The Senior Director: Research Development and Postgraduate Studies acts as designated authority to the NRF. In 2018, a new master's funding administration agreement was signed with the NRF. This agreement regulates the administration of research grants by the university. The following awards were received in 2018:

<b>GRANT</b>	<b>M</b>	<b>F</b>	<b>TOTAL</b>	<b>AMOUNT</b>
COMPETATIVE SUPPORT FOR UNRATED RESEARCH				
INCENTIVE FUNDING FOR RATED RESEARCHERS				
DEPARTMENT OF SCIENCE AND TECHNOLOGY (DST) – NRF FELLOWSHIP FOR EARLY-CAREER RESEARCHERS FROM THE UK				
INDIGENOUS KNOWLEDGE SYSTEMS				
INTERNATIONAL SCIENCE AND TECHNOLOGY AGREEMENTS				
IRG UK-SOUTH AFRICA RESEARCHER LINKS GRANTS FOR TRAVEL				
KNOWLEDGE INTERCHANCE AND COLLABORATION				
NATIONAL EQUIPMENT				
SABBATICAL GRANTS TO COMPLETE DOCTORAL DEGREES				
S&F RESEARCH CAREER AWARDS				
SA RESEARCH CHAIRS – OPEN				
THUTHUKA (EXCLUDING INSTITUTIONAL COMMITMENT)				
S&F INNOVATION DOCTORAL SCHOLARSHIPS				
S&F INNOVATION MASTER'S SCHOLARSHIPS				
S&F NRF FREE-STANDING POSTDOCTORAL FELLOWSHIPS				
S&F NRF – THE WORLD ACADEMY OF SCIENCE (TWAS)				
POSTDOCTORAL FELLOWSHIP PROGRAMME				
S&F PART-TIME DOCTORAL SCHOLARSHIPS				
S&F SCHOLARSHIPS & FELLOWSHIPS PROGRAMME				
S&F INNOVATION HONOURS GRANTS				
S&F SCARCE SKILLS DEVELOPMENT FUND (HONOURS)				
S&F SCHOLARSHIPS (HONOURS)				
S&F SCHOLARSHIPS (MASTER'S)				

**Table 18:** NRF Awards 2018

A total of 56 staff and 271 students benefit from these awards. Eight staff members benefited from multiple awards.

### **CUT postgraduate scholarships**

As a drive for the university to grow its research outputs via the completion of master's and doctoral degree studies, the University opens two calls annually in support of master's and doctoral degree students, to support them with the successful completion of their studies. These calls are meant as basic support for students, and are not intended to fully fund the cost associated with research. Supplementation funding is encouraged via departmental funding, grant agency funding and competitive funding. These calls are directed at full-time and part-time master's and doctoral students. The awards can be for multiple years, based on progress and the availability of funding. The award cycles are from January to December, or from June/July. The awards are on the basis of competitive applications per faculty. Students applying for funding must have a minimum of 60% in the degree or diploma preceding the qualification for which they are applying for funding.

For 2018, the university budgeted R7 685 000 for renewal scholarships, and R6 500 000 for first-time awards to master's and doctoral students. The renewal grants are part of the central R&D funds, whilst the new awards are part of the institutional award to students. The following progress can be reported:

<b>MTech/MEd – Full-time</b>	<b>R6 344 090</b>	<b>80</b>	<b>R8 466 230</b>
<b>MTech/MEd – Part-time</b>	<b>R2 122 140</b>	<b>82</b>	
<b>DTech/PhD – Full-time</b>	<b>R2 123 450</b>	<b>27</b>	<b>R2 761 860</b>
<b>DTech/PhD – Part-time</b>	<b>R563 410</b>	<b>16</b>	
<b>Total</b>		<b>205</b>	<b>R11 228 090</b>

**Table 19: Total Postgraduate Scholarships**

<b>MTech/MEd – Full-time</b>	29	Renewals	R1 970 000
	50	New	R4 374 090
<b>MTech/MEd – Part-time</b>	24	Renewals	R345 000
	59	New	R1 777 140
<b>DTech/PhD – Full-time</b>	23	Renewals	R1 802 700
	6	New	R395 750
<b>DTech/PhD – Part-time</b>	3	Renewals	R40 000
	11	New	R523 410
	205		R11 228 090

**Table 20: Total first-time and renewal scholarships**

2018 grants	Tuition fees	Project expenses	Living expenses	Total
Renewal grants	0	R1 615 000	R2 550 000	R4 165 000
New grants	R2 750 090	R1 588 000	R2 725 000	R7 063 090
Total	R2 750 090	R3 203 000	R5 275 000	R11 228 090

Table 21: Total distribution of grants

Male	102	SA	151
Female	103	Foreign	54

Table 22: Total gender and nationality of grant holders

### Research publications

The university submitted a claim for 82.14 units, and was awarded 66.81 units for publications in accredited journals. A total of 15.33 units were rejected for articles published in predatory journals. The DHET has now decided to allocate these units to the university. In addition, corrections were also made to the 2016 allocation by the DHET. As a result, the University was now awarded 137.42 output units for 2016 (see Figure below). Subsequently, the allocated 2017 research output units must be analysed in the context of the adjusted credit units for 2016.

### Overall research output units accrued for 2017

In May 2018, the CUT submitted a claim of the 2017 research publications, amounting to 142.12 units for books, conference proceedings and journals. Based on the DHET's assessment report of December 2018, CUT attained a total of 107.22 units, with 34.9 credit units rejected. This is a decrease of 30.20 units (21.98%) from the 137.42 units awarded for 2016 publications (updated). The institutional publication trend for all publications (books, journals and conference proceedings) in the past five years (2013 to 2017) is indicated in Figure 1 below.

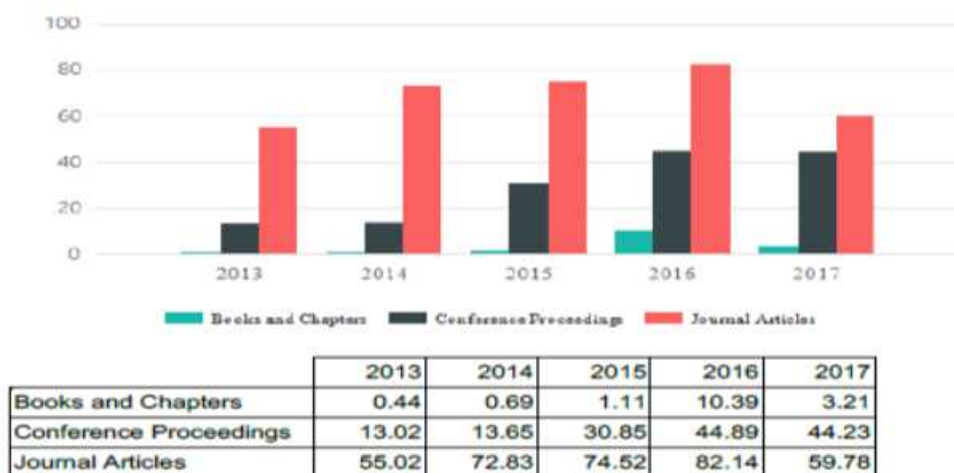


Figure 4: CUT total research output units by type of publication, 2013–2017

From the above figure, the following is evident:

### **Journal publications**

In 2017, there was a decline of 27.22% (22.36 units) relative to 2016. This decline is also contrary to the 49.3% growth experienced between 2013 and 2016. The decline was mainly as a result of a significant reduction in the contribution of article publications, and a preference towards conference proceedings as an outlet for research outputs.

The university submitted a claim for 63.06 units, but was awarded 59.78 units for publications in accredited journals. A total of 3.28 units were rejected due to: subsidy already claimed and awarded in the previous year; and the same submissions made by other universities where a staff member was/is affiliated.

### **Conference proceedings**

In 2017, a claim amounting to 67.81 units was submitted for publications in conference proceedings, but 44.23 units were awarded. In total, 23.58 units were declined as a result of not meeting the research outputs policy requirements – primarily the absence of sufficient evidence for the peer review process.

Conference proceedings continue to be regarded as a sustained research output for the university, and constitute 41.25% of the total university outputs for 2017. An incremental growth from 2016 to 2017 was experienced in the Faculty of Engineering and IT. It is evident that the faculty continues to benefit from this research outlet.

### **Books and chapters**

In 2017, a claim amounting to 11.25 units was submitted for book publications, and 3.21 units were awarded. A total of 8.04 units were declined as a result of not meeting the research outputs policy requirements – primarily sufficient evidence for the peer review process.

The DHET updated the 2016 research publication outputs, from 117.09 credit units to 137.42 units. This is an increase of 20.33 credit units. For 2017, a total of 107.22 credit units were awarded. This is a decline of 30.2 credit units. The decline is due to:

- (a) a decline in accredited articles in 2017 compared to 2016;
  - (b) a decline of 23.58 credit units for conference proceedings not meeting the DHET criteria for subsidised conferences; and
  - (c) only 44 out of 105 (41%) of senior academics (academic staff with doctorates) in 2016 who could have participated in the research outputs for 2016, compared to 59 out of 126 (47%) senior academics (academic staff with doctorates) in 2017 who could have participated in the 2017 research outputs.
- A similar trend can be identified with students. In 2016, there were 37 student co-authors, compared to 457 enrolled students. In 2017, there were 43 student authors, compared to the 562 enrolled postgraduate students. In 2016, there were zero outputs from postdoctoral fellows. In 2017, two postdoctoral fellows participated in the research outputs.



## Research and development Initiatives

The following academic staff profile can be reported:

<b>Master's total (full- and part-time): 218</b>	<b>Master's full-time: 194</b>	<b>Target full-time: 168</b>
<b>Doctorate total (full- and part-time): 148</b>	<b>Doctorate full-time: 126</b>	<b>Target full-time: 120</b>

**Table 23:** Academic staff profile

The University was awarded two DST/NRF interns for the period May 2018 to April 2019.

## NRF-rated researchers

The NRF-rated Researchers Programme is a(n) (inter)national programme evaluating researchers' impact on their research environment, as independently reviewed by their peers. The University currently has 11 rated researchers: 10 C-rated researchers (category: Established Researchers) and 1 Y-rated researcher (category: Young Researchers).

## Policy on sabbatical leave and industry exposure

Following a university-wide attempt to extend the current sabbatical leave policy to academic support staff, and to introduce sabbatical leave to the University, numerous drafts and consultative processes took place. The University Research and Innovation Committee (URIC), at its meeting of 12 October 2018, recommended the revised policy to the Executive Committee of Senate (Senex), en route to Senate for approval (as per Resolution URIC 18.07.07). Senex, at its meeting of 17 October 2018, noted and discussed the revised policy on sabbatical leave, and recommended it to Senate for approval (as per Resolution SENEX 17/18/1). Senate, in turn, recommended the policy on sabbatical leave to Council for approval (as per Resolution S 14/18/5). Council approved the revised policy on sabbatical leave and industry exposure.

Sabbatical leave was awarded to eight academic, and three academic professional support staff in 2018.

## **Postdoctoral Fellows**

The University is eager to grow its research capacity, relevance and competitiveness with the support of Postdoctoral Fellows. Postdoctoral Fellows are globally regarded as early-career researchers who have to grow their own expertise and competencies in order to become researchers in their own right, and are acknowledged for their growing of the research system and capacities. Postdoctoral fellowships are within the recognised research activities of the faculties/research entities/academic support sections. Postdoctoral Fellows in Track 1 are full-time fellows who are each appointed for a three-year period, in three 12-month cycles, whilst Postdoctoral Fellows in Track 2 are students who completed a doctoral degree, and who are employed on a full-time basis outside of the university. The university has four postdoctoral fellows in track 1 and six in track 2; and the total value awarded is R1 010 000.

## **Research Education Training Programme**

The RD & PGS Section offers a detailed Research Education Training Programme in support of the university's researchers, academic supervisors and postgraduate students. The focus of research programmes is multi-, inter- and transdisciplinary by nature, with emphasis on sustainable development, especially answering questions such as: "What kind of research is done? What are the objectives? What impact will the research have?" At the university, research, postgraduate studies, research development, technology transfer, innovation and commercialisation activities are understood to be complementary. These activities form part of what is commonly known as the "research cycle".

The following workshops and training events have been presented during 2018:

	<b>Workshop</b>	<b>Date</b>	<b>Number of attendees</b>
<b>1</b>	Doctoral studies proposal writing	<b>13 February 2018</b>	<b>9</b>
<b>2</b>	Doctoral education: A brief overview	<b>14 February 2018</b>	<b>14</b>
<b>3</b>	Literature review for the doctoral study	<b>15 February 2018</b>	<b>13</b>
<b>4</b>	Research development and postgraduate studies	<b>22 February 2018</b>	<b>37</b>
<b>5</b>	Research development and postgraduate studies	<b>16 March 2018</b>	<b>26</b>
<b>6</b>	Language and academic writing	<b>23 March 2018</b>	<b>40</b>
<b>7</b>	Interim: How to review a paper	<b>26 March 2018</b>	<b>3</b>
<b>8</b>	Journal for New Generation Sciences (JNGS) Editorial Board	<b>27 March 2018</b>	<b>3</b>
<b>9</b>	Members: How to review a paper	<b>28 March 2018</b>	<b>28</b>
<b>10</b>	Publication writing	<b>22 May 2018</b>	<b>17</b>
<b>11</b>	Key issues and decisions in doctoral research	<b>23 May 2018</b>	<b>10</b>
<b>12</b>	Novice doctoral supervisors	<b>24 May 2018</b>	<b>35</b>
<b>13</b>	Publication writing 2	<b>19 June 2018</b>	<b>31</b>
<b>14</b>	Writing and concluding a doctoral thesis	<b>20 June 2018</b>	<b>16</b>
<b>15</b>	Auditing and examining a doctoral thesis	<b>10 August 2018</b>	<b>54</b>
<b>16</b>	Breakaway: The Fourth Industrial Revolution – Are we ready?	<b>14 August 2018</b>	<b>22</b>
<b>17</b>	Scope qualities and processes of doctoral degrees	<b>15 August 2018</b>	<b>22</b>
<b>18</b>	Ideas and guidelines to draft a sound proposal	<b>16 August 2018</b>	<b>28</b>
<b>19</b>	Ideas and guidelines to conduct and write a sound literature	<b>24 August 2018</b>	<b>26</b>
<b>20</b>	review for a study	<b>30 August 2018</b>	<b>34</b>
<b>21</b>	Postgraduate studies: Taking the next step	<b>16 October 2018</b>	<b>8</b>
<b>22</b>	Academic writing for high-impact factor publications	<b>17 October 2018</b>	<b>8</b>
<b>23</b>	Writing for publication (Welkom Campus)	<b>29 October 2018</b>	<b>13</b>
<b>24</b>	Writing for publication II (Welkom Campus)	<b>30 October 2018</b>	<b>13</b>

	<b>Workshop</b>	<b>Date</b>	<b>Number of attendees</b>
<b>25</b>	Summer School: Postgraduate supervision		
<b>26</b>	Summer School: Research ethics and integrity	<b>08 November 2018</b>	<b>24</b>
<b>27</b>	Summer School: Day 2	<b>08 November 2018</b>	<b>33</b>
<b>28</b>	Introduction to Statistical Package for the Social	<b>09 November 2018</b>	<b>31</b>
<b>29</b>	Sciences (SPSS) – Day 1	<b>12 November 2018</b>	<b>32</b>
<b>30</b>	Introduction to SPSS – Day 2	<b>13 November 2018</b>	<b>22</b>
<b>31</b>	Introduction to SPSS	<b>15 November 2018</b>	<b>10</b>
<b>32</b>	Introduction to SPSS	<b>16 November 2018</b>	<b>9</b>
<b>33</b>	Postgraduate supervision	<b>21 November 2018</b>	<b>20</b>
			<b>691</b>

**Table 24:** RD & PGS Section workshops and training events

### **CUT and UFS Joint Research Programme**

The call for collaboration for the fourth CUT and UFS Joint Research Programme, and the call for progress reports for the third CUT and UFS Joint Research Programme were published on 08 May 2018, and closed in June 2018.

Track 1: R400 000 per research collaboration project. Track 1 will be limited to two projects. Track 2: R100 000 per research collaboration project. Track 2 will be limited to six projects. A total of 12 applications were received, and reviewed in July 2018. Six projects were funded, to the value of R310 000.

The following new projects were funded:

Radiation Protection Improvement in South Africa (RAPISA) Project.

Proposal for a study of the state and ownership patterns of the food and beverage processing subsector (agro-processing) in the Free State, and the linkages with other economic sectors in the province.

Community-university partnerships in fostering the well-being and career prospects of learners in educational contexts beset with gang violence in South Africa.

Unravelling the microbiome of Sesotho (sorghum beer) through targeted metagenomics.

Social innovation through regional community engagement.

Investigating the production of polypropylene powder suitable for processing through laser-sintering additive manufacturing.

## Research Ethics and Integrity Committee

Research Ethics and Integrity Policy Framework, together with a Constitution for the Research Ethics and Integrity Committee, as a subcommittee of URIC, were approved by Senate in November 2016. The policy framework was implemented in 2017.

For 2018, a total of 110 protocols were approved by the Faculty Research and Innovation Committees (FRICs) of the Faculty of Engineering and IT, Faculty of Health and Environmental Sciences, and Faculty of Management Sciences. A total of 25 protocols required ethical clearance letters, which were issued. For 12 protocols, ethical clearance was awarded via the UFS Clinical Ethics Committee collaborative initiative. The university is a participating partner in this committee.

A training workshop on research ethics took place on 08 November 2018, and was attended by 33 participants. The workshop was divided into two sessions, with session one focusing on the development of the current ethics approval system, and the other on plagiarism policy development and anti-plagiarism tools. From the above engagement, the following decisions are to be implemented for 2019:

A policy on plagiarism and other research misconduct was drafted, and will be submitted to Senate for approval early in 2019.

A process to develop standard operating procedures (SOPs), and to have an accredited Ethics Committee for Humanities, will be initiated.



CUT launched its 4th Industrial Revolution task force. From left Prof. Henk de Jager, Vice-Chancellor and Principal, Prof. Alfred Ngowi, Deputy Vice-Chancellor, Research Innovation and Engagement; Prof. Seeram Ramakrishna, CUT Alumni and Professor of Mechanical Engineering and Bioengineering: National University of Singapore; Prof. Muthoni Masinde, Head of the Information Technology department; Prof. Laetus Lategan, Director: Research, Postgrad Studies; Mr Leolyn Jackson, Director: International Office, Prof. Samson Mashele, Dean: Health and Environmental Sciences; Prof. Herman Vermaak, Dean: Engineering and Information Technology and Mr Silus Newaku from Namibia University of Science and Technology (NUST).

## **Research centres**

In May 2018, Senate approved seven signature themes as a foundation to align the University's research entities (Resolution S 24/18/3). These themes are:

- additive manufacturing/3D printing;
- sustainability in the context of the Fourth Industrial Revolution ;
- entrepreneurship, small business development, and governance;
- diversity and societal challenges;
- research on postgraduate supervision and postgraduate studies;
- sustainable food security; and
- quality, and health and living.

The next phase was to construct new, or reposition current research centres, units and groups. After approval by Senate, the Research Forum, on behalf of URIC, identified the process to submit the proposed centres to Senate. Based on these signature themes, research centres, with business plans, will now be developed, for approval by Senate in 2019. This will be based on the revised policy on research centres, as approved by Senate in November 2017.

## **Interim**

The Interim is the university's developmental journal that (a) assists novice researchers and post-graduate students in publishing their research papers and, by doing so, grow their publication writing skills; and (b) enables mid-term and established researchers to publish preliminary research results. Very often, doctoral students will also submit a paper to Interim after the completion of their studies in order to meet the requirements for graduation.

In 2017, it was decided to recruit the services of an external expert in publication writing to comment on papers, to provide some suggestions for publishing papers in the Interim, and to generally advise on publication writing.

During 2018, the following opportunities were presented to support staff and students with their writing competencies. For 2018, four papers were received. These papers will be published in the Interim 2018 17(1), following a review of the content and language thereof.

The following statistics can be shared:

- First edition: 2002

- Number of editions up to 2018: 31

- Number of papers published: 429

- Number of participating authors: 282

Year	Number of papers	Number of authors
2002	18	21
2003	12	16
2004	20	42
2005	15	31
2006	17	28
2007	17	29
2008	23	32
2009	17	26
2010	21	47
2011	9	19
2012	9	22
2013	39	17
2014	14	10
2015	22	36
2016	21	38
2017	4	7
2018	4	8
	282	429

**Table 25:** Interim publications

### **Journal of New Generation Sciences (JNGS)**

The JNGS publishes original, research-based papers in technological sciences. Technological sciences refer to the development of knowledge through application, and goes beyond disciplinary borders and subject-specific matters. The JNGS aims to develop use-oriented research, which is a combination of applied research and use-inspired basic research. The objective is for business, industry, government and social communities (known as the “quadruple helix”) to benefit from the application of the research results. Use-oriented research should be executed in the context of Gibbons’ Mode 2 Knowledge Production. This mode of knowledge production implies that knowledge production is produced in the context of application; is transdisciplinary in nature; and is reflective of, and responsive to societal needs.

The JNGS focuses on papers that reflect the scientific results of:

science, technology, engineering, mathematics and arts (STEAM), and the management of STEAM research (arts cover humanities and social sciences);

applied research informed by problems and challenges faced by industry, business, government and social communities;

partnerships with industry, business, government and social communities (“quadruple helix”);  
 knowledge creation in the context of Mode 2 Knowledge Production;  
 scholarship in teaching and research;  
 research projects leading to science, engineering, technology + arts (SET+A) and management  
 qualifications;  
 income generation through research; and  
 entrepreneurship through innovation.

The following statistics can be shared:

First edition: 2003

Editions published from 2003 to date: 37

Papers: 403

Authors: 680

Participation (SA): 20/26 public universities.

Year	Vol. number	Issues	Number of papers per year
2003	Vol. 1	2	12
2004	Vol. 2	2	15
2005	Vol. 3	2	22
2006	Vol. 4	1	16
2007	Vol. 5	2	15
2008	Vol. 6	3	23
2009	Vol. 7	3	40
2010	Vol. 8	3	41
2011	Vol. 9	2	21
2012	Vol. 10	3	19
2013	Vol. 11	3	26
2014	Vol. 12	2	18
2015	Vol. 13	3	32
2016	Vol. 14	3	31
2017	Vol. 15	2	33
2018	Vol. 16	2	18
Number of issues			40
Total papers			382
Number of authors			489

**Table 26:** JNGS publications



The next table indicates the online access (downloads and views) of the JNGS.

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
<b>2016</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>302</b>	<b>198</b>	<b>500</b>
<b>2017</b>	<b>749</b>	<b>805</b>	<b>987</b>	<b>797</b>	<b>856</b>	<b>677</b>	<b>709</b>	<b>1042</b>	<b>719</b>	<b>859</b>	<b>794</b>	<b>534</b>	<b>9528</b>
<b>2018</b>	<b>367</b>	<b>819</b>	<b>1216</b>	<b>1302</b>	<b>1211</b>	<b>1105</b>	<b>1139</b>	<b>760</b>	<b>908</b>	<b>990</b>	<b>833</b>	<b>353</b>	<b>11 003</b>

**Table 27:** JNGS 2016–2018 downloads

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Total
<b>2016</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>304</b>	<b>199</b>	<b>503</b>
<b>2017</b>	<b>750</b>	<b>812</b>	<b>991</b>	<b>804</b>	<b>863</b>	<b>694</b>	<b>730</b>	<b>1077</b>	<b>750</b>	<b>901</b>	<b>814</b>	<b>560</b>	<b>9746</b>
<b>2018</b>	<b>393</b>	<b>834</b>	<b>1266</b>	<b>1334</b>	<b>1245</b>	<b>1131</b>	<b>1178</b>	<b>783</b>	<b>973</b>	<b>1007</b>	<b>855</b>	<b>358</b>	<b>11357</b>

**Table 28:** JNGS 2016–2018 views

### **Assessment policy – postgraduate studies**

The Research Forum engaged with the revision of the postgraduate section of the assessment policy, which resulted in three drafts.

A pending matter is the assessment of course work for master's studies that will be implemented in 2020.

Following the finalisation of the draft revised section on postgraduate studies in the policy, the RD & PGS Section will organise a campus-wide discussion on postgraduate studies during the first term of 2019, as the policy proposes a new direction for the assessment of postgraduate studies.

The policy will be submitted to the relevant university structures during the second term of 2019.

### **Women in Research Programme**

The next table reflects the participation of women in different university research programmes:

<b>Programme</b>	<b>No. of female staff awards/ participants</b>	<b>No. of female student awards</b>	<b>Amount awarded to females</b>	<b>Total amount for programme</b>	<b>% of total amount awarded to females</b>
CUT & UFS Joint Research Project	5	0	R185 000	R310 000	59.7%
CUT Early & Mid-Career Researchers (participated in these calls only)	8	0	R80 000	R400 000	20%
UCDP Postgraduate Study Support for Staff	28	0	R805 000	R1843448	43.7%
DST-NRF Interns	0	2	Salaries		100%
CUT Master's Degree Scholarships	0	84	R4 597 630	R8 466 230	54.3%
CUT Doctoral Degree Scholarships	0	18	R1 134 720	R2 686 860	42.2%
NRF: Student Competitive Grants	0	35	R2 540 000	R3 330 000	76.3%
NRF: Staff Competitive Grants	14	0	R1 607 000	R3 397 850	17.1%

**Table 29:** Women in Research Programme

## **Summer School**

The RD & PGS Section presented its second Doctoral Education Summer School on 8 and 9 November 2018. This Summer School followed the first successful Summer School in 2017, Taking the next step.

The Summer School coincided with a national discussion on doctoral standards, focusing on the following questions: “What is the scope of the doctorate? How can the doctorate contribute towards new knowledge creation? What is expected from the doctorate? What should be part of a doctoral programme?”

The purpose of the Summer School is: (a) to make doctoral studies more competitive in the context of a global knowledge base; (b) to identify academic and research support required to support doctoral students; and (c) offering doctoral education as part of the research and innovation value chain.

Typical topics for discussions related to access and admission; research support; university support; role and responsibilities of the student and supervisor; outputs as part of doctoral training; assessment, including the viva; research funding; research uptake; and research ethics and integrity. An informed discussion linked to a community of practitioners formed part of the discussions.

During the Summer School, a three-minute competition for presenting doctoral candidates’ research was also hosted.

The Summer School had three parts:

8 November (Hotel School): Two different workshops, addressing different topics, namely:

- postgraduate supervision (developing research skills and respectful research); and
- research ethics and integrity (ethics approval system and anti-plagiarism).

9 November (Japie van Lill Auditorium): Informed discussion on doctoral education.

9 November (Japie van Lill Auditorium): Three-minute competition for doctoral candidates.

The invitation was extended to doctoral supervisors, doctoral students, and staff supporting doctoral studies.

## **Annual Research Breakaway**

The annual University Research and Development Breakaway was held on 10 August 2018, with the theme, The fourth industrial revolution: Are we ready?

The aim of the breakaway was to engage on the concept of research and development within the context of the Fourth Industrial Revolution (IR 4.0). The following concepts relating to research and development were identified, and were discussed within the context of the

IR 4.0: increasing of research outputs; postgraduate studies; partnerships; increasing third-stream income; and monitoring and evaluation.

At operational level, the following key matters were identified by participants:

- Importance of partnerships (industrial) and connection to IR 4.0.

- Research output targets, and how are we going to move forward – “What is the target, and what is achievable?” It was recommended that a proposal be submitted to URIC.

- The impact of massification (free higher education) on higher education and postgraduate studies. The university should determine at which point to communicate unsatisfactory performance to postgraduate students.

- Student preparedness – the need to introduce a pre-year for master’s and doctoral studies.

- Workload – teaching/research workload: striking the balance.

- Improving on integrity of research – Turn-It- In, SPSS and training: There is a need for a central office for statistical analysis.

- Funding – Research grant uptake, and the need to apply for third-stream funding.

- Strategic decisions should consider the operational matters and challenges.

- IR 4.0 is important for most activities within the institution. A seminar on IR 4.0 should be organised via the Office of the DVC: Research, Innovation and Engagement, to engage widely within the institution.

## Engagement

The following significant engagements were made.

### International Credit Mobilities:

The CUT is involved in the following ICMs:

The CUT's involvement in the Erasmus+ ICMs generated funds to support our student and staff mobility project. The CUT has active ICM partnerships with the University of Montpellier, France; Uppsala University, Sweden; and University of Porto, Portugal. ICM mobilities have funded both inbound students and staff – saving the CUT approximately R90 000 per mobility, for a maximum period of five months.

The total expenditure of the ICM programme is R320 939.35 for outbound exchange students, and R102 848.22 for outbound exchange staff members. Hence, the CUT saved a total of R423 787.55 that would have been spent from the internal budget.

### International visitors to the CUT:

The following international colleagues visited the CUT:

Christelle Gaschet, Personal Assistant to the Director: IAE Montpellier University School of Management, from 16 to 20 July 2018. She was hosted by the International Office.

Prof. Christophe Fournier, Senior Lecturer: Marketing, IAE Montpellier University School of Management, from 16 to 27 July 2018. He was hosted by the Department of Marketing of the Faculty of Management Sciences, where he taught Personal Selling and Ethics.

Marjolaine Jourdan, e-Learning Engineer: IAE Montpellier University School of Management, from 16 to 20 July 2018. She was hosted by the Faculty of Management Sciences, in conjunction with the Centre for e-Learning and Educational Technology.

Eva Legrais, Lecturer: Engineering, University of Montpellier, was hosted by the Department of Electrical Engineering, Faculty of Engineering and Information Technology from 11 to 15 June 2018.

Marie-Jeanne Hayward, International Relations: IAE Montpellier University School of Management, from 23 to 27 July 2018. She was hosted by the International Office.

Vanessa Deweer, Partnerships, International Relations: Montpellier University, from 23 to 27 July 2018. She was hosted by the International Office.

Thomas Schreiber, Director: International Office at Ravensburg University, Germany, from 14 to 15 March 2018. The purpose of his visit was to explore student and staff mobility opportunities.

The Namibia University of Technology (NUST) delegation, led by Prof. Lumaga Pio, from 13 to 15 May 2018. The visit focused on strengthening current partnerships and exploring collaborations that respond to comprehensive internationalisation. Dr Bodil Anderson from Lund University in Sweden visited the CUT on 29 January 2018, whilst Dr Julia Koheler from the Mittweida University of Applied Science in Germany visited the CUT from 25 to 28 February 2018.

From 15 to 17 April 2018, a delegation of the University of Botswana, led by their Vice-Chancellor, Prof. Norris, reciprocated the visit by the CUT from 13 to 14 March 2018, in an effort to further discuss areas of interest, and signed a memorandum of understanding (MoU) to formalise the work between the two institutions.



**From left: The two Vice-Chancellors: Prof. Henk de Jager, Vice-Chancellor and Principal with Prof. David Norris, Vice-Chancellor of the University of Botswana (UB) authorising their relationship at the signing ceremony held at CUT**

## **International Conference Attendance**

**Brazilian Association for International Education (FAUBAI):** The 30th Annual FAUBAI Conference took place in Rio de Janeiro from 14 to 18 April 2018, bringing together representatives involved in the internationalisation of higher education. The conference was attended by more than 770 participants from 29 countries, representing all continents, and included International Officers, Presidents and Vice-Presidents of higher education institutions, representatives from international organisations, diplomats, delegations from governments and companies, as well as specialists, teachers, and researchers from Brazil and abroad.

**Asia-Pacific Association for International Education (APAIE):** The 2018 APAIE Conference was hosted by the National University of Singapore (NUS). APAIE aims to encourage greater cooperation between institutions to enrich and support international programmes, activities and exchanges, and to promote the value of international education across the region and beyond. The conference brought together international education policy makers, practitioners, and experts from across the globe to Asia-Pacific to network, improve professional skills and learn about new developments in international education. The conference attracted 1 500 delegates and 200 exhibitors. The Director: International Office represented the CUT and IEASA as its president.

**European Association for International Education (EAIE):** Mr Jackson presented two papers at the EAIE Conference held from 11 to 14 September 2018. The first session focused on Universities and labour market: Reinventing the alliances, and was presented with our partner university, Vrije University Brussels in Belgium. The second session, Institutional strategies for collaboration with Africa, emphasised the importance of strategic partnerships.

**China Annual Conference for International Education (CACIE) and Expo:** Mr Jackson attended the CACIE and Expo in Beijing, China from 18 to 21 October 2018. He had a meeting with the Hangzhou Normal University on 16 October 2018 to explore academic collaboration in science and technology, innovation and smart city developments. In addition, they discussed the application for a Confucius Institute to Hanban.

**Southern African-Nordic Centre (SANORD) Annual 2018 Conference, University of Jyväskylä, Finland:** The 11th Annual International SANORD Conference, with the theme Academic Citizenship: Recognition, Resilience or Resistance? took place from 15 to 17 August 2018 at the University of Jyväskylä, Finland. The aim of the 2018 SANORD Conference was to discuss the various interpretations of academic citizenship, and the ways educational institutions can engage with communities. The CUT is a member of SANORD, and Prof. Ngowi led the delegation of five staff members. During this visit, the delegation also met with the leadership of JAMK University of Applied Sciences, one of the CUT's partners.

**Visit to the University of Porto (U.Porto), Portugal:** Meeting with the Vice-President: International Relations to discuss strategic partnership initiatives and memoranda of understanding (MoUs).

The University participated in the South Africa-Sweden University Forum (SASUF) Project to strengthen relations between Sweden and South Africa in terms of research, education and innovation. The project is aimed at creating innovative ways to approach internationalisation and utilise the power of online tools, for purposes of connecting universities with funding agencies, industry, ministries and surrounding society towards realising the Sustainable Development Goals (SDGs).

Mr Gerrie Booysen, Dr Kobus van der Walt and Mr Letsoalo attended the Arab Health 2018 Congress, which took place at the International Convention Centre in Dubai from 29 January to 2 February 2018. Arab Health is the second-largest medical exhibition in the world, with more than 100 000 delegates attending the conference each year.

Community engagement is an equally valuable leg of the academic project of an institution of higher learning, and should be regarded as such at the CUT as well. Community engagement focuses on integrating teaching and learning, and research to serve and collaborate with the different types of communities interfacing with the university, amongst others civil society, government, schools, businesses, students and academics.

Through community engagement, the CUT has managed to make a difference in many people's lives, both internally and externally, whilst gaining an opportunity to showcase expertise, and creating space for the recognition and integration of indigenous knowledge systems. CILT, in collaboration with the University Engagement Committee (UEC), held a workshop on capacity development in service learning.

Community engagement projects across the Faculty of Engineering and IT are positively influencing communities in the Central region of South Africa. Information on the faculty's award-winning projects are available from the Community Engagement Unit, led by the Deputy Director: Community Engagement, Ms J Munsamy. These projects, ranging from healthcare to access to higher education, are changing lives. Even contractors that have undergone the faculty's initiatives have become established in the industry. The faculty is working on collaborative initiatives with universities, such as the University of the Witwatersrand (Wits), and several Technical Vocational Education and Training (TVET) colleges. The faculty uses the mechanism of the Manufacturing, Engineering and Related Services (merSETA) Chair to train TVET lecturers. The collaboration with Wits will take articulation matters in engineering qualifications to a higher level. The faculty offers short learning programmes for society and industry.



David Mashape one of the Mustang players seated on the rugby wheelchair built by Mr Jared McIntyre, PDTs, engineering and CUTis.

The faculty has also recently produced a rugby wheelchair at a competitive price for the community. The Faculty of Management Sciences continued to serve and develop the community, mainly through skills transfer. In 2018, the faculty was engaged in the following significant community projects:



Offering a module in Restaurant Service to learners at selected schools in Bloemfontein.

Offering a BTech: Project Management and BTech: Business Administration to government employees across South Africa, in conjunction with the Services SETA.

Offering a course in Accounting Technicians (certificate and Further Education and Training (FET) advanced), in conjunction with the South African Institute of Chartered Accountants.

Offering a BTech: Human Resources Management to Middle and Senior Managers from commerce and industry, in a predominated Vereeniging area, in conjunction with the Maccauvlei Learning Academy.

Offering a BTech: Human Resources Management to delegates of TVET colleges in the Free State.

Investigating the use of temporary workers and temporary employment services in agriculture in Wesselsbron in the Free State.

Empowering unemployed woman in agriculture through basic, cost-effective entrepreneurship and management skills.

Offering a mentorship programme for Tourism learners of Martie du Plessis School.

In the case of the Welkom Campus, there is a need to design community engagement programmes that will make a real impact on the socio-political and economic situation of the region. This initiative will be taken forward, with the Director: Welkom Campus and his team providing leadership where change is necessary.

### **Significant developments and achievements in community engagement**

World Book Commemoration Day was held on 23 April 2018. Learners from St Bernard's High School participated in a "Reading Buffet". Books for the buffet were sponsored by Van Schaik Bookstore. The event was supported by the Community Engagement Unit. It was attended by officials from the Department of Arts and Culture, as well as CUT staff. The event was officially opened by the DVC: Research, Innovation and Engagement.

A two-day workshop took place at the CUT Library and Information Services (LIS) on 17 and 18 May 2018. The theme was: "Towards Sustainable Institutionalisation of Community Engagement in Higher Education". The workshop focused on mainstreaming of community engagement into the curriculum, considering the CUT Engagement Strategy, the CUT Transformation Plan, the Community Engagement Strategy, and service learning as a driver of community engagement.

As part of mentoring, the SEED Foundation (a non-profit organisation) facilitated a meeting of substance abuse experts towards drug awareness, and for CUT education and awareness programmes. SEED was also involved in Global University for Lifelong Learning (GULL) and GULL Champion training.

The Science, Technology, Engineering and Mathematics (STEM) Academy was launched at the CUT on 30 May 2018. This academy is a collaboration between the CUT, the UFS and the Department of Education (DoE). To enable the smooth functioning of the academy, Steering and Management committees, as well as four portfolio committees – Research, Upstream, Teacher Development, and Conference Committees – were formed.

Centenary Mandela Celebrations were held on 03 August 2018. The CUT, in partnership with the Department of Correctional Services, donated 100 kangaroo wraps and beanies to mothers and babies at the Dr JS Moroka Hospital in Thaba 'Nchu. The wraps and beanies were sewn by female offenders at Kroonstad Correctional Services.

Third-year Radiography students were involved in eight community engagement projects, with the aim of the target groups sustaining the projects. The projects executed linked well with some aspects related to sustainable development, namely good health and well-being, climate action, quality education, etc. The students had to return to the target groups from 17 to 22 October 2018, to evaluate whether they were sustaining the projects.

The Life Science Student Organisation (LISSO), in collaboration with Shoprite, Mangaung Metropolitan Municipality and other business stakeholders within the Bloemfontein Central Business District (CBD), participated in three clean-up campaigns.

The Dental Assisting programme provided free oral health screenings to staff and students at the CUT. Dr Mtyongwe and Ms Kokela screened the patients with the assistance of Mr Mokhabi and the Dental Assisting students.

BTech Hospitality Management students spent their 67 minutes for Mandela Day assisting with the Lee Project. This project was started in 2017, and involves delivering maternity bags to new mothers and babies in state hospitals. This year, 116 bags were delivered in Bloemfontein and the Vaal Region.

Community service learning took place at the Bloemfontein Early Childhood Development (ECD) Centre, 57 Peet Avenue. Wall murals were created to improve the environment at centre, and to promote HIV/AIDS awareness in the community.

The Department of Educational and Professional Studies and its students hosted the Lejweleputswa District Easter Camp in Accounting, Mathematics and English for Grade 12 learners.

The Language Practice Pantry, an initiative that is financially supported by Communication Sciences staff, fed hungry Language Practice students.

The Department of Mathematics, Science and Technology Education (MSTE) hosted a workshop on Life Sciences practical work for secondary school teachers from the Gariep District on 26 April 2018.

The Saturday School Technology Project was offered in collaboration with CUTIS, the Manufacturing, Engineering and Related Services SETA (merSETA) and the Council for the Built Environment (CBE).

A workshop, How to Change the World, was held in collaboration with Tshwane University of Technology (TUT) and University College London (UCL), United Kingdom (UK). The workshop involved approximately 100 students from the five departments of the Faculty of Engineering and Information Technology.

A training workshop in computer-aided design (CAD), in specific areas of STEM classroom practice, was presented to TVET college lecturers and technical high school teachers from 25 to 27 June 2018 at the Bloemfontein Campus of the CUT. Funding was provided by merSETA.



Six-year-old Elijah Cloete, who was born with underdeveloped ears, is pictured with his grandmother, Maralise Cloete, at the Medicross Kalahari Cataract, Eye and Day Hospital, shortly before undergoing surgery in preparation for receiving a pair of custom-made prosthetic pinna, or external ears.

The Centre for Rapid Prototyping and Manufacturing (CRPM) continued to assist patients with facial disfigurement caused by cancer and tumours. Most of these patients are from state hospitals, where the tumours are removed and where reconstruction is done. From 2015 to date, more than 65 patients were assisted and supported. These life-changing initiatives are made possible through the support of, and collaboration with different sources, such as the South African Research Chairs Initiative (SARChI), the Collaborative Programme in Additive Manufacturing (CPAM), CUTIS, Technimark Medical, Central Analytical Facilities (CAF) in Stellenbosch, Special Alloys and Metallurgical Services (SAMS), the Council for Scientific and Industrial Research (CSIR), HEPRO, the Carl & Emily Fuchs Foundation, and Life Healthcare Group.

As part of the ongoing CUT MerSETA Open-source for STEM Subjects School Project, which commenced in 2017, the Department of IT held a Moodle training session for STEM teachers on 30 November 2018. With this, the roll-out of the Moodle platform at three schools (Ikanyegeng Combined School, Jacobsdal; Olien Secondary School, Fauresmith; and Samuel Johnson High School, Zastron) is expected to pick up during 2019.

### **Relationship with the community in terms of academia and services rendered**

Great strides were recorded during 2018 to strengthen our relationship with the community in terms of academia and services. The foundation of this commitment is cemented in our

Vision 2020, stating that “CUT shall be an engaged university that focuses on producing quality social and technological innovations for socio-economic development, primarily in the Central Region of South Africa”. The university argued that whatever we are doing, must have a direct or indirect impact on our community. The Section of Community Engagement, in collaboration with faculties and centres, is driving our engagement with the community. The following are a few highlights that were recorded in 2018:

- The Free State Department of Education (FSDoE) and CUT STEM Academy.

- Science and Mathematics Clubs in support of Mathematics and Science educators.

- A project focusing on educating the community on municipal accounts.

- Access of community members to the CUT libraries and National Library Week.

- Partnered with the Princess Gabo Foundation on projects to empower school learners in various aspects, one of which is entrepreneurship.

The Schools Advancement Academy, under the Tshehetso ya Thuto Project, conducted Saturday classes to learners at Dr Blok Secondary School.

The Youth Management Forum (YMF) conducted career guidance and mentorship classes to learners at the Dr Blok and Bainsvlei Combined schools. Learners of these schools were also exposed to the i-Gym, and participated in entrepreneurial games.

Partnered with the FSDoE on the Dinaledi Project.

World Book Day was commemorated on 23 April 2018, where learners from St Bernard's School participated in a Reading Buffet.

Books were donated to the Bainsvlei Combined School on 24 April 2018.

Prof. John Volmink delivered a public lecture entitled, Pedagogy of University & Community Engagement: Reciprocity for Mutual Benefit.

A two-day workshop, Towards Sustainable Institutionalisation of Community Engagement in Higher Education, was held on 17 and 18 May 2018.

Change, Hope and Transformation (CHAT), a non-governmental organisation (NGO) with an interest in empowering young girls with soft skills and hygiene education, has partnered with the university and the Princess Gabo Foundation.

The university, in collaboration with the Southern African Development Community Groundwater Management Institute (SADC-GMI), installed a borehole at Nzame School.

Assistance and support were provided to a group of medical students on ways to engage communities, specifically the Bloem Shelter.

The Youth Management Forum (YMF) Summit was held at the CUT on 08 June 2018, and was aimed at encouraging dialogue amongst the youth.

A STEM Academy Workshop, attended by learners from secondary schools, was held.

A combined, collaborative project focussing on e-waste, solid waste and eco building, was established at the university, in collaboration with the community.

A high school quiz was hosted by the Faculty of Engineering and Information Technology.

In commemoration of Mandela Day, redundant furniture was donated to the Department of Justice, Bloem Shelter, and Nzame Primary School in Rocklands, Mangaung.

The Holanathi Project, a nutrition-based project in the Faculty of Health and Environment Sciences, explored how schools and community members can enhance the impact of this project.

The Global University of Lifelong Learning (GULL) Workshop was held at the CUT.

## **ENROLMENT AND PERFORMANCE ANALYSIS (STATISTICS)**

This section serves to highlight the CUT's achievements against the performance targets set by the DHET. These performance agreements resulted from a process of constant communication and consultation between the CUT and the DHET, which took place during May 2013 and June 2013. On 15 January 2013, the CUT provided its submission, which was revised on 15 August 2013. The revised submission responded to the DHET Enrolment Planning Cycle 2014/15 to 2019/20.

Priorities were presented during the June 2013 consultations, and were subsequently approved by the DHET, as per a letter dated 23 September 2014. The 2018 targets are reflected in section to follow.

Senate guarded the integrity of all assessments at the university with vigour during 2018. Despite a few challenges experienced in 2018 related to student protests and the rescheduling of main assessments in June and December, all assessments were conducted according to the university rules and regulations. A quality improvement questionnaire, to be completed by the Chief Invigilator, was implemented for each official assessment session. All problems experienced during the session were completed on this questionnaire, which was handed in at the Assessment and Graduations Unit upon completion of the session. The questionnaires were processed daily, and corrective action taken immediately, to eliminate similar problems from arising at subsequent sessions.

Graduation ceremonies were held on 22 March 2018 at the Welkom Campus; from 26 to 29 March 2018 at the Bloemfontein Campus; and on 7 September 2018 at Bloemfontein Campus. A total of 4 265 students, including 47 master's and 22 doctoral students, graduated during 2018. The final lists of graduates were approved by the Executive Committee of Senate (Senex) prior to the graduation ceremonies. Highlights of the graduations included the conferral of an Honorary Master's Degree in Business Administration upon Mr Lemmy Mule, an influential business leader in the Lejweleputswa District, where the Welkom Campus is situated, and the awarding of the 2018 Chancellor's Excellence Award to Dr S Seane.

### **Student enrolments**

In 2018, the CUT enrolled 19 452 students (including occasional students), which is 3 797 more than (i.e. 24.25% in excess of) the number agreed upon with the DHET, whilst the 2017 student headcount of 18 185 exceeded the DHET target of 14 973 by 3 212 (i.e. 21.45% in excess). Insofar as first-time entering students at undergraduate level are concerned, the headcount in 2018 indicated a shortfall of 143 students (i.e. 3.28% below the required target of 4 360), compared to the headcount in 2017, which indicated a shortfall of 81 students (1.96% below the required target of 4 137).

The following set of tables offers a comprehensive analysis of the performance, size and shape of the CUT, providing a platform, based on reliable data, to manage and guide the institution in terms of its Strategic Plan and priorities.

Please note: The data in Tables ?? to ?? were extracted from the Higher Education Data Analyser (HEDA) in March 2019.

<b>Qualification level</b>	<b>Headcount actuals 2017</b>	<b>DHET head count target 2018</b>	<b>2018 actual performance*</b>	<b>Deviation</b>
<b>First-time entering undergraduate students</b>	<b>4 056</b>	<b>4 360</b>	<b>4 217</b>	<b>- 3.28%</b>
<b>Total undergraduate students</b>	<b>16 929</b>	<b>13 990</b>	<b>18 211</b>	<b>30.17%</b>
<b>Postgraduate to master's degree level</b>	<b>602</b>	<b>951</b>	<b>571</b>	<b>- 39.96%</b>
<b>Master's degree level</b>	<b>308</b>	<b>540</b>	<b>414</b>	<b>- 23.33%</b>
<b>Doctorates</b>	<b>156</b>	<b>174</b>	<b>191</b>	<b>9.77%</b>
<b>Total postgraduate students</b>	<b>1 138</b>	<b>1 665</b>	<b>1 176</b>	<b>- 29.37%</b>
<b>Total enrolment</b>	<b>18 185</b>	<b>15 655</b>	<b>19 452</b>	<b>24.25%</b>

**Table 30:** Student headcount enrolment by qualification level, 2017–2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Table 30 above indicates the headcount enrolment by qualification type. The institution has exceeded the overall DHET headcount target for 2018 by 24.25%. In terms of the qualification level breakdown, negative deviations of -3.28%, -39.96% and -23.33%, respectively, were experienced in first-time entering undergraduate students, postgraduate to master's degree students, and master's degree students, from the set targets for 2018.

Projected student headcount intake into first-year (foundation) programmes	Headcount actuals 2017	DHET headcount target 2018	2018 actual performance	Deviation
Projected student headcount intake into first-year (foundation) programmes	418	297	254	-14.48%

**Table 31:** Student headcount enrolment into first-year programmes (foundation programmes) 2017–2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Table 31 above indicates the headcount enrolment into first-year (foundation) programmes. The institution has a shortfall of 43 students (14.48%) in the DHET headcount target for 2018.

Academic year								
	2017				2018			
Major field of study	DHET headcount target	Actual headcount	Percentage	Deviation	DHET headcount target	Actual headcount	Percentage	Deviation
BUS./MAN.	3 532	4 533	24.93%	28.34%	28.34%	4 426	22.75%	22.16%
EDUCATION	2 344	3 405	18.72%	45.26%	45.26%	3 986	20.49%	62.30%
OTHER HUMANITIES	2 166	1 351	7.43%	-37.63%	-37.63%	1 283	6.60%	-43.26%
SET	6 931	8 897	48.92%	28.37%	28.37%	9 755	50.15%	33.36%
UNCLASSIFIED	0	0				2		
Total	14 973	18 186	100,00%	28.37%	28.37%	19 453	100.00%	28.37%

**Table 32:** Student headcount enrolment by major field of study, 2017–2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Note 2: “Unclassified” means that students did not report their major field of study.

Table 32 above indicates that, in 2018, the largest proportion of students were enrolled in the SET field of study (50.15%), followed by those enrolled in the field of BUS./MAN. (22.75%), then EDUCATION (20.49%), and finally OTHER HUMANITIES (6.60%). Between 2017 and 2018, the majority of students were enrolled in the SET field.

It should be noted that, in terms of the percentage breakdown of the major fields of study, it is evident that, when comparing the 2017 figures to those of 2018, decreases were experienced in two of these fields: In BUS./MAN. and OTHER HUMANITIES, the proportion has decreased from 24.99% in 2017, to 22.75% in 2018, and from 7.43% in 2017, to 6.60% in 2018, respectively. Simultaneously, in SET and EDUCATION, the proportions have increased from 48.92% in 2017, to 50.15% in 2018, and from 18.72% in 2017, to 20.49% in 2018, respectively.

Finally, it is concerning that, over a period of two years, a negative deviation was experienced in the OTHER HUMANITIES fields of study, whilst a positive deviation was experienced in the other fields.

#### HEADCOUNT

Major field of study	AFRICAN (%)			COLOURED (%)			INDIAN (%)			WHITE (%)		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
BUS./MAN.	24.78%	25.65%	23.35%	20.96%	22.56%	18.22%	24.34%	24.60%	22.97%	11.38%	11.53%	10.54%
EDUCATION	18.84%	19.40%	21.04%	17.99%	18.21%	19.43%	3.95%	2.38%	4.73%	5.86%	6.00%	8.25%
OTHER HUMANITIES	9.36%	7.38%	6.51%	11.34%	8.21%	9.09%	9.21%	5.95%	11.49%	8.37%	8.13%	6.98%
SET	47.03%	47.58%	49.08%	49.72%	51.02%	53.27%	62.50%	67.06%	60.81%	74.39%	74.33%	74.23%
UNSPECIFIED	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GRAND TOTAL	14 300	16 855	18 241	441	465	441	38	42	37	929	823	734



**Table 33:** Percentage distribution of student headcount enrolment by population group and major field of study, 2016–2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Note 2: “Unclassified” means that students did not report their major field of study.

Table 33 above indicates the percentage of CUT students by population group and major field of study from 2016 to 2018. For the period 2016 to 2018, the headcount enrolment pattern is consistent with the African population in the majority, followed by the White population group, then the Coloured population group, and finally the Indian population group

In terms of distribution per major field of study, the pattern is not the same than in the case of the population groups; however, there is consistency. For the period 2016 to 2018, the highest proportion of students from the African population were enrolled in SET (growth from 47.03% in 2016, to 49.08% in 2018). The SET enrolment proportion of students from the Coloured population group has grown from 49.72% in 2016, to 53.27% in 2018. The SET enrolment proportion of students from Indian and White population groups declined by 1.69% and 0.16%, respectively, during the period 2016 to 2018.

Major field of study	Qualification type	Calendar year					
		2017			2018		
		Actual head count	Graduates	Graduation on rate	Actual head count	Graduates	Graduation on rate
BUS./MAN.	Postgraduate	90	12	13.33%	142	17	11.97%
	Undergraduate	4 415	907	20.54%	4268	932	21.84%
	Occasional	28	0	0.00%	17	0	0.00%
BUS./MAN. total		4 533	919	20.27%	4 426	950	21.46%
EDUCATION	Postgraduate	695	304	43.74%	657	277	42.16%
	Undergraduate	2 705	525	19.41%	3 301	349	10.57%
	Occasional	5	0	0.00%	7	0	0.00%

	EDUCATION total	3 405	829	24.35%	3 966	626	15.78%
OTHER HUM.	Postgraduate	33	8	24.24%	35	6	17.14%
	Undergraduate	1 314	391	29.76%	1 310	392	29.92%
	Occasional	4	0	0.00%	2	0	0.00%
	OTHER HUM. total	1 351	399	29.53%	1 348	398	29.53%
SET	Postgraduate	321	40	12.46%	342	21.89%	10.53%
	Undergraduate	8 495	1 630	19.19%	9 338	21.89%	21.89%
	Occasional	81	1	1.23%	39	0	0.00%
	SET total	8 897	1 671	18.78%	9 719	2080	21.40%
Unclassi- fied	Postgraduate	0	0	0.00%	0	1	0.00%
	Undergraduate	0	0	0.00%	0	5	0.00%
	Occasional	0	0	0.00%	0	0	0.00%
Unclassified		0	0	0.00%	0	6	
DHET targets		14 973	3 584	23.94%	15 655	3840	24.53%
Actual performance		18 186	3 818	20.99%	19 459	4059	20.86%
Deviation(%)		21.46%	6.53%	-12.29%	24.30%	5.70%	-14.96%

**Table 34:** Undergraduate and postgraduate student enrolment and graduation rates by major field of study, 2017–2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Note 2: “Unclassified” means that students did not report their major field of study.

Note 3: The 2018 graduation data extracted in 14 April 2019.

The table above represents the undergraduate and postgraduate student enrolment differentiation, as well as the changes in graduation rates by major field of study, for the academic years 2017 and 2018. In general, there was a 0.13% decline in overall graduation rate during this period (2017–2018). The noticeable changes to be reported are discussed below:

In the BUS./MAN. field of study, the graduation rate for postgraduate students decreased from 13.33% in 2017, to 11.97% in 2018, and increased by 1.3% for undergraduate students (from 20.54% in 2017, to 21.84% in 2018).

In the EDUCATION field of study, the graduation rate for postgraduate students decreased, from 43.74% in 2017, to 442.16% in 2018. A decrease of 8.8% was experienced for undergraduate students (from 19.41% in 2017, to 10.57% in 2018).

In the OTHER HUM. field of study, the graduation rate for postgraduate students decreased from 124.24% in 2017, to 17.14% in 2018, and increased by 0.2% for undergraduate students (from 29.76% in 2017, to 29.92% in 2018).

In the SET field of study, the graduation rate for postgraduate students decreased, from 12.46% in 2017, to 10.53% in 2018. An increase of 2.7% was experienced for undergraduate students (from 19.19% in 2017, to 21.89% in 2017).

The institution has surpassed the 2018 DHET graduate headcount target of 3 402 for undergraduate students by 320 graduates. This translates to an increase of 9.41%.

For the university as a whole, the overall graduation rate decreased by 0.13%, from 20.99% in 2017, to 20.86% in 2018. This implies that the university did not meet the DHET target of 24.53%. Please note that the 2018 overall graduate headcount exceeded the DHET target by 219. The decline in the graduation rate can be attributed to the introduction of a number of new qualifications, and a sharp increase in the student headcount in 2018.

		2017			2017 actual	2018		2017 actual
Major field of study		Female	Male			Female	Male	
BUS./MAN.	Pass rate	81.73%	77.57%		80.63%	70.61%	76.90%	76.90%
	FTE	1765	1136		1886	1117	3003	3003
EDUCATION	Pass rate	88.39%	82.14%		84.45%	77.62%	81.85%	81.85%
	FTE	1 952	1 218		2 450	1 509	3 959	3 959
OTHER HUM.	Pass rate	86.31%	78.46%		87.61%	79.88%	84.74%	84.74%
	FTE	880	587		747	441	1188	1188
STEM	Pass rate	78.03%	67.76%		78.88%	70.27%	74.10%	74.10%
	FTE	2 541	3 584		3 071	3 828	6 898	6 898
DHET pass rate target					76.60%			77.15%
Overall pass rate			82.80%	73.12%	78.18%	81.76%	72.54%	77.54%
Pass rate deviation (%)					2.06%			0.51%
FTE enrolment DHET target					11 549			12 122
Total FTEs			7 139	6 525	13 663	8 222	7 354	15 048
FTE deviation (%)					18.31%			24.14%

**Table 35:** Student performance and full-time equivalents (FTEs) across the major fields of study by gender, 2017–2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

The table above provides the annual changes in student pass rates across the major fields of study by gender. The following observations are noteworthy:

The CUT's overall pass rate decreased from 78,18% in 2017, to 77.54% in 2018.

The overall decrease in pass rate is also evident across all the major fields of study.

Although there was an overall decrease in the pass rate, females performed better than their male counterparts in both academic years (2017 and 2018).

The 2017 and 2018 FTE enrolment DHET targets were exceeded by the institution – a deviation of 18.31% was experienced in 2017, whilst a deviation of 24.14% was experienced in 2018.

Major field of study	African		Coloured		Indian		White	
	2017	2018	2017	2018	2017	2018	2017	2018
BUS./MAN.	78.78%	6.89%	90.80%	81.93%	173.48%	45.80%	111.42%	75.16%
EDUCATION	86.15%	81.87%	84.57%	83.82%	82.73%	70.73%	73.82%	76.57%
OTHER HUM.	83.14%	84.80%	87.27%	94.74%	59.87%	153.91%	82.29%	71.93%
SET	71.61%	73.74%	70.23%	72.34%	59.16%	70.68%	79.28%	81.02%
Grand total	77.89%	77.45%	79.60%	78.89%	83.73%	71.79%	83.84%	79.30%

**Table 36:** Pass rates by major field of study and population group, 2017–2018

Source: HEDA, extracted in March 2019.

Note 1: 20187 data are not audited.

The table above provides the annual changes in student pass rates across the major fields of study by population group. The following observations are noteworthy:

The overall decrease in success rate is also evident across all the population groups.

Although there was an overall decrease in the success rate across all the population groups, the White population group performed better than the other population groups.

Cohort year	Entering	Retained after				Cumulative	Cumulative
		Year 1	Year 2	Year 3	Year 4	Graduates to date	Dropouts to date
2013	2 757	1 754 63.6%	892 32.4%	421 15.3%	222 8.1%	1 277 46.3%	1 441 52.3%
2014	3 097	1 917 61.9%	992 32.0%	559 18.0%	394 12.7%	1 249 40.3%	1 655 53.4%
2015	2 551	1 698 66.6%	976 38.3%	701 27.5%	259 10.2%	712 27.9%	1 301 51.0%
2016	3 265	2 080 63.7%	1,695 51.9%	756 23.2%		375 11.5%	1 324 40.6%
2017	3 436	2 591 75.4%	1,993 58.0%			106 3.1%	1 073 31.2%
2018	2 771	2 041 73.7%				0 0.0%	591 21.3%
Cohort graduation							
Cohort base year	Cohort	Min. time	Min. +1	Min. +2	Min. +3	Min. > +3	Total graduates (%)
2013	2 757	724	367	156	30	0	46.3%
2014	3 097	834	354	59	2	0	40.3%
2015	2 551	600	99	12	1	0	27.9%
2016	3 265	316	51	8	0	0	11.5%
2017	3 436	89	17	0	0	0	3.1%
2018	2 771	0	0	0	0	0	0.0%

**Table 37:** Summative view of student graduation and retention rates for three-year undergraduate qualifications (diplomas, 360-credit diplomas, national diplomas, professional first bachelor's degrees [three years], and undergraduate diplomas or certificates [three years]), 2013–2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Table 37 above presents the first-time entering totals for student cohort, retention and graduate rates over time for three-year undergraduate qualifications. The 2013 cohort is used for purposes of interpreting this table. (The full cohort cycle is five years, due to regulation stipulating that the maximum study duration for a national diploma is five years.) From the 2 757 student cohort enrolled in 2013, 1 754 students (i.e. 63.6%) were retained in Year 1 (i.e. 2014); 892 students (i.e. 32.4%) were retained in Year 2 (i.e. 2015); etc. From this 2013 cohort, 46.3% of the students have graduated to date, whilst 52.3% are reported as dropouts (including stop-outs) to date. From that very same 2013 cohort, 26.26% graduated in the minimum duration of the qualifications for which they have enrolled; 13.31% graduated in the minimum time plus one year; 5.66% graduated in the minimum time plus two years, etc. This should provide a clear illustration, and assist in the interpretation of Table 11 above. It should be noted that the graduation cohort only includes the following qualifications: diploma, 360-credit diplomas, national diplomas, professional first bachelor's degrees (three years), and undergraduate diplomas or certificates (three years.).

Tables 38 to 45 below provide the gender distribution of students and permanent instructional/ research staff members in the different faculties per campus for 2018.

Campus grouping	African		Coloured		Indian		White		2018 total headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Bloemfontein	25.97%	36.70%	1.81%	0.87%	0.16%	0.10%	0.02%	1.01%	4 965
Welkom	65.63%	33.72%	0.39%	0.19%	0.00%	0.00%	0.00%	0.06%	1 545

**Table 38:** Student profile for the Faculty of Management Sciences per campus, 2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Staff	African		Coloured		Indian		White		2018 total staff head count
	Female	Male	Female	Male	Female	Male	Female	Male	
Headcount	22	27	4	0	1	1	32	13	100
Percentage	22.00%	27.00%	4.00%	0.00%	1.00%	1.00%	32.00%	13.00%	100.00%

**Table 39:** Permanent instructional/research staff profile for the Faculty of Management Sciences, 2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Campus grouping	African		Coloured		Indian		White		2018 total headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Bloemfontein	25.97%	64.82%	0.32%	0.32%	0.06%	0.17%	0.02%	0.95%	5 341
Welkom	37.44%	61.56%	0.50%	0.25%	0.00%	0.00%	0.00%	0.25%	398

**Table 40:** Student profile for the Faculty of Health and Environmental Sciences per campus, 2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.



Staff	African		Coloured		Indian		White		2018 total staff head count
	Female	Male	Female	Male	Female	Male	Female	Male	
Headcount	16	14	3	0	0	0	21	8	62
Percentage	25.81%	22.58%	4.84%	0.00%	0.00%	0.00%	33.87%	12.90%	100.00%

**Table 41:** Permanent instructional/research staff profile for the Faculty of Health and Environmental Sciences, 2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Campus grouping	African		Coloured		Indian		White		2018 total headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Bloemfontein	25.97%	64.82%	0.32%	0.32%	0.06%	0.17%	0.02%	0.95%	5 341
Welkom	37.44%	61.56%	0.50%	0.25%	0.00%	0.00%	0.00%	0.25%	398

**Table 42:** Student profile for the Faculty of Engineering and Information Technology per campus, 2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Staff	African		Coloured		Indian		White		2018 total staff head count
	Female	Male	Female	Male	Female	Male	Female	Male	
Headcount	20	36	2	2		3	14	35	112
Percentage	17.86%	32.14%	1.79%	1.79%	0.00%	2.68%	12.50%	31.25%	100.00%

**Table 43:** Permanent instructional/research staff profile for the Faculty of Engineering and Information Technology per campus, 2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Campus grouping	African		Coloured		Indian		White		2018 total headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Bloemfontein	56.79%	38.13%	1.59%	0.30%	0.10%	0.00%	0.04%	1.00%	3 087
Welkom	62.81%	35.29%	0.62%	0.28%	0.00%	0.09%	0.15%	0.38%	2 108

**Table 44:** Student profile for the Faculty of Humanities per campus, 2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

Staff	African		Coloured		Indian		White		2017 total staff head count
	Female	Male	Female	Male	Female	Male	Female	Male	
Headcount	25	31	2	3	2	2	22	6	93
Percentage	26.88%	33.33%	2.15%	3.23%	2.15%	2.15%	23.66%	6.45%	100.00%

**Table 45:** Permanent instructional/research staff profile for the Faculty of Humanities, 2018

Source: HEDA, extracted in March 2019.

Note 1: 2018 data are not audited.

This concludes a profile of the institution in the form of an in-depth analysis of its performance, size and shape.

From the above results, it is evident that some of the targets could not be met, either due to an incorrect baseline, or because those targets were unrealistic. Failure to meet those targets could have a negative impact on achieving the targets for 2020. Carrying the unachieved objectives over to the following year, establishing the correct baseline, revising the annual target to be more realistic, and aligning KPIs to funding form part of the improvement plan for addressing the shortcomings.

## First- and second-semester registrations 2018

The walk-in administration was managed well, given the circumstances faced by higher education institutions in January 2018. Every citizen, irrespective of whether he/she completed matric, arrived at our premises to seek space to enrol without applying. Those who did not meet the CUT's requirements were referred to the Central Application Clearing House (CACH) to apply to other institutions. Registrations at both campuses for the first semester of 2018 took place successfully from 15 to 18 January 2018 for first-time entering students, and from 19 to 25 January 2018 for senior students. Late registrations took place from 26 January 2018 to 2 March 2018. All internal stakeholders played a critical role in ensuring a successful registration period. The second-semester registrations, for the Faculty of Engineering and IT, took place from 9 to 12 July 2018. Late registrations took place from 16 to 20 July 2018, whilst subject additions and cancellations took place from 9 July to 3 August 2018. Strategic planning meetings were held on a weekly basis to ensure the smooth running of registration for 2018, including the Financial Aid/student finance matters that are points of concern. Furthermore, communication with prospective students for the 2019 academic year regarding registration dates and relevant information they might require took place in 2018.

### Postgraduate students

The following enrolments can be reported for 2018:

Qualification type - level	Faculty	2018
Master's	ENGINEERING & IT	
	HEALTH & ENVIRONMENTAL SCIENCES	
	HUMANITIES	
	MANAGEMENT SCIENCES	
	Total	

**Table 46:** Number of master's students registered in 2018

Faculty	BFN Full-time master's students	WELKOM Full-time master's students	Total
ENGINEERING & IT	54	0	54
HEALTH & ENVIRONMENTAL SCIENCES	82	0	82
HUMANITIES	20	20	40
MANAGEMENT SCIENCES	29	4	33
Total	185	24	209

**Table 47:** Number of full-time master's students registered in 2018

Qualification type - level description	Entrance category description	2018	% of entrance category
Master's	<b>Entering student</b>	<b>128</b>	<b>33.16%</b>
	<b>Non-entering students</b>	<b>258</b>	<b>66.84%</b>
	<b>Total</b>	<b>386</b>	<b>100.00%</b>

**Table 48:** Percentage of entering master's students registered for 2018

Qualification type - level	Entrance category description	2018
Doctoral	ENGINEERING % IT	31
	HEALTH % ENVIRONMENTAL SCIENCES	49
	HUMANITIES	49
	MANAGEMENT SCIENCES	49
	<b>Total</b>	<b>178</b>

**Table 49:** Number of doctoral students registered for 2018

2018				
Qualification type - level description	Faculty	BFN FULL-TIME DOCTORAL STUDENTS	WELKOM FULL-TIME DOCTORAL STUDENTS	Total
Doctoral	ENGINEERING % IT	13		13
	HEALTH % ENVIRONMENTAL SCIENCES	25		25
	HUMANITIES	10	7	17
	MANAGEMENT SCIENCES	9		9
	Total	57	7	64

**Table 50:** Number of full-time doctoral students registered for 2018

Qualification type - level description	Entrance category description	2018	Percentage of entrance category
Doctoral	<b>Entering student</b>	<b>65</b>	<b>36.52%</b>
	<b>Non-entering students</b>	<b>113</b>	<b>63.48%</b>
	<b>Total</b>	<b>178</b>	<b>100.00%</b>

**Table 51:** Percentage of entering doctoral students registered for 2018

From these enrolment figures, the following analysis can be made:

386 master's degree students [96.5% of the 2018 CUT target (400), and 71.5 % of the DHET target (540)];

178 doctoral students (100+ of the 2018 target of 170 students);

33.16% master's and 36.5% doctoral first-time enrolments in 2018. This represents 18.9% of total postgraduate study enrolments; and

48.4% of all postgraduate students are full-time students.

Master's students graduated in March or September 2018 47 (98% of the 2018 target of 48).



Three of the twelve proud doctoral candidates at the Spring Graduation in September of 2018. From left: Dr Jane Nkhebenyane, Doctor of Philosophy in Environmental Health; Dr Sephiri Hlohlolo, Doctor of Communication in Language Practice; and Dr Emeka Amaechi, Doctor of Education.

Doctoral students graduated in March or September 2018 , 22 (more than 100% of the 2018 target of 19).

#### Repositioning of postgraduate studies

Based on the discussions that have emerged during 2017 and 2018, the following proposals were made:

The gap between undergraduate and postgraduate education should be closed. Research methodology should play an important role here.

Research training should become part of the postgraduate programme.

A postgraduate programme should be distinguished from postgraduate qualifications.

Supervisors need more training.

Research projects should be linked to a central research theme.

Milestones should be identified for research projects.

Doctoral studies should be reflective of new developments around the world.

The doctorate should have transferable skills relevant for the world of work.

## UNIVERSITY LIFE

Student life: Student Services with maximum impact and outcomes

The university focused on student services with maximum impact and outcomes, in order to promote student life and the holistic development of our students. The following are a few highlights related to student life that have been recorded in 2018:

CUT FM, as a gradually growing youth station, continued to play a pivotal role in providing a dynamic edu-entertainment platform for students and the youth at large, and branding and marketing the institution within the Central region.

The CUT choirs at the Bloemfontein and Welkom Campuses have performed exceptionally well during 2018, and won numerous national awards.

The 2017/18 SRC leadership played an important role in the 2018 registrations by supporting and making positive inputs, and representing the interests of the students.

The Brilliance Extra Class, a student organisation that focuses on community engagement, successfully commenced with its Saturday classes, motivational talks, career advice and recreational activities for learners at schools in the region.

Students commemorated Freedom Day and Human Rights Day at the Iphahamiseng Children and Youth Centre (Shelter of Hope) in the Batho Location, Mangaung.

In highlighting the plight and rights of the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI+) community, the SRC, in collaboration with Oddz, held a Colour Fest.

The CUT hosted the annual National Association of Student Development Practitioners (NASDEV).

The CUT Chess Club organised and hosted a successful Human Rights Day Tournament (open tournament) at the Bloemfontein Campus.

Students participated in PACOFS' Mandela, Albertina Sisulu and Bram Fischer Programme to commemorate the sacrifices that the trio offered to the struggle for freedom and democracy in South Africa.

As part of the Nelson Mandela Centenary Celebrations, CUT FM hosted its breakfast show at Bloemfontein Oos Primary School and the Vodacom Afternoon Drive Show at Kagisho Comprehensive School, interacting with the young learners to sensitise them to the negative effects of substance abuse and gangsterism.

Four student leaders attended the Global Leadership Summit.

The CUT Chess Club attended the South African Open Chess Competition, a national and regional competition, where one player managed to scoop an accolade as one of the best players.

Members of the CUT Dance group performed at the Western Cape Dance Competitions in Oudtshoorn from 13 to 14 July 2018. They obtained second, third and fifth positions in the Raising Stars category; first position in the Pre-championships category; and first position in the Championships category.

The CUT Drama Society performed at the Grahamstown National Arts Festival in the Eastern Cape from 1 to 4 July 2018.

CUT Debate attended the South African National University Debate Competitions, where Ms Kamohelo Lebakeng secured the second position as one of the best adjudicators.

The Kopano Cup, a biennial intra-campus recreational tournament for both the Welkom and Bloemfontein Campuses, with the intention of building student cohesion and integration, and the identify of "one CUT", was held on 04 August 2018.

The Unit of Governance and Student Life, in collaboration with the International Office, held a Student Diversity and Multicultural Celebration at the Bloemfontein Campus on 14 September 2018. The rich cultural diversity at the CUT, characterised by the display of numerous cuisines (cultural stalls), dancing and singing was showcased at the event.

The Carnival Committee, one of the students' community engagement establishments, hosted recreational activities (soccer, netball and basketball) for learners of Hodisa Technical High School, located in an area known by its community for gangsterism and violent and rowdy behaviour, in order to proactively promote a healthy and responsible lifestyle.

Since July 2018, the university has embarked on student workouts (aerobics, boot camp and nutritional advice) from 18:00 to 19:30, Monday to Thursday.

## **Student residences**

The university's Residence Unit continued to provide a conducive living and learning environment to students by ensuring that residences are properly maintained and managed. In collaboration with the university's Procurement Unit, efforts were made to have alternative accredited accommodation available for CUT students. Furthermore, the Residence Academic Mentorship Programmes (RAMP) were implemented; the courses on Business and Entrepreneurship were presented to residence students; the annual Residence Academic Excellence Awards were held; the process of sourcing external accredited accommodation continued; and the Residence Unit strived to promote community engagement and social cohesion amongst students and the community, as the Gymnos Residence had a friendly soccer match with the Grootvlei Prison on 16 June 2018.

## **Sporting activities**

The various sport codes play an equally important role at the CUT to enhance student life and the holistic development of our students. The vacant position of Head of Operational Sport was filled in 2018, and various new strategies and processes were implemented to enhance our sport codes. The following are a few highlights of 2018:

The CUT Golf Team participated in the Northern Cape Golf, Bloemfontein Golf, and the University Sports South Africa (USSA) National Championships.



CUT's Tiaan Erasmus (FNB player that rocks) during the Varsity Cup match between CUT and Madibaz.

The rugby team played in the Varsity Cup Rugby and the Varsity Cup Sevens competitions. The CUT Men's Football Team played in the Soccer ABC Motsepe 2017/20 League.

The CUT Cricket Team qualified for the Varsity Cup Cricket 2018, and played in this competition and the USSA Cricket Tournament.

The CUT athletes competed in several championships, including the Free State and Gauteng Athletics Championships, Varsity Sport Athletics Championship, and the USSA Cross-country Athletics. The CUT sprinter coach, Mr Tshakile, was nominated as one of the coaches of the CUCSA Games.

The CUT Men's and Women's Hockey Teams participated in the Free State Hockey League and the USSA National Championship.

The CUT Basketball Team participated in the Mangaung Basketball League.

The CUT Netball Team played in the USSA National Championships.

The CUT Ladies' Football Team participated in the USSA Competition, and played in the ABC Motsepe 2018/2019 League. Two of the players were selected for the USSA National Team, and participated in the 2018 CUCSA Games.

An SLA between Operational Sport and the Cheetah Medical Centre has been renewed for 2018/2019.

### **Staff and student wellness**

Management implemented a special support programme on trauma counselling/traumatic life event debriefing as part of the CUT Employee and Students Wellness Programme. The rationale for extending this support to employees and students, and encouraging them to make use of this opportunity, is to enable them to access professional support in dealing with the emotional, psychological and spiritual impacts of a traumatic series of events during the #Fees-Must-Fall Campaign. Furthermore, the programme was extended to all people, including the outsourced security services employees who had previously been employed by SITA, and who now work for Defensor, as well the CUT's Protection Services staff, who were exposed/subjected to hostile treatment during the #Fees-Must-Fall Campaign. The roll-out of this programme was also advertised in the weekly Thutong Today e-newsletter. The programme includes a special focus on Student Affairs Practitioners. In 2018, 85 students visited the Wellness Centre. The following special interventions were implemented by the Wellness Centre during 2018:

- Information leaflets, covering depression, PTSD, anxiety and stress, were published in the weekly Thutong Today.

- Communication/presentations to specific departments, on request.

- Individual counselling to staff who request it. 12 Staff members were counselled in 2018.

- SMS messages to all first-year students, informing them of, and inviting them to visit the Wellness Centre for support.

- A pop-up advertisement that appears on eThuto when logging in to advertise the services of the Wellness Centre, and to provide additional information.

- Posters with relevant information on noticeboards and in residences. Links on the website to the relevant information referred to above.

- Awareness campaigns via the Wellness Workers.

- Group debriefings during lectures, on request.

- Nurture Health presented talks on suicide and depression to 36 Somatology and 68 Tourism students.



Other highlights of the Wellness Centre during 2018 included the following:

Health Week and First Things First Testing Campaigns for HIV took place on a regular basis, during which staff members and students underwent basic health screenings to become aware of, and enhance their own physical well-being.

The annual Wellness and Sport Golf Day, linked to Varsity Sport, was organised.

The Cansa Shavathon, through which funds were raised in support of cancer awareness, was hosted by the CUT.

The Wellness Centre celebrated Valentine's Day with chocolates, motivational messages, and a Valentine's Hunt fun event.

Blood donation opportunities were offered on both campuses during 2018.

The Staff Health Awareness Day was hosted in collaboration with Bestmed and Discovery Health, providing testing for various primary health conditions to staff members free of charge.

Creating awareness of the hardships of physically handicapped people took the form of wheel-chair rugby matches between the FS Cheetahs, Bloem Celtics and FS Mustangs.

The annual Wellness Approach to Student Behaviour (WASB) Week was offered.

The Wellness Centre hosted a Women's Day Celebration on 17 August 2018.

The Poverty Alleviation Project supported 135 students in 2018, at a total of R147 878.

The Christian Leadership Organisation, linked to Campus Ministries and the Wellness Centre, presented two Movie Nights and one Grace Point Event.

The 11th Annual CUT Golf Day for Poverty took place on 16 November 2018.

Several new interventions and awareness campaigns, in addition to the existing Wellness Centre Operational Plan, are planned for both the Bloemfontein and Welkom Campuses for 2019.

## FINANCIAL HEALTH/VIABILITY OF THE UNIVERSITY

The university's financial status

The institution's primary strategic goals were defined as institutional advancement, teaching and learning, research and innovation, university life; and financial sustainability. A brief discussion of four of these goals is presented below.

**University life:** A number of factors in terms of staff and students are considered when dealing with matters related to university life. During the financial period under review, the institution capitalised a building, namely Ya Rona (Engineering Building). Total costs capitalised during 2018 amounted to R61 million. The investment in building, and the equipment related thereto had a major positive impact on the quality of life of students and staff.

**Financial sustainability:** This strategic goal ensures that the institution has sufficient financial resources to achieve its objectives on an annual basis, as well as in the long term.

The institution's financial performance improved, from a net surplus of R77 million in 2017, to a net surplus of R191 million in 2018. The unrestricted funds surplus improved from a surplus of R60 million to a net surplus of approximately R109 million. An analysis of the results indicated that this was as a result of an increase of 17% in **total income** (including investment income), from R954 million in 2017, to R1,111 billion in 2018.

Although restricted grants amounting to R309 million were received in 2018, only an amount of R41 million was recognised as income. The remainder of these funds were indicated as part of deferred income, thereby resulting in an increase of R268 million. Grants associated with infrastructure are only recognised over the life of the associated property; hence, a large portion of the restricted funding that was received forms part of deferred income. As at 31 December 2018, the balance associated with this liability was R748 million.

Total expenditure increased by 5%. This is less than the percentage increase in income. Scrutiny of the university's expenditure for 2018 revealed that (i) total staff costs increased by 9.49%, and (ii) other operating expenses (excluding depreciation) decreased by 1.51%.

Cost-containment measures were also implemented to mitigate the perceived risks of the #Fees-Must-Fall campaign. The institution remains committed to upholding these measures by means of continuous awareness campaigns and increased efficiencies.

**Teaching and learning:** From the financial information, it can be determined that this strategic objective continued to be met, as witnessed by an increase in the number of teaching outputs, which is evidenced by a steady incline in the grant subsidy element that is linked to this measure.

**Research and innovation:** The institution continues to enjoy ground-breaking innovation, as confirmed by the number of research awards; the increase in the number of postgraduate graduates; and the increase in the research output and associated grant subsidy.

## **Overview of the budgeting process**

The budgeting process for all Council-controlled funds commences with the appraisal of the Ministerial guidelines and the CUT Council's guidelines on budget allocations. Council's guidelines provide direction in terms of the percentage of fund allocations, as indicated in the Headline Budget.

Council's guidelines are set to ensure that the annual budget is allocated in a manner that ensures the achievement of the institution's strategic and operational objectives.

An evaluation of available funding and associated streamlining is undertaken, and the funds are allocated using the Resources Allocation Model (RAM). As some areas are not yet fully aligned with the outcomes of RAM, cross-subsidisation still takes place to ensure stability, whilst strategies are formulated to eliminate such cross-subsidisation as far as possible. Stakeholders are involved in the entire process, from gathering information on the availability of funds, to planning activities. The budget is approved by all the relevant committees, and ultimately by Council.

Monitoring of the budget takes place on an ongoing basis, with results being discussed with the relevant budget holders. Any over-expenditure and/or under-expenditure is dealt with accordingly, to ensure that the achievement of objectives is not compromised. Management accounts are prepared on a quarterly basis, and the results thereof are discussed at committee levels, and submitted to Council for noting purposes.

## **Financial aid to students**

Financial aid totalling approximately R571 million was provided to students in 2018. This amount comprised CUT funds, NSFAS grants, and externally funded bursaries and scholarships. Financial aid was awarded to students on the basis of academic performance and financial need.

CUT funding: In 2018, the CUT allocated R23 million of the Council-controlled funds towards student bursaries.

NSFAS loans: Approximately R461 million was claimed from NSFAS.

Other donors: Additional funding to the value of approximately R88 million was received from various funders, with varying conditions. These funds were either actively sourced by the CUT, or via external funders responding to the #Fees-Must-Fall situation.

## **Increase in student fees**

The CUT reviews student fees on an annual basis. A policy and procedure on determining student fees are in place to ensure a balance between the recovery of costs for the services received by students in terms of tuition and other related services, and the fees charged. Student fees contributed approximately 39% to the total income of the institution.

The CUT strives to manage the cost of services carefully and efficiently whilst ensuring that the quality of service is maintained. The recommendations made to the CUT Council in respect of tuition fees and related fee increments are consulted with the Student Fees Committee (SFC), on which all stakeholders, including the Students' Representative Council (SRC), are represented.

A number of factors contribute to the increase in costs, for example the following:

Higher education is expensive, and the cost of providing such education usually increases at a higher rate than that of general inflation.

Maintenance of the physical campus and the expansion of the range of options for classrooms and research laboratories form a major part of the costs involved in providing higher education at a university of technology.

Costs are affected by the demand for additional facilities.

Costs are associated with addressing matters pertaining to health and safety.

### **Percentage annual fee increment for the 2018 academic year**

As result of the #Fees-Must-Fall campaigns that took place from 2015, the government committed to a 0% fee increase for students, but compensated the institution with a subsidy equivalent to the foregone fee increment. The CUT received R52 million from the government in this regard during 2018. R38,4 million of this amount was for the 2018 year, whilst R13,4 million related to 2017.

From the above, it can be established that, despite the challenges facing the higher education sector, the institution has performed well financially. The monitoring of performance on a quarterly basis, as well as the implementation of cost-containment measures ensured that the CUT remained financially healthy, without compromising any of the university's operations.

### **Changes in tuition fees and financial aid for students**

The student protests in 2016 and 2017 resulted in government's commitment to an 8% increase in tuition fees. The student fees for 2018 increased with 8% from the prior year. Government made provision by way of a grant for missing-middle students. The 8% Gap Funding Grant from government provides for increases in tuition and university-managed accommodation fees.

As in 2017, the university received a missing-middle allocation of R38,414 million for 2018. The university allocated R25,011 million towards student financial support, and received R87,779 million from external donors.

Furthermore, in 2018, the university received funding to the value of the NSFAS Bursary Agreements (NBAs) that were signed. The funds received were allocated as per the table below.

Funding category	Loan agreements/ NBAs signed	Loan agreements/ NBAs to be signed	Amount received from NSFAS	No. of students funded
DHET General	R422 788 923	R 21 069 541	R418 069 541	11 630
DHET Disability	R524 251	0	R311 758	54
Funza Lushaka	R30 737 500	0	R30 737 500	475
Normal allocation				

**Table 52:** Allocation of NSFAS funding 2018

Due to the challenges experienced in 2017 with the signing of loan agreements by students and various other challenges in the NSFAS funding approval process, the University received R232,676 million in 2018 that related to the 2017 funding.

An amount of R460,568 million was paid to the CUT for 2018 for grants and bursaries administered by NSFAS.

We anticipate receiving further amounts for 2018 students. Based on the approved total, amounts to be received is R466,716 million, thus another R29,977 million. Of this amount, R23,832 million relate to NBAs (approximately 518) that have not been signed yet. The University has put measures in place to ensure that the outstanding NBAs are signed.

In addition to the normal allocation from NSFAS, the University also received restricted funds to assist qualifying students in the following categories:

DHET Historic Debt (2013 to 2015) Fund: Students who had been approved for NSFAS funding in 2013 to 2015, but whose funds were not received during that period. The University could only claim for students who were on the approved list from the DHET.

SUMMARY OF NSFAS-RESTRICTED ALLOCATIONS 2018	
Funding category	Amount received from NSFAS
Historic debt (2013–2015)	R6 569 163
National Skills Fund (NSF) funding	R1 274 443
<b>Restricted allocation</b>	<b>R7 843 606</b>

**Table 53:** Summary of NSFAS-restricted allocations for 2018.

NSFAS also awarded SETA bursaries to students, as indicated below.

<b>SUMMARY OF NSFAS ALLOCATIONS 2018</b>		
<b>Category</b>	<b>Claims submitted to NSFAS to date</b>	<b>Amount received from NSFAS</b>
<b>Department of Military Veterans (DMV)</b>	<b>R338 868</b>	<b>R3 386 340</b> <b>(Claims from 2017 were received in 2018.)</b>
<b>Truth and Reconciliation Commission (TRC)</b>	<b>R46 705</b>	<b>R46 705</b>
<b>Commission (TRC) HWSETA</b>	<b>R6 058 202</b>	<b>Zero</b>
<b>CATHSETA</b>	<b>R172 000</b>	<b>R172 000</b>
<b>TOTAL NSFAS SETAS</b>	<b>R6 615 975</b>	<b>R3 605 245</b>

**Table 54:** SETA bursaries awarded by NSFAS in 2018

#### **Borrowings and additional borrowings**

The university did not borrow any money in 2018. The borrowings reflected in the Annual Financial Statements are as a result of five-year finance-lease contracts for computer equipment, which was settled in total during 2018. In the future, the university might have to consider borrowing money to enhance its ability to deliver on a number of critical areas, such as the construction of student residences, increasing third-stream income, etc.

Annual financial statements

Financial Statements for year ended 31 December 2018

Consolidated notes to the Financial Statements

Statement of Financial Position

Statement of Comprehensive income

Statement of Cash flows