



Central University of
Technology, Free State

ANNUAL REPORT 2021



Annual Report 2021

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1.1 VISION STATEMENT 2030

The vision statement 2030 formed the foundation in developing the university's strategic plan and high-level objectives. This vision statement serves to articulate the university's roadmap for the next ten years, underpinned by its mission and the Strategic Plan 2021 to 2025.

1.1.1 Vision statement

“By 2030, Central University of Technology, Free State will be a leading African University of Technology, shaping the future through innovation”. This vision statement is underpinned by seven strategic goals, including the university's mission statement and values.

1.1.2 Mission statement

In aspiring to fulfil its vision, the reimagined CUT, as a university of technology:

- delivers high-quality, appropriate Science, Technology, Engineering and Mathematics (STEM) academic programmes, as well as those in Management Sciences, Education and Humanities, supported by applied research;
- engages with the community for mutually beneficial development;
- promotes access with success in attracting potentially successful students, and supporting them to become employable and job-creating graduates;
- attracts and retains high-quality students and expert staff, and supports their development and well-being; and
- forges strategic partnerships that are mutually beneficial.

SECTION 1

1.1.3 Core values

The following are the institution's core values which are displayed by its staff in implementing the seven strategic goals:

- Ubuntu
- Integrity
- Diversity
- Innovation
- Excellence

1.1.4 Strategic themes

The high-level themes in Table 1 below were developed to guide the university's journey for the period 2021-2030 towards realising its vision of being a leading African University of Technology, shaping the future through innovation.

Table 1: The 31-point themes, grouped according to the six strategic categories are listed below:

Category	Themes
The student experience	<ul style="list-style-type: none"> ■ Create a harmonious community based on ubuntu. ■ Provide a conducive teaching and learning environment. ■ Develop clean, efficient, eco-friendly, and smart campuses. ■ Remain connected to students in a borderless world. ■ Respond to changing technology, in what is taught and how it is taught. ■ Develop digital capability and expand e-learning. ■ Empower students to succeed in the shortest possible time. ■ Embrace diversity.
Teaching and learning	<ul style="list-style-type: none"> ■ Social responsiveness is key. Offerings must be relevant and up to date. ■ Transform the curriculum to respond to the challenges of Africa and the Central region. ■ Promote independent thinking and problem-solving. ■ Produce innovative entrepreneurial graduates. ■ CUT's value proposition includes work-integrated learning (WIL) and entrepreneurship. ■ Develop the required graduate attributes. ■ Develop more flexible offerings. ■ Develop online capacity.
Research and innovation	<ul style="list-style-type: none"> ■ Develop scholarship and a strong research culture. ■ Expand the university's pockets of excellence. ■ Establish and enhance innovation ecosystems, including technological and social innovations that can lead to commercialisation.
Staff	<ul style="list-style-type: none"> ■ Develop and retain staff as the university's most important asset. ■ Provide continuous training and retraining for staff. ■ Opportunities for upward mobility of staff via the Talent Management Framework that includes succession planning and career path planning. ■ Use of HR technology to ensure operational efficiency. ■ Improve employee engagement initiatives. ■ Recognition of staff for outstanding achievements and promotions through the ranks which is communicated via the marketing platforms. ■ Maintain the commitment to transformation. ■ Meet and exceed employment equity targets. ■ Promote staff wellness via Careways.
Partnerships	<ul style="list-style-type: none"> ■ Build strategic and inclusive partnerships with industry and government. ■ Build a relationship with alumni. ■ Pursue comprehensive internationalisation for impact.
Sustainability	<ul style="list-style-type: none"> ■ Promote the CUT brand. ■ Resource the Welkom campus appropriately. ■ Increase third-stream income for sustainability. ■ Offer more needs-driven short courses.

1.1.5 Institutional strategic goals and strategic objectives

The following strategic goals and associated strategic objectives were developed from these strategic themes to guide the university's direction from 2021 to 2030.

Table 2: Institutional strategic goals and strategic objectives

No.	Strategic goals	Strategic objectives
S1	To create a harmonious community conducive to teaching and learning	S1.1 Provide a safe environment for employees, students and visitors. S1.2 Promote organisational well-being by providing a vibrant and healthy environment. S1.3 Create a harmonious community based on ubuntu. S1.4 Achieve the target for international students in the Student Enrolment Plan. S1.5 Develop online programmes. S1.6 Enhance the digital capabilities of the instruction/research staff. S1.7 Embrace the use of technology to streamline our business processes.
S2	To produce work-ready, entrepreneurial and holistic graduates.	S2.1 Achieve the headcount enrolment targets in the Student Enrolment Plan. S2.2 Achieve the first-time entering undergraduate targets in the Student Enrolment Plan. S2.3 Achieve the SET enrolment targets in the Student Enrolment Plan. S2.4 Achieve the undergraduate pass rate targets in the Student Enrolment Plan. S2.5 Maintain the number of undergraduate students for WIL placements in all undergraduate programmes that have a WIL component. S2.6 Achieve the graduate targets in the Student Enrolment Plan. S2.7 Increase the number of enrolments in postgraduate entrepreneurial learning programmes. S2.8 Promote entrepreneurship awareness and thinking amongst the student community. S2.9 Support the translation of student ideas to products through provision of prototyping services to the student community.
S3.	To develop a strong culture of research and innovation.	S3.1 Achieve the research publication unit targets in the Student Enrolment Plan. S3.2 Increase the research in teaching and learning practices through the Scholarship of Teaching and Learning. S3.3 Achieve the total research output targets in the Student Enrolment Plan. S3.4 Increase the conversion of research and development (R&D) outputs into products, processes and services that are of benefit to society. S3.5 Increase the commercialisation of university-generated intellectual property (IP). S3.6 Support the innovation and entrepreneurial ecosystem by increasing the number of start-up companies incubated.
S4.	To attract, develop and retain staff as the university's most important asset.	S4.1 Achieve the doctoral qualification targets in the Student Enrolment Plan. S4.2 Facilitate industry exposure for instruction/research staff. S4.3 Develop instruction/research staff as university teachers.
S5.	To build strategic partnerships that contribute to the achievement of the university's goals.	S5.1 Create strategic platforms for alumni engagements.
S6	To ensure institutional sustainability, expand streams of income, and enhance the CUT brand.	S6.1 Increase third-stream income in an effort to ensure sustainability. S6.2 Expand renewable energy sources (solar). S6.3 Optimise usage of natural water sources.
S7	To promote good governance, human rights and social justice	S7.1 Effective governance and management structures. S7.2 Partner with Council to enhance institutional governance through improved relations, effectiveness and efficiency.

1.2 2021 PERFORMANCE REPORT

1.2.1 Introduction

This section provides significant achievements in implementing the 2021 Annual Performance Plan towards the realisation of the university's Vision 2030 and the 2021 to 2025 Strategic Plan's seven strategic goals. The progress in this report focuses on students access with success, the academic project, staff development, research and innovation, including governance issues under each strategic goal aligned to the key performance indicators. In summary, the overall institutional performance as at 31 December 2021 in implementing the 2021 Annual Performance's (APP) 38 targets is 55% (21 out of 38 targets) achieved 100% and above.

It should be noted that the impact of the COVID-19 pandemic, including student protests, led to adjustments in the 2021 Academic Calendar, resulting in delays in implementing some of the 2021 APP planned targets. For instance, the commencement of the 2021 academic year on 06 April 2021 negatively impacted on the institutional performance for the 2021 academic year. However, the university Management remained committed in managing operations during these difficult times in order to contribute to the overall institutional success. The significant achievements in implementing the 2021 Annual Performance Plan are highlighted below:

Strategic Goal S1: To create a harmonious community conducive to teaching and learning

- S1.3.1.2:
Training and development sessions on leadership efficacy achieved against the planned target of 2.
- S1.5.8:
Seven online programmes developed for advanced diplomas, higher certificates and postgraduate diplomas against the planned target of 4.
- S1.6.1:
261,77 % of instructional/research staff are trained to an advanced level of digital pedagogies against the planned target of 60%.
- S1.7.1:
Nine business forms/processes automated against the planned quarter four target of 9.

Strategic Goal S2: To produce work-ready, entrepreneurial and holistic graduates

- S2.1.1:
22 312 headcount enrolments achieved against the planned annual target of 19 098.
- S2.3.1:
10 315 SET enrolments achieved against the planned annual target of 9 427.
- S2.5.1:
99.60% of undergraduate students successfully placed for work-integrated learning against the planned annual target of 98%.
- S2.8.1:
26 of training opportunities for students to develop entrepreneurship skills against the planned annual target of 8.
- S2.9.1:
223 students exposed to digital fabrication against the planned quarter four target of 200.

Strategic Goal S3: To develop a strong culture of research and innovation

- S3.1.1:
170.2043 credit units against the planned target of 143.
- S3.2.1:
49 research outputs from conference proceedings and articles published on Scholarship of Teaching and Learning achieved against the planned quarter four target of 37.

- S3.3.1:
293.0457 total research outputs against the planned annual target of 25.7.
- S3.4.1:
Eight actionable disclosures of intellectual property (IP) emanating from research and development achieved against the annual target of 8.
- S3.5.1:
Two Intellectual Property (IP) commercialisations against the planned annual target of 2.

Strategic Goal S4: To attract, develop and retain staff as the university's most important asset

- S4.1.1:
128 of permanent instructional/research staff with doctoral qualifications against the set target of 120.

Strategic Goal S5: To build strategic partnerships that contribute to the achievement of the university's goals

- S5.1.1:
5% increase in alumni's interest in the affairs of CUT and enhance alumni's usage of and participation on various CUT platforms achieved against the 5% planned annual target.

Strategic Goal S6: To ensure institutional sustainability, expand streams of income, and enhance the CUT brand

- S6.1.1:
Faculties generated R22.139 million against the planned target of R13 million.
- S6.1.2:
Sector Education and Training Authorities (SETAS) and WIL contributed R33.03 million in the third-stream income against the planned target of R25 million.
- S6.1.3:
Combined Centre for Rapid Prototyping (CRPM) and Product Development Technology Station (PDTs) revenue increased to R19.202 million against the planned target of R14.275 million.

Strategic Goal S7: To promote good governance, human rights and social justice

- S7.1.1:
External performance review of Council and Council committees completed as planned.
- S7.1.2:
Evaluation of individual councillors' performance and Council performance completed as planned.

1.3 PERFORMANCE MONITORING

The 2021 Annual Performance Plan (APP) targets were set for each strategic objective linked to the seven strategic goals. Each executive manager is assigned the responsibility for the achievement of specific objectives and set 2021 APP targets. This assignment was formalised by capturing it as part of each relevant executive manager's key performance indicators (KPIs), in order to ensure accountability. Progress towards the achievement of the strategic objectives and annual targets is monitored at divisional level through the continuous evaluation of, and feedback on, staff's performance. The monitoring of each division is done at Management Committee (Mancom) level, to which all executive managers submit formal quarterly reports and deliver presentations at the Extended Management Committee meetings. In terms of engaging on the performance status, reports on targets achieved are celebrated, whilst unmet targets are discussed with a view to understanding the cause for the non-achievement of those targets; the impact thereof for the university; strategies in place to mitigate the risks of not achieving the set targets; as well as progress on the measures in place to salvage the reasons for underperformance with a view to ensure that unmet targets are achieved.

1.4 PERFORMANCE RESULTS

Table 3 below presents the performance results organised in terms of the seven institutional strategic goals aimed at providing progress made in achieving the Vision 2030, the 2021 to 2025 Strategic Plan and the 2021 Annual Performance Plan's priorities and strategic objectives.

Table 3: Summary of the Annual Performance Report against 2021 Annual Performance Plan

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
S1. To create a harmonious community conducive to teaching and learning.	S1.1 Provide a safe environment for employees, students and visitors.	S1.1.1 Equip all required sites and venues with cameras in response to proper security standard.	Visual inspection reports. Proof of installation. Photos. Service Level Agreement	-	15 sites	0 sites	Delays in supply chain management/request for quotation process for Bloemfontein campus. Meeting held with CFO and Procurement Manager to expedite the matter. Progress has been made with the procurement process. The potential service provider has identified all sites and venues that must be equipped with cameras. Working on the quotation. The quotation was received by CUT. A memorandum to extend the scope of work from the Welkom to the Bloemfontein campus has been submitted for signatures of the necessary parties.
				-	6 entrances.	0 entrances	Delays in supply chain management/request for quotation process for Bloemfontein campus. Meeting held with CFO and Procurement Manager to expedite the matter. Progress has been made with the procurement process. The potential service provider has identified all sites and venues that must be equipped with cameras. The quotation was received by CUT. A memorandum to extend the scope of work from the Welkom to the Bloemfontein campus has been submitted for signatures of the necessary parties.
	S1.1.2 Provide access control in all identified areas where controlled access is required.	List of sites where security access has been provided. Visual inspections reports. Proof of installation. Photos.		-	5 sites	0 sites	Delays in supply chain management/request for quotation process for Bloemfontein campus. Meeting held with CFO and Procurement Manager to expedite the matter. Progress has been made in the procurement process. The potential service provider has seen all sites and entrances that must be installed with access control. The quotation was received by CUT. A memorandum to extend the scope of work from the Welkom to the Bloemfontein campus has been submitted for signatures of the necessary parties.

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
			List of entrances where security access has been provided. Visual inspections reports. Proof of installation. Photos.	–	6 entrances	0 entrances	Delays in Supply Chain Management/Request for Quotation process for Bloemfontein Campus. Meeting held with CFO and Procurement Manager to assist expedite the matter. Progress has been made in the procurement process, the potential service provider has seen all sites and entrances that must be installed with access control, they are working on the quotation. . The quotation was received by CUT. A memorandum to extend the scope of work from the Welkom to the Bloemfontein campus has been submitted for signatures of the necessary parties.
	S1.2 Promote organisational well-being by providing a vibrant and healthy environment.	S1.2.1 Provide student centred psycho-social support and services, focusing on the five Wellness principles: psychological, emotional, intellectual, physical, and financial well-being.	Workshop reports on students' well-being. Attendance register/screen-print if online. List of workshops / events. List of topics covered.	39 support workshops conducted. 16 wellness events hosted.	44 workshop events, based on five wellness dimensions and gender-based violence (GBV) awareness.	26 workshops/events based on five wellness dimensions and gender-based violence (GBV) awareness.	COVID-19 pandemic, including the students' protests led to adjustments in the 2021 Academic Calendar, resulting in delays in implementation of the set
			Audio clips showing the exact slot. Scripts showing allocated time.	–	10% of CUT FM content on wellness.	8% of CUT FM content on wellness.	Relevant programmes were duly factored also with support from Higher Health and interdepartmental collaboration.
	S1.3 Create a harmonious community based on ubuntu.	S1.3.1 Effectively implement the Social Change Model of Leadership (SCM) to enhance student leadership and governance.	Attendance register (screen-print if online.) Recordings. Training report.	–	2 Training and development sessions on leadership efficacy.	2 Training and development sessions on leadership efficacy.	
			Students' leadership assessment tool developed.	–	50% level of achievement on leadership assessment tool developed from Socially Responsible Leadership Scale.	0% level of achievement on leadership assessment tool developed from Socially Responsible Leadership Scale.	SRC as statutory structure opposed any form of performance evaluation initiative by university officials by virtue of being elected by the student population - thus maintain to be solely accountable to its electorates contrary to administrators who are university appointees.

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
S1. To create a harmonious community conducive to teaching and learning.	S1.4 Achieve the target for international students in the Student Enrolment Plan.	S1.4.1 Increase the number of international students to 1 413 by 2025.	Higher Education Data Analyser (HEDA) Dashboard screen-print. List of international students (SADC, Africa, BRICS, globally).	482 international students enrolled.	776	382	Lack of CUT international brand. Lack of access to the international student application system for early identification of students struggling to complete their applications and to enhance communication. Slow progress to change to a fully automated system remains a challenge.
	S1.5 Develop online programmes.	S1.5.1 8 online programmes developed for advanced diplomas and postgraduate diplomas by 2025.	List of four developed fully online programmes.	–	4	7	
	S1.6 Enhance the digital capabilities of the instruction/research staff.	S1.6.1 95% (290 of 305) of instruction/research staff are trained to advanced level of digital pedagogies by 2025 (cumulative target).	Database of instruction/research staff trained to advanced level of digital pedagogies (Zoom recording with number of attendance) Presentation Links to recording.	–	60%	157.06%	
	S1.7 Embrace the use of technology to streamline our business processes.	S1.7.1 Reduce process inefficiencies by deploying digital technologies, automation and self-service portals.	User acceptance report. URL (web link). IT project portfolio status report.	80% (20 out of 25) fully automated online business processes and systems.	Nine automated business processes.	Nine automated business processes	

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
S2. To produce work-ready, entrepreneurial and holistic graduates.	S2.1 Achieve the headcount enrolment targets in the Student Enrolment Plan.	S2.1.1 Increase the total headcount enrolments to 23 078 by 2025.	Higher Education Data Analyzer (HEDA) Dashboard screen-print. List of headcount enrolments (students' names, contact numbers, student numbers, ID numbers and programmes enrolled, proof of registration). Total as per qualification type level description.	21 065 student headcount enrolment.	19 098	22 312	
	S2.2 Achieve the first-time entering under-graduate targets in the Student Enrolment Plan.	S2.2.1 Enrol 4 808 first-time entering undergraduates by 2025.	Higher Education Data Analyzer (HEDA) Dashboard screen-print. List of first-time entering students (with names, contact number, student number ID number, programme enrolled).	3 975 first-time entering undergraduate students enrolled.	4 644	4 279	Under enrolment was due to the collapse of the 2021 application, admission and registration processes.
	S2.3 Achieve the SET enrolment targets in the Student Enrolment Plan.	S2.3.1 Increase the number of SET enrolments to 10 362 by 2025.	HEDA Dashboard screen-print per faculty. List of SET enrolments (with names, contact number, student number, ID number, programme enrolled).	—	9 427	10 315	
	S2.4 Achieve the under-graduate pass rate targets in the Student Enrolment Plan.	S2.4.1 Maintain an undergraduate pass rate of at least 79%.	HEDA Dashboard screen-print. List of undergraduate students pass rate (with names, contact number, student number' ID number, programme enrolled).	81.3% pass rate.	79,1%	76,09%	

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
S2. To produce work-ready, entrepreneurial and holistic graduates.	S2.5 Maintain the number of undergraduate students placed for work-integrated learning (WIL) in all undergraduate programmes that have a WIL component.	S2.5.1 98% of undergraduate students successfully placed for WIL by 2025.	Spreadsheet of number of students registered for Work-integrated Learning on ITS from Institutional Planning and Quality Enhancement (IPQE). Database of WIL placements (placement lists).	—	98%	99,60%	
	S2.6 Achieve the graduate targets in the Student Enrolment Plan.	S2.6.1 Increase the number of graduates to 6 492 by 2025.	Graduation lists. Proof of graduated students (academic transcripts).	—	5518	4 493	
	S2.8 Promote entrepreneurship awareness and thinking amongst the student community.	S2.8.1 Increase the number of training opportunities for students to develop entrepreneurship skills.	Workshop and event reports. Faculties' lists of attendance. Communiqués to stakeholders (invitations). Programme.	—	8	26	
	S2.9 Support the translation of student ideas to products by providing prototyping services to the student community.	S2.9.1 Increase the number of students exposed to digital fabrication to 1 000 by 2025 (cumulative measure).	Calls for design challenge (invitations). Report on students trained and assisted, including brief description and images of developed prototypes. Attendance register (photos).	—	200	223	

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
S3. To develop a strong culture of research and innovation.	S3.1 Achieve the research publication unit targets in the Student Enrolment Plan.	S3.1.1 Increase the DHET-accredited research publication units to 227 by 2025.	DHET institutional research output report and/or DHET institutional communications.	180,746 credit units claimed from DHET (May 2021). Still awaiting feedback from DHET on the final approved 2020 research publication outputs.	199*	2021 performance can only be measured in 2022. 2020 publications submitted in 2021 will only be available in 2022.	Actual outcome for 2021 will only be available in 2022.
	S3.2 Increase research in teaching and learning practices through the Scholarship of Teaching and Learning (SoTL).	S3.2.1 Enhance the teaching / research nexus by producing 247 research outputs by 2025 (cumulative target).	Database of fully published articles, books, book chapters and conference proceedings. Copy of or a link of research outputs. Database of conferences attended.	60 research outputs (23 articles; 33 conference proceedings; four book chapters).	37	49	
	S3.3 Achieve the total research output targets in the Student Enrolment Plan.	S3.3.1 Increase the total research outputs to 665 by 2025.	DHET institutional research output report and/or DHET institutional communications.	Still awaiting feedback from DHET on the final approved 2020 research publication outputs.	511**	Actual outcome for 2021 will only be available in 2022.	The graduate totals are based on the 2021 Spring ceremony only (from MIS) graduated: 19 doctorates and 33 master's degrees. The total research outputs/ credit units: 33 masters' credit units + 57 doctoral credit units = 90 credit units.
	S3.4 Increase the conversion of research and development (R&D) outputs into products, processes and services that are of benefit to society.	S3.4.1 Increase the number of actionable disclosures of intellectual property (IP) emanating from R&D activities per year.	List of eight IP disclosures received and assessed by the Technology Transfer Office. Report on IP awareness campaigns and advocacy sessions; report on IP talks.	—	8	8	
*Research publications for n is submitted to DHET in n + 1 with the expected outcome by n + 2							

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
.	S3.4 Increase the conversion of research and development (R&D) outputs into products, processes and services that are of benefit to society.	S3.4.1 Increase the number of actionable disclosures of intellectual property (IP) emanating from R&D activities per year.	List of eight IP disclosures received and assessed by the Technology Transfer Office. Report on IP awareness campaigns and advocacy sessions; report on IP talks.	—	8	8	.
	S3.4 Increase the conversion of research and development (R&D) outputs into products, processes and services that are of benefit to society.	S3.4.1 Increase the number of actionable disclosures of intellectual property (IP) emanating from R&D activities per year.	List of eight IP disclosures received and assessed by the Technology Transfer Office. Report on IP awareness campaigns and advocacy sessions; report on IP talks.	—	8	8	
S3. To develop a strong culture of research and innovation.	S3.5: Increase the Commercialisation of university generated intellectual property (IP).	S3.5.1 Increase the number of intellectual properties (IPs) / commercialisations per year.	License agreements (signed first page of the agreement). Spin-out agreements (signed first page of the agreement). First page of designs/drawings.	—	2	2	
	S3.6 Support the innovation and entrepreneurial ecosystem by increasing the number of start-up companies incubated.	S3.6.1 Increase the number of start-up companies incubated per year.	Incubation agreements.	Zero companies incubated.	Five companies.	Zero companies.	Unavailability of facilities to conduct incubation remains a serious challenge.

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
S4. To attract, develop and retain staff as the university's most important asset.	S4.1 Achieve the doctoral qualification targets in the Student Enrolment Plan.	S4.1.1 Increase the number of permanent instructional/ research staff with a doctoral qualification to 141 by 2025 (cumulative target).	Certified copies of permanent instructional/ research staff who completed doctoral qualifications in 2021.	—	120	128	
	S4.2 Facilitate industry exposure for instruction/ research staff.	S4.2.1. Nine per cent (27 out of 305) of permanent instructional/ research staff with industry exposure by 2025 (cumulative target).	Standardised industry exposure reports.	0,65% (2 of 310) of full-time teaching staff.	7,0%	2,2%	The COVID-19 situation and the fact that lecturers worked remotely hindered industry exposure. Some industries, e.g. hospitality were closed earlier in the year and no exposure opportunities were available to staff.
	S4.3 Develop instruction/ research staff as university teachers.	S4.3.1 136 instruction/ research staff enrolled for PGDip in Higher Education by 2025 (cumulative target).	Total number of instruction/research staff enrolled for PGDip in Higher Education.	—	5	3	Less numbers of permanent instruction/research staff enrolled for PGDip in Higher Education due to COVID-19 challenges that required their commitment to online teaching and learning.
S5. To build strategic partnerships that contribute to the achievement of the university's goals.	S5.1 Create strategic platforms for alumni engagements.	S5.1.1 Increase alumni's interest in the affairs of CUT on CUT's strategic platforms to 35% by 2025 (cumulative target).	Screen-prints on LinkedIn. Screen-prints on DevMan. Report on the contribution of alumni.	—	5% participation of alumni on CUT media platforms.	5% increase in alumni's interest in the affairs of CUT, and enhance alumni usage and participation on various CUT platforms.	

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
S6. To ensure institutional sustainability, expand streams of income, and enhance the CUT brand.	S6.1 Increase third-stream income in an effort to ensure sustainability.	S6.1.1 Faculties to generate R20 million per year in third-stream income by 2025	Proof of payment (from payer). Bank account screen-print indicating the deposit.	Faculty revenue = R22,665 million.	R13 million	R22,139 million	
		S6.1.2 Sector Education and Training Authorities (SETAs) and WIL to contribute R25 million per year in third-stream income by 2025.	Proof of payment (from payer). Bank account screen-print indicating the deposit. Signed agreements.	SETA and WIL employer revenue = R30,75 million.	R25 million	R33,03 million	
		S6.1.3 Research, Innovation and Engagement (RIE) to increase third-stream income from the Centre for Rapid Prototyping and Manufacturing (CRPM); Product Development Technology Station (PDTS); and Centre of Innovation and Commercialisation of Additive Manufacturing (CICAM) to R80 million by 2025 (cumulative target).	Value of projects awarded reflected in SLA/memorandum of agreement (MoU)/ memorandum of understanding (MoA)/ invoices.	Combined CRPM and PDTS revenue = R22.959 million.	R14.275 million	R 19.202 million	

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

Strategic goals	Strategic objectives	KPI	Tracking source	2020 actual	2021 target	2021 Preliminary Achieved Target	Reasons for non-performance
		S6.1.4 CUT Innovation Services (CUTIS) to generate R100 million from contracting projects to CUT, and payment of dividends from 2024, by 2025.	Value of projects awarded reflected in SLA/MoU/MoA.	CUTIS revenue = R21 million.	R100 million	R16,488 million	The R100 million target for 2021 was unrealistic for CUTIS. This target assumed that CUTIS would have its own infrastructure facility to operate from. This was not done as the CUT/CUTIS Shareholder's Compact was not signed yet. The Shareholder Compact was only signed in Q2 of 2021. The signed Shareholders Compact makes provision for CUT to provide infrastructure facilities for CUTIS to operate from as at 31 December 2021.
S6. To ensure institutional sustainability, expand streams of income, and enhance the CUT brand.	S6.2 Expand renewable energy sources (solar).	S6.2.1 40% of CUT's energy derived from renewable energy by 2025 (cumulative target).	Report on CUT's energy derived from renewable energy. Service Level Agreement.	—	10%	0%	Insufficient budget to proceed with the tender and project implementation.
	S6.3 Optimise the use of natural water sources.	S6.3.1 30% of water usage derived from natural water sources by 2025.	Report on water usage derived from natural water sources. Service Level Agreement.	—	10%	0%	The project is still in the design phase.
S7. To promote good governance, human rights and social justice.	S7.1 Effective governance and management structures.	S7.1.1 Review of Council committees' effectiveness.	Evaluation report. Report on improvement plans.	External evaluation of Council was not conducted.	External performance review of Council and Council committees.	External performance review of Council and Council committees completed.	
	S7.2 Partner with Council to enhance institutional governance through improved relations, effectiveness and efficiency.	S7.2.1 Evaluation of individual councillors' performance, and external evaluation of Council's performance.	Evaluation report. Report in improvement plans.	Individual performance evaluation of members of Council was not implemented.	Evaluation of Council's and individual Councillors' performance.	Evaluation of individual councillors' performance, and external evaluation of Council's performance completed.	

Note: Green = target achieved | Red = target not achieved | Yellow = final data not available yet.

1.5 ENROLMENT PERFORMANCE AND ANALYSIS

This section serves to highlight the university's 2021 achievements against the performance targets set in its Enrolment Plan that was submitted to the DHET and confirmed by the Minister of Higher Education, Science and Technology in his letter dated 29 January 2020.

In 2021, CUT enrolled 22 312 students (including occasional students), which is 16.83% more than the 19 098 target set in the 2021 Annual Performance Plan (APP), whilst the 2020 student headcount of 21 103 exceeded the 2020 APP target of 18 255 by 15.60%. Insofar as first-time entering students at undergraduate level are concerned, the headcount in 2021 indicated a shortfall of 365 students, 7.86% below the required target of 4 644, compared to the headcount in 2020, which indicated a shortfall of 543 students, 12.03% below the required target of 4 515.

The following tables offer a comprehensive analysis of the performance, size and shape of CUT, providing a platform, based on reliable data, to manage and guide the institution in terms of its 2021 to 2025 Strategic Plan priorities.

Please note: The data in tables 4 to 19 are as extracted from the Higher Education Data Analyser (HEDA) on 31 December 2021.

Table 4: Student headcount enrolment by qualification level, 2020 – 2021

Qualification level	Headcount actuals 2020	Headcount target 2021	2021 preliminary performance*	Deviation
First-time entering undergraduate students	3 975	4 644	4 279	-7.86%
Total undergraduate students	19 811	16 993	20 764	22.19%
Postgraduate to master's degree level	582	1462	914	-37.48%
Master's degree level	470	440	443	0.68%
Doctorates	202	203	191	-5.91%
Total postgraduate students	1 254	2 106	1 548	-26.50%
Total enrolment	21 065	19 098	22 312	16.83%

Source: HEDA, extracted on 31 December 2021.

Note 1: 2021 data are not audited.

Note 2: Total undergraduate students include occasional enrolments.

Table 4 above indicates the headcount enrolment by qualification type. The institution exceeded the overall 2021 APP headcount target for 2021 by 16.83%. In terms of the qualification level breakdown, negative deviations of 7.86%, 37.48%, 5.91% and 26.50%, respectively, were experienced in the number of first-time entering undergraduate students, the postgraduate to master's degree students, the doctoral and the total postgraduate enrolments, from the set targets for 2021.

Table 5: Student headcount enrolment into first-year programmes (foundation programmes), 2020 – 2021

Projected student headcount intake into first-year (foundation) programmes	Headcount actuals 2020	Headcount target 2021	2021 preliminary performance	Deviation
Projected student headcount intake into first-year (foundation) programmes	382	532	340	-36.09%

Source: HEDA, extracted on 31 December 2021.

Note 1: 2021 data not audited yet.

Table 5 above indicates the headcount enrolment into first-year (foundation) programmes. The institution had a shortfall of 192 students, a shortfall of 36.09% in the Enrolment Plan headcount target for 2021.

Table 6: Student headcount enrolment by major field of study, 2020 – 2021

Academic Year							
Major field of study	2020			2021			
	Headcount target	Actual headcount	%	Headcount target	Preliminary headcount	%	Deviation
BUS./MAN.	3 686	5 239	24.83%	3 957	5 071	22.73%	28.15%
EDUCATION	3 905	4 898	23.21%	4 104	5 323	23.86%	29.70%
OTHER HUMANITIES	1 464	1 463	6.93%	1 610	1 603	7.18%	-0.43%
SET	9 200	9 504	45.04%	9 427	10 315	46.23%	9.42%
Total	18 255	21 103	100.00%	19 098	22 312	100.00%	16.83%

Note 1: 2020 actuals-HEMIS audited data.

Note 2: 2021 data not audited yet. Source: HEDA, extracted on 31 December 2021.

Table 6 above indicates that, in 2021, the largest proportion of students were enrolled in the SET field of study (46.23%), followed by those enrolled in the EDUCATION field of study (23.86%), then BUS/MAN (22.73%), and finally OTHER HUMANITIES (7.18%). Between 2020 and 2021, most students were enrolled in the SET fields.

It should be noted that, in terms of the percentage breakdown of the major fields of study, it is evident that, when comparing the 2020 figures to those of 2021, a decrease was experienced in BUS./MAN. The proportion decreased from 24.83% in 2020, to 22.73% in 2021. Simultaneously, in SET, EDUCATION and OTHER HUMANITIES, the proportions increased from 45.04% in 2020, to 46.23% in 2021, from 23.21% in 2020, to 23.86% in 2021, and from 6.93% in 2020, to 7.18% in 2021, 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 positive deviations were experienced in the other fields.

Table 7: Percentage distribution of student headcount enrolment by population group and major field of study, 2019 – 2021

Major field of study	HEADCOUNT												
	AFRICAN (%)			COLOURED (%)			INDIAN (%)			WHITE (%)			UNKNOWN
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2021
BUS./MAN.	26.45%	25.27%	23.12%	25.10%	23.72%	19.41%	24.48%	5.00%	4.76%	11.05%	9.64%	8.88%	11.11%
EDUCATION	22.07%	23.72%	24.25%	19.34%	20.43%	21.46%	9.11%	16.25%	13.10%	6.34%	6.78%	7.63%	40.28%
OTHER HUMANITIES	6.56%	6.94%	7.21%	9.37%	9.34%	8.51%	6.25%	1.25%	0.00%	5.42%	5.26%	5.33%	5.56%
SET	44.92%	44.07%	45.42%	46.19%	46.52%	50.63%	60.16%	77.50%	82.14%	77.19%	78.32%	78.17%	43.06%
UNSPECIFIED	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GRAND TOTAL	20 107	20 147	21 384	427	390	426	32	20	21	659	547	471	18

Source: HEDA, extracted on 31 December 2021.

Note 1: 2021 data not audited yet.

Table 7 above indicates the percentage of CUT students by population group and major field of study from 2019 to 2021. For the period 2019 to 2021, 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. For the period 2019 to 2021, the highest proportion of students from the African population were enrolled in SET. The SET enrolment proportion of students from all the population groups increased. The African population group increased from 44.92% in 2019, to 45.42% in 2021, the Coloured population group increased from 46.19% in 2019, to 50.63% in 2021, the White population group increased from 77.19% in 2019 to 78.17% in 2021. The Indian population group increased from 60.16% in 2019 to 82.14% in 2021.



Table 8: Undergraduate and postgraduate student enrolment and graduation rates by major field of study, 2020 – 2021

Major field of study	Qualification type	2020 Calendar year			2021 Calendar year		
		Actual headcount*	Graduates	Graduation rate	Preliminary headcount*	Graduates	Graduation rate
BUS. /MAN.	Postgraduate	394	25	6.29%	623	7	1.12%
	Undergraduate	4 842	1 297	26.81%	4 446	246	5.56%
	Occasional	2	0	0.00%	2	0	0.00%
BUS. /MAN. total		5 239	1 322	25.25%	5 071	253	4.99%
EDUCATION	Postgraduate	458	177	38.72%	385	30	7.79%
	Undergraduate	4 424	792	17.92%	4 908	137	2.79%
	Occasional	17	0	0.00%	29	0	0.00%
EDUCATION total		4 899	969	19.80%		5 323	166
OTHER HUMANITIES	Postgraduate	42	4	9.52%	99	2	2.02%
	Undergraduate	1 420	380	26.74%	1506	49	3.25%
	Occasional	1	0	0.00%	0	0	0.00%
OTHER HUMANITIES total		1 463	384	26.23%		1605	51
SET	Postgraduate	362	59	16.30%	442	35	7.92%
	Undergraduate	9 136	1 889	20.68%	9 874	314	3.18%
	Occasional	9	0	0.00%	6	0	0.00%
SET total		9 504	1 948	20.50%	10 315	349	3.38%
APP target		18 255	4 985	27.31%	19 098	5 518	28.89%
Actual performance		21 104	4 625	21.92%		22 312	821
Deviation (%)		15.61%	-7.22%	-19.74%	16.87%	-85.12%	-87.26%

- 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 2020 and 2021, as on 7 February 2022.
- In general, there was a big decline in the overall graduation rate during this period (2020-2021). It is important to note that the reason for the decline in the overall graduation rate is due to the incomplete 2021 graduate information. The noticeable changes to be reported are discussed below:
- In the BUS. /MAN. field of study, the graduation rate for postgraduate students decreased from 6.29% in 2020, to 1.12% in 2021, a decrease by 21.25% for undergraduate students (from 26.81% in 2020, to 5.56% in 2021).
- In the EDUCATION field of study, the graduation rate for postgraduate students decreased from 38.72% in 2020, to 7.79% in 2021. A decrease of 15.16% was experienced for undergraduate students (from 17.95% in 2020, to 2.79% in 2021).
- In the OTHER HUMANITIES field of study, the graduation rate for postgraduate students decreased from 9.52% in 2020, to 2.02% in 2021, and decreased by 23.49% for undergraduate students (from 26.74% in 2020, to 3.25% in 2021).
- In the SET field of study, the graduation rate for postgraduate students decreased from 16.30% in 2020, to 7.92% in 2021. A decrease of 17.46% was experienced for undergraduate students (from 20.64% in 2020, to 3.18% in 2021).

- The institution has a shortfall of the 2021 Enrolment Plan graduate headcount target of 5 518 undergraduate students, by 4 687 graduates. This total will improve once all the 2021 graduates are captured.
- For the university as a whole, the overall graduation rate decreased by 67.45%, from 19.81% in 2020, to 3.68% in 2021. This implies that the university did not meet the Enrolment Plan target of 28.89%.

Table 9: Student performance and full-time equivalents (FTEs) across the major fields of study by gender, 2020 – 2021

Major field of study	Qualification type	2020		2020 total	2021		2021 total
		Female	Male		Female	Male	
BUS./MAN.	Pass rate	85.70%	76.72%	82.53%	77.23%	66.40%	73.48%
	FTE	1 876	1 025	2 901	2 038	1 087	3 125
EDUCATION	Pass rate	87.08%	74.32%	82.19%	81.25%	67.39%	75.75%
	FTE	2 780	1 724	4 503	3 061	2 015	5 075
OTHER HUMANITIES	Pass rate	85.87%	76.37%	82.59%	81.15%	71.50%	77.78%
	FTE	960	506	1 467	1 072	579	1 651
STEM	Pass rate	85.54	74.98%	79.75%	78.98%	68.99%	73.68%
	FTE	2 881	3 499	6 380	3 426	3 868	7 294
DHET pass rate target		79%			79%		
Overall pass rate		86.07%	75.11%	81.3%	79.57%	68.38%	76.09%
Pass rate deviation (%)		2.87%			-5.51%		
DHET FTE enrolment target		15 544			16 142		
Total FTEs		8 468	6 749	15 251	9 597	7 549	17 146
FTE deviation (%)		-1.88%			6.22%		

Source: HEDA, extracted on 31 December 2021.

Note 1: 2021 data not audited yet.

The table above provides the annual changes in student pass rates across the major fields of study by gender. The following observations are noteworthy:

- CUT's overall pass rate decreased from 81.17% in 2020, to 74.65% in 2021. It should be noted that this is not the final pass rate total.
- A decrease in the pass rate is evident for all the major fields of study.
- Overall, in terms of the pass rate, females performed better than their male counterparts in both academic years (2020 and 2021).
- The 2020 FTE enrolment vs. DHET targets were exceeded by the institution – a deviation of 0.64% was experienced in 2020, and an increase in the FTE enrolment vs. DHET targets, a deviation of 6.22%, was experienced in 2021.

Table 10: Pass rates by major field of study and population group, 2020 – 2021

Major field of study	HEADCOUNT								
	AFRICAN (%)		COLOURED (%)		INDIAN (%)		WHITE (%)		UNKNOWN
	2020	2021	2020	2021	2020	2021	2020	2021	2021
BUS. /MAN.	82.42%	73.34%	86.07%	72.81%	100.00%	100.00%	86.34%	86.10%	70.22%
EDUCATION	82.32%	75.91%	77.528%	70.26%	87.28%	69.07%	75.01%	67.19%	50.67%
OTHER HUMANITIES	82.81%	77.96%	79.05%	79.63%	100.00%		72.43%	60.23%	59.59%
SET	79.19%	73.30%	84.33%	75.33%	95.43%	86.74%	88.86%	82.02%	78.07%
Grand total	81.11%	74.54%	82.29%	74.21%	94.28%	83.35%	86.53%	79.97%	64.13%

Source: HEDA, extracted on 31 December 2021.

Note 1: 2021 data not audited yet.

The table above provides the annual changes in student pass rates across the major fields of study by population group. The following observation is noteworthy: the overall decrease in pass rate is evident across all the population groups.

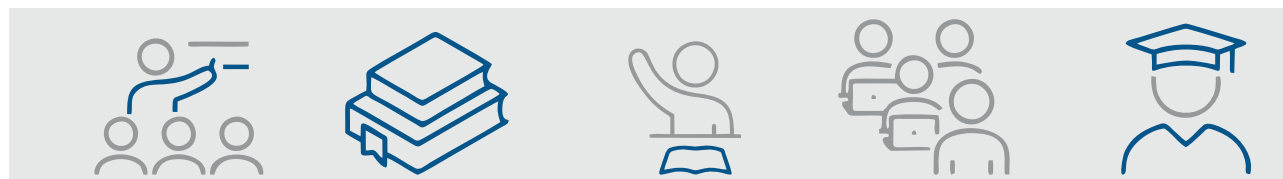


Table 11: Summative view of student graduation and retention rates for three-year undergraduate qualifications (diplomas, 360-credit diplomas, national diplomas, professional first bachelor's degrees (three years), and undergraduate diplomas or certificates (three years)).

Cohort year	Entering	Retained after				Cumulative	Cumulative
	Cohort	1 year	2 years	3 years	4 years	Graduates to date	Dropouts to date
2016	3 265	2 080 63.7%	1 192 36.5%	576 17.6%	244 7.5%	1 370 42.0%	1 292 39.6%
2017	3 436	2 468 71.8%	1 580 46.0%	805 23.4%	684 19.9%	1 236 36.0%	1 275 37.1%
2018	2 772	2 119 76.4%	1 473 53.1%	1 356 48.9%		551 19.9%	654 23.6%
2019	2 971	2 377 80.0%	2 273 76.5%			135 4.5%	478 16.1%
2020	2 704	2 334 86.4%				13 0.5%	234 8.7%
2021	1 741 60.9%					1 0.0%	1.036 36.2%

Cohort base year	Cohort	Min. time	Min. + 1	Min. + 2	Min. + 3	Min. > + 3	Total (N) graduates	Total (%) graduates
2016	3 265	853	444	174	8	0	1 479	45.3%
2017	3 436	781	479	23	4	0	1 287	37.5%
2018	2 772	445	69	44	0	0	568	20.5%
2019	2 971	62	73	0	0	0	135	4.5%
2020	2 701	13	0	0	0	0	13	0.5%
2021	2 861	1	0	0	0	0	1	0.0%

Source: HEDA, extracted on 31 December 2021.

Note 1: 2021 data not audited yet.

Table 11 above presents the entering totals for student cohort, retention and graduate rates over time for three-year undergraduate qualifications. The 2016 cohort is used for purposes of interpreting this table. (The full cohort cycle is five years, due to the regulation stipulating that the maximum study duration for a national diploma is five years.)

From the 3 265 student cohort enrolled in 2016, 2 080 students (i.e. 63.7%) were retained in Year 1 (i.e. 2017); 1 192 students (i.e. 36.5%) were retained in Year 2 (i.e. 2018); etc. From this 2016 cohort, 44.5% of the students have graduated to date, whilst 47.1% are reported as dropouts (including stop-outs) to date. From that very same 2016 cohort, 26.1% graduated in the minimum duration of the qualifications for which they have enrolled; 13.7% graduated in the minimum time plus one year; 5.6% graduated in the minimum time plus two years; etc. This should provide a clear illustration of, 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 12 to 19 below provide the gender distribution of students and permanent instructional/research staff members in the different faculties per campus for 2021.

Table 12: Student profile for the Faculty of Management Sciences per campus, 2021

CAMPUS GROUPING	AFRICAN		COLOURED		INDIAN		WHITE		NO INFORMATION		2021 TOTAL HEADCOUNT
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
Bloemfontein	2951	1630	78	38	1		34	21	1	2	4756
Welkom	1408	602	6	4			1		1	1	2023

Source: HEDA, extracted on 7 February 2022.

Note 1: 2021 data not audited yet.

Table 13: Permanent instructional/research staff profile for the Faculty of Management Sciences, 2021

STAFF	AFRICAN		COLOURED		INDIAN		WHITE		2021 TOTAL STAFF HEADCOUNT
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
Headcount	18	22	3	2	1	1	25	10	82
Percentage	22.0%	26.8%	3.7%	2.4%	1.2%	1.2%	30.5%	12.2%	100%

Table 14: Student profile for the Faculty of Health and Environmental Sciences per campus, 2021

CAMPUS GROUPING	AFRICAN		COLOURED		INDIAN		WHITE		2021 TOTAL HEADCOUNT
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
Bloemfontein	1173	573	32	13	5	2	109	47	1 954

Source: HEDA, extracted on 7 February 2022.

Note 1: 2021 data not audited yet.

Table 15: Permanent instructional/research staff profile for the Faculty of Health and Environmental Sciences, 2021

STAFF	AFRICAN		COLOURED		INDIAN		WHITE		2021 TOTAL STAFF HEADCOUNT
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
Headcount	9	15	2				17	6	49
Percentage	18.4%	30.6%	4.1%				34.7%	12.2%	100%

Source: HEDA, extracted on 7 February 2022.

Note 1: 2021 data not audited yet.

Table 16: Student profile for the Faculty of Engineering, Built Environment and Information Technology per campus, 2021

CAMPUS GROUPING	AFRICAN		COLOURED		INDIAN		WHITE		2021 TOTAL HEADCOUNT
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
Bloemfontein	1998	3931	33	117	1	9	14	200	6303
Welkom	249	348	1	2					600

Source: HEDA, extracted on 7 February 2022.

Note 1: 2021 data not audited yet.

Table 17: Permanent instructional/research staff profile for the Faculty of Engineering, Built Environment and Information Technology, 2021

STAFF	AFRICAN		COLOURED		INDIAN		WHITE		2021 TOTAL STAFF HEADCOUNT
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
Headcount	18	34	1	1		2	16	27	99
Percentage	18.2%	34.3%	1.0%	1.0%		2.0%	16.2%	27.3%	100%

Source: HEDA, extracted on 7 February 2022.

Note 1: 2021 data not audited yet.

Table 18: Student profile for the Faculty of Humanities per campus, 2021

CAMPUS GROUPING	AFRICAN		COLOURED		INDIAN		NO INFORMATION		WHITE		2021 TOTAL HEADCOUNT
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
Bloemfontein	2 150	1 602	51	29	1			1	15	18	3 867
Welkom	1 735	1 034	16	6	2		7	5	8	4	2 817

Source: HEDA, extracted on 7 February 2022.

Note 1: 2021 data not audited yet.

Table 19: Permanent instructional/research staff profile for the Faculty of Humanities, 2021

STAFF	AFRICAN		COLOURED		INDIAN		WHITE		2021 TOTAL STAFF HEADCOUNT
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
Headcount	19	35	3	2	3	1	15	7	85
Percentage	22.4%	41.2%	3.5%	2.4%	3.5%	1.2%	17.6%	8.2%	100%

Source: HEDA, extracted on 7 February 2022.

Note 1: 2021 data not audited yet.

This section concludes a profile of the institution in the form of an in-depth analysis of its performance, size and shape.

I.6 CONCLUSION

During 2021, the COVID-19 pandemic and student strikes had a major impact on the targets not being met. In some instances, it is evident that some of the targets could not be met, either due to an incorrect baseline or inadequate budget allocations. Thus, the 2021-2025 Strategic Plan was revised, and an addendum to the 2021 Annual Performance Plan was added to correct the baselines and the key performance indicators aligned to conform to the SMART principle.

It is also important to note that some targets will be reported for inclusion in the 2021 Annual Report that will be submitted to DHET in June 2022. For an example, pass rates and graduation rates can only be assessed after the examination period has passed for further processing and accurate reporting. In addition, third-stream income from CRPM and CUTIS will also be amended based on the audited report.

SIGNED BY:



CLLR M RANTSO
CHAIRPERSON OF COUNCIL



PROF. AB NGOWI
ACTING VICE-CHANCELLOR AND PRINCIPAL

A photograph of a man in a blue button-down shirt, seen from the chest up, writing on a whiteboard with a white marker. The whiteboard is partially visible on the right side of the frame. The background is a plain, light-colored wall. The image is overlaid with a semi-transparent blue rectangle on the right side, which contains the section title. The entire image is framed by a thick blue border.

SECTION 2

REPORT OF THE CHAIRPERSON OF COUNCIL

2.1 INTRODUCTION BY THE CHAIRPERSON

Council governs the university as determined by the Higher Education Act and the CUT Statute. Council aligns its governance principles to the general principles as outlined in the King Report on Governance. In making its decisions, Council took into consideration the articulated vision, mission, objectives, strategies and plans of CUT. This is an integrated report that conveys adequate information about the operations of CUT and its sustainability and financial reporting. Furthermore, Council ensured strategic coherence through its respective Council committee members that fulfil their obligations with integrity and to the best of their abilities.

Council considered various matters during the year and received regular reports from the Executive Management responsible for stewarding strategic direction aligned to the approved Vision 2030 objectives. Detailed accounts, however, are given in the remaining chapters of the report. 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. The purpose of this section is to account for Council's actions and achievements in the governance of CUT during the 2021 academic year.

Council held the Governance Summit facilitated by All Things Possible Group (ATAP) in September 2021. The following areas have been prioritised by the DHET in the Governance Indicators Scorecard for Councils of South African Public Higher Education Institutions, for which Council should do a self-assessment annually for submission to the DHET:

- strategic leadership, vision, mission, context and transformation, risk management and sustainability; governance of core functions of teaching and learning, research and community engagement;
- governance of resources: financial, human, equipment and infrastructure;
- governance of institutional accountability including public reporting;
- Council and committee meetings and conduct of business;
- our strategic shift to becoming a more student-centric and responsive university; and
- our intentional efforts to create a more fulfilling working environment for our employees.

2.2 EFFECTIVE ETHICAL LEADERSHIP AND CORPORATE CITIZENSHIP

Council is committed to promoting good corporate governance and exercising ethical and effective leadership to achieve the governance outcomes of an ethical culture, good performance, effective control and legitimacy. Council promotes the practice of ethical leadership and governs the ethics of the university in a way that supports the establishment of an ethical culture in the university. Council made strides in promoting ethical leadership and initiated the establishment of the Social and Ethics Committee for the university.

The CUT Council ensures that the university's ethical standards are clearly articulated and supported as an integral part of conducting the operations of the university. The commitment of the university to the fundamental ethical principles is governed by CUT's Code of Conduct as espoused in the CUT ethical governance policy. Employees, students and other stakeholders are expected to conduct themselves with high moral, ethical and legal standards that collectively form the university's Code of Conduct.

The university promotes ethics through awareness campaigns with ethical standards and expectations being communicated to employees, students and stakeholders. Ethical breaches and irregularities are reported through the whistle-blower ethics hotline, which is managed independently by the external service provider, and through internal investigations which are managed internally by the Office of the Chief Risk Officer. The outcomes of investigations and irregularities are reported periodically to ARIC as the subcommittee of Council which is tasked with oversight of the ethical conduct and reports to Council regarding such matters.

2.3 GOVERNANCE OF RISK

In alignment to the requirements of the King IV report on corporate governance as the best practice, the CUT Council governs risks in such a manner that relevant risks and opportunities that may be exploited are considered in order to support the university in setting and achieving its strategic goals and objectives. Council delegates responsibilities for risk governance to its subcommittee, the Audit, Risk and ICT Governance Committee (ARIC), in order to ensure that the oversight role is efficiently and effectively carried out.

The governance structures adopt and approve various risk reports and guiding documents as and when they are presented. ARIC is deemed to have the appropriate balance of knowledge, skills, experience, diversity and independence to discharge its risk governance role and responsibilities in an effective and objective manner. For the year reported, Council is not aware of any potential existing or imminent key risks that may compromise the sustainability of the university.

2.4 GOVERNANCE OF INFORMATION TECHNOLOGY (IT)

The governance of IT is delegated to ARIC of Council. The implementation of an IT Governance Framework is delegated to Management, whilst an ICT Steering Committee assists with the governance of IT at the university. Section 6.3.8 of this report is dedicated to internal administrative and operational structures and controls and elaborates on the governance of IT at the institution. The proposal for the review of the IT governance framework to improve effectiveness has been initiated and tabled at Mancom for discussion and recommendation to Council via ARIC.

2.5 COMPLIANCE WITH LAWS, CODES, RULES AND STANDARDS

Council is committed to promoting and providing reasonable assurance regarding compliance with the relevant international and national legislation, accountability frameworks, regulations, codes of good practice and standards that are applicable to the university's operations and governance of its activities. The ultimate responsibility for overseeing the management of compliance with applicable regulatory requirements resides with the CUT Council, and is delegated to Management accordingly.

The university, through its policies and practices, maintains the appropriate standards of diligence in meeting its compliance obligations, and compliance risk management forms an integral part of the overall Enterprise Risk Management (ERM) Framework of CUT. The university maintains the Compliance Framework and Compliance Policy in the promotion of a compliance culture. In order to provide continual monitoring of the regulatory environment, the CUT Regulatory Universe is updated and maintained to incorporate all relevant regulatory requirements applicable to the institution as well as to support alignment of internal policies and procedures.

For the year reported the university has not been subject to any regulatory sanctions, penalties or fines as a result of possible compliance breaches.

2.6 GOVERNING STAKEHOLDER RELATIONSHIPS

Management's quarterly reports to Council address the management of stakeholder participation and relationships at CUT. The function of the Students' Representative Council (SRC) is contemplated in section 38 of the CUT statute. The number of meetings, forming a quorum at a meeting, and the meeting procedures are as determined by the Constitution of the SRC, as approved by Council. To improve communication with the SRC, the Mancom/SRC meetings are set aside to allow strategic matters to be discussed jointly with the SRC. Management has a positive relationship with the unions, with bilateral discussions starting to produce results. The Labour Relations Forum (LRF) provides a platform for discussing employee-

related matters. This section of the annual report provides an overview of the relationship between the SRC and labour unions.

The student leadership continues to play a critical role in representing its constituency in the university's major governance and management structures. The SRC President: Bloemfontein Campus and the SRC President: Welkom Campus are members of both Council and Senate. The SRC elections for 2020/2021 (which takes place in September of every year) had to be deferred to the 5th of May 2021, due to challenges brought about by the COVID-19 pandemic, which affected most of the university's operations, including the SRC election, as the academic term had to be extended until the end of February 2021. In mitigating the effect of the pandemic, Mancom resolved to conduct the SRC elections for the term 2021/2022 online for the first time, though the SRC Terms of Reference proactively envisaged that possibility. The SRC elections were regrettably characterised by irrational resentment by SASCO Bloemfontein campus, though counterparts in Welkom participated unconditionally, whilst the Bloemfontein branch consciously opted to abstain from the elections. The CUT SRC election process is the most painstaking exercise that involves individuals and parties with interest in the elections. The abstained party from the process with the involvement of the then SRC President ended with the pair opting to interdict the elections on the eve thereof. Whilst the matter was dismissed by the Free State High Court, the complainants subsequently elevated the matter to the CUT Council.

Council, with the advice of the Institutional Forum, found no flaws to the process, and recommended that in future the online process would have to be more detailed to close any potential risks, as the process is combustible. It is against this backdrop that Student Affairs had to develop an SRC Elections Framework to provide a context of the SRC elections preparatory quest, outlining critical activities and due consideration of key stakeholders for transparency and inclusivity as part of participatory democracy leading to a proper electoral democratic process.

The development of proposals on the possible insourcing of outsourced services, elimination of historic salary anomalies, cost-saving initiatives, and continuous performance improvement initiatives realised. The grievance procedure is used to address employee and student dissatisfaction in an attempt to avoid serious conflict.

2.7 REMUNERATION OF COUNCILLORS

Council had 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). The university pays for the CUT-related travel and accommodation expenses of external Council members. The honoraria paid to external Council members for attending each scheduled meeting from 1 January 2021 to 30 September 2021 are listed below.

Chairperson of Council: R2810
Deputy Chairperson of Council: R2470
Member of Council: R2350
Chairperson of a committee of Council: R2470
Member of a committee of Council: R2135

Council, at its meeting of 17 September 2021, approved that the honoraria for external Council members should increase with effect from 1 October 2021. Hence, external Council members were paid the following honoraria, as approved by Council, from 1 October 2021 to 31 December 2021 for meetings they attended during this period:

Chairperson of Council: R4 000
Deputy Chairperson of Council: R3 500
Chairpersons of standing committees of Council: R3 000
Members of Council and Council standing committees: R2 500

2.8 GOING CONCERN

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

The #Fees-Must-Fall campaign was raised in the past and will be a risk for years to come. 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 grant in 2021 was covered by a missing-middle allocation of R12.8 million from the DHET for students from households earning less than R600 000 per annum. The gap grant was being phased out, and 2021 was the last year to receive this grant. The decision to not exclude academically successful students on financial grounds will also have an impact on the debt collection for years to come.

In 2021 there was a shortfall of R2.5 billion for NSFAS to fund FTEN students, and the Minister reprioritised earmarked grants and a portion of the block grant to fund this shortfall. CUT's block grant was reduced with R2 million, and the earmarked grants were reduced. The IEG allocation for 2021 was reduced to R0 (from R69 million). The 2021 budget was managed well, and the university continued with the cost containment measures that were implemented.

There was an improvement of 26.75% in income, from R1,378 billion in 2020, to R1,746 billion in 2021. The net surplus increased by 280.84%, from a net surplus of R123 million in 2020, to R470 million in 2021. These figures included the deferred income recognised relating to earmarked grants and interest, dividends, and fair value adjustments on investments. It should be noted that a R98,6 million adjustment had to be made to tuition and other fee income in line with the IFRS 15 standard, due to the extended 2020 academic year until February 2021. This income was recognised in the 2021 financial year. For this reason, the income recognised for 2021 was significantly higher than the income for 2020. If the R98,6 million was recognised in 2020, the income would have been R1,476 billion in 2020 and R1,648 billion in 2021, which would have been an increase of 11.61%.

Total expenditure increased by 1.74% or R21,859 million in 2021 (2020: 26.1% or R259,610 million). The increase in the expected credit losses of R157,854 million on student debt (2020: R200 million), as well as the write-off of student debt amounting to R5,845 million (2020: R125 million), were major contributing factors to the increase in expenditure. Student allowances to the amount of R36,524 million (2020: R70,883 million) were paid from CUT's Council-controlled budget to make provision for the extended academic year.

COVID-19-related operational expenditure amounted to R21,937 million (2020: R29,772 million) (mostly funded by the COVID-19 Responsiveness Grant). Furthermore, R30,472 million (2020: R34,295 million) was recognised as an expense and liability relating to the accrued leave provision.

The income: expenditure ratio was 110% in 2020 and 137% in 2021.

Council also considered the profitability ratio, whereby it was established that there was a net surplus of R123 million in 2020, compared to R470 million in 2021. This translated to profitability ratios of 8,96% and 26,92% in 2020 and 2021, respectively.

There was an improvement in the current ratio (number of times current assets can cover the current liabilities), from 2,31 in 2020, to 2,93 in 2021. The improvement in the ratio was mostly caused by the increased student debtor balances (due to lower debt collection). The debt ratio improved from 0,56 in 2020, to 0,47 in 2021. Even though the ratios improved, it is due

to an increase in outstanding debt. CUT considered this debt when considering the going concern. CUT and NSFAS engaged in a close-out report process for the years 2017 to 2020. The process is approaching completion, and based on the findings NSFAS is owing CUT a net amount of more than R600 million for these periods. If CUT receives these amounts, it will improve the outstanding debt significantly. The student debt will then reduce, and the cash balances will increase, which will also ensure improved ratios.

Based on the above analysis, Council regards CUT as a going concern.

2.9 FINANCIAL HEALTH/VIABILITY

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

- **Income:** During 2021, income increased by 26.75%, from R1,378 billion in 2020, to R1,746 billion in 2021. This increase was mainly as a result of an increase of 11.5% (R78,640 million) in subsidies and grants, and an increase of 57.8% (R261 million) in tuition fee income (due to the extended academic year, proportionate income to an amount of R98,6 million charged in 2020 was recognised in 2021). Fair value adjustments on investments also increased by R14 million.
- **Expenditure:** The total expenditure for 2021 increased by 1.74%, from R1,254 billion in 2020, to R1,276 billion in 2021. Council-controlled staff costs increased by 10%, from R588 million to R647 million. Other current operating expenses decreased by 7.81%, from R577 million to R531 million, whilst depreciation and amortisation decreased by 5.56%, from R41 million to R43 million.
- **Council-controlled salaries:** The payment of salaries is the university's highest permanent annual obligation. 63% is budgeted towards salaries on an annual basis. The actual salary expenditure increased by 10%, from R588 million in 2020, to R647 million in 2021. The increase was due to a 6.5% annual increase (R38 million), insourcing, filling of vacancies and new positions. A provision for leave, to the amount of R30 million (2020: R34 million), was recognised, which forms part of the salary expense. This is because of the annual leave balances at the end of 2021 and 2020 being carried over.
- **Solvency ratio:** There was an improvement in the asset-debt ratio, from 1,79:1 in 2020, to 2,13:1 in 2021. This improvement is mostly due to the increase in outstanding student debt.
- **Cash balance:** The cash and cash equivalent balances decreased by R3 million (3%). Excess funds are rather transferred to the short-term investment (high-income) fund, which yields a higher growth rate than the call accounts. Due to the uncertainty regarding the impact of the COVID-19 pandemic on the economy, the short-term investments were diversified to include more call accounts.
- **Current investments:** An amount of R927 million (2020: R966 million) was invested in the NinetyOne high-income fund account and NinetyOne money market account. This investment consists of funds received from the DHET for infrastructure and maintenance projects, and other grants (R564 million) that have not yet been spent, as well as other operating surpluses. The university received fees and allowances pertaining to students from both prior years and 2021 from NSFAS during 2021.
- **Non-current investments:** The financial statements indicate that CUT did not withdraw any long-term investments to finance activities. No additional funds were invested in the long-term portfolios during 2021; the increase of 16% is due to fair value adjustments and reinvested interest.

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

The full financial impact of the coronavirus pandemic during 2020 and 2021 on the Higher Education sector and the university is not known at this stage. It will be clearer in 2022 and 2023, as the Teaching Output Grants and Teaching Input Grants will be impacted by the 2020/21 graduates and 2021/22 enrolments.

2.9.1 Borrowings and additional borrowings

The university did not borrow any money in 2021. The related party CUTIS (Pty) Ltd entered into a finance lease agreement for its communication device with an outstanding amount of R13 331.

2.10 POLICIES AND FRAMEWORKS

Council, via its Planning, Finance and Resources Committee (PFRC), and Audit, Risk and ICT Governance Committee (ARIC), ensures a policy-based governance system. To this effect, policies and necessary frameworks are put in place, and Management's adherence to these regulatory instruments is keenly overseen by Council. The internal audit function is used to review the implementation of the policies and frameworks, as well as the effectiveness or lack thereof. The corrective action and improvement plans on the audit findings – internal and otherwise – are closely monitored by Council. One of the previous audit findings was that some of the policies were outdated.

The approach to review and update the policies was engagement with policy owners that they are up for review by monitoring review dates. In the 2021 academic year, 75 documents were fully updated and approved. The breakdown is as follows:

- Council-approved documents = 28
- Mancom-approved documents = 30
- Senate-approved documents = 17

2.11 FINANCIAL CONTROL INADEQUACIES

The university did not borrow any money in 2021. The related party CUTIS (Pty) Ltd entered into a finance lease agreement for its communication device with an outstanding amount of R13 331.

2.12 ADDITIONAL INVESTMENTS IN INFRASTRUCTURE

Due to the shortfall in the budget, DHET did not award CUT with any IEG grant in 2021. The DHET released funds from the 5th IEG cycle allocation of R156,434 million towards the end of 2020, with the following stipulations:

- Significant progress on the implementation of the 5th IEG cycle projects.
- Fast-tracking of the implementation of the 4th IEG cycle projects, as well as the finalisation of any 2nd IEG cycle residue projects.
- Strategies and processes were implemented to deliver on these during 2021.

2.13 RISK MANAGEMENT

The CUT Council relies on ERM systems and practices which have a direct focus on sustainable strategic planning and decision-making. The CUT Council is responsible for overseeing the efficient and effective implementation of the risk management process and culture; and understanding, identifying, evaluating, responding to, and reporting on risk events that may prevent the university from achieving its objectives. Through Council's support and guidance, the university applies an enterprise-wide approach to risk management, which aims to ensure that each function, department/section, process and project is included in a structured and systematic process of risk management.

Sound risk management principles have become part of the normal management strategy for all business processes within the university, as risk management is one of the essential factors that provides guidance for the implementation of strategic and operational goals as well as general operations. The university has made significant progress regarding its ERM maturity

level through implementation of the recommendations provided after an independent assessment by co-sourced internal auditors conducted in the prior year.

ARIC assists Council to discharge its responsibilities through monitoring and evaluating the implementation of the CUT Enterprise Risk Management Framework and regularly reports to Council on the progress, and provides recommendations regarding the implementation of sound risk management. Management is responsible for continuously implementing the enterprise risk management activities with the support of the Chief Risk Officer in order to ensure that the institution is able to proactively manage and respond appropriately to risks affecting the university.

The Risk and Compliance Advisory Committee within CUT is an advisory committee of the Management Committee and functions to address matters related to risk, compliance, ethics, control environment and assurance in the institution, and plays an advisory role to Management.

The Council risk assessment workshop is conducted on an annual basis in order to assess the strategic risks associated with the set strategic goals of the university. The 2021 Institutional Risk Register serves as the outcome of the risk assessment workshop, highlights the significant risks that may compromise achievement of the goals and objectives of the university, as well as opportunities that the university may capitalise upon to promote the latter. Progress on the implementation of control measures to respond to the identified risks is reported to various governance structures periodically to enhance monitoring.

2.14 COMBINED ASSURANCE

Combined assurance aims to optimise the assurance coverage obtained from all assurance services and functions over the risks facing the organisation according to the CUT ERM Framework. Combined assurance at the university is based on identified risks, and how assurance is achieved and monitored by Council through the Audit, Risk and ICT Governance Committee (ARIC).

CUT developed and adopted a combined assurance plan outlining the combined assurance model, which is designed and implemented to effectively address the organisation's significant risks and material matters through an incorporation of the relevant assurance service providers and functions. This serves to enable an effective control environment, and to support the integrity of information used for decision-making, as well as the integrity of the organisation's stakeholder reports.

SIGNED BY:



CELORM RANTSO
CHAIRPERSON OF COUNCIL



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SECTION 3

COUNCIL'S STATEMENT ON CORPORATE GOVERNANCE

3.1 COUNCIL AND COUNCIL'S STANDING COMMITTEES

3.1.1 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 Council members are independent of the university, and possess the knowledge and experience relevant to the objectives and governance of 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. Exco of Council also serves as the Ethics Committee 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 2021, are reflected in Table 20 on the next page.

Table 20: Summary of Council's composition and Councillors' meeting attendance

EXTERNAL COUNCIL MEMBERS	PORTFOLIO	CURRENT TERM OF OFFICE	PREVIOUS TERM OF OFFICE	AGE	2021-02-12	2021-02-21	2021-03-23	2021-03-26	2021-03-31	2021-04-16	2021-05-04	2021-05-12	2021-06-01	2021-06-18	2021-06-19	2021-08-03	2021-08-20	2021-09-17	2021-09-18	2021-09-19	2021-11-26	2021-11-27	2021-12-01	2021-12-10
Ms NMMM Mokose ■ Interim Chairperson of Council from 03 Nov. 2020 ■ Elected as Chairperson of Council from 28 Nov. 2020 to Mar. 2021 ■ Chairperson of the Executive Committee of Council	Agriculture	Mar. 2019 to Mar. 2022	–	56	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr L Sebola ■ Elected as Deputy Chairperson of Council from 28 Nov. 2020 to 31 Mar. 2021 ■ Acting Chairperson of the Audit, Risk and ICT Governance Committee ARIC	Technology	Mar. 2017 to Mar. 2021	–	42	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr M Matlala	Ministerial Appointee	Dec. 2017 to Dec. 2021	–	65	*	*	✓	*	*	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr N Dolopi Acting Chairperson of HRC	Ministerial Appointee	1 Apr. 2018 to 31 Mar. 2021 Second term of office ended on 31 Mar. 2021	Mar. 2015–Mar. 2018	47	✓	✓	✓	*	✓	✓	✓	–	–	–	–	–	≠	≠	≠	≠	≠	≠	≠	≠
Mr L Hume	Ministerial Appointee	Nov. 2018 to Nov. 2022	Until Nov. 2018	53	✓	✓	✓	✓	*	✓	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr XP Khumalo ■ Chairperson of ARIC	Ministerial Appointee	Mar. 2019 to Mar. 2023	Term of office of previous incumbent: Nov. 2014 to Nov. 2018	38	✓	✓	✓	✓	✓	✓	*	–	–	–	–	–	–	–	–	–	–	–	–	–
Ms VM Mojuto ■ Chairperson of PFRC	Business	Jun. 2018 to May 2021	–	39	✓	✓	✓	✓	✓	✓	✓	–	–	–	–	–	–	≠	≠	≠	≠	≠	≠	≠
Explanation of keys	✓	Present	*	Absent with apology	–	Absent without apology	#	Not yet a member				≠	No longer a member/resigned											

EXTERNAL COUNCIL MEMBERS	PORTFOLIO	CURRENT TERM OF OFFICE	PREVIOUS TERM OF OFFICE	AGE	2021-02-12	2021-02-21	2021-03-23	2021-03-26	2021-03-31	2021-04-16	2021-05-04	2021-05-12	2021-06-01	2021-06-18	2021-06-19	2021-08-03	2021-08-20	2021-09-17	2021-09-18	2021-09-19	2021-11-26	2021-11-27	2021-12-01	2021-12-10
Dr C Mbileni-Morema	Technology	Nov. 2018 to Nov. 2021	–	45	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr GS Hlongwane	Human Resources Management	Jun. 2018 to May 2022	–	41	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ms NR Shabangu	Finance	Serves the remainder of the second term of office of the previous incumbent, from Jun. 2021 until May 2022	Previous incumbent's term of office, May 2016 to May 2019 Previous incumbent resigned from CUT Council on 3 Sept. 2019	31	✓	✓	✓	–	–	*	✓	–	–	–	–	–	–	–	–	–	–	–	–	–
Ms LT Monyamane	Finance	Serves the remainder of the second term of office of the previous incumbent, from Sept. 2021 until Sept. 2021	Previous incumbent's term of office, Sept. 2013 to Sept. 2017 Sept. 2017 - Sept. 2021 Previous incumbent resigned from CUT Council on 29 Oct. 2019	36	✓	✓	✓	*	✓	*	✓	✓	✓	✓		*								
Mr C Chabana	Vice-President of the Alumni Association	Serves the remainder of the second term of office of the previous incumbent, from Mar. 2021 to May 2021	Previous incumbent's term of office, from May 2018 to May 2021 –	39	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		–								
Cllr ME Frans	Alumni Association	July 2021 – June 2025	–	38	#	#	#	#	#	#	#	#	#	#	#	#	#	✓	✓	✓	✓	✓	*	–
Mr SM Rantso	Businessman from the Central region who will add business value to the university	Nov. 2017 to Nov. 2021	–	43	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr U Exner	Audit and Rist/ICT Governance	Serves the remainder of the second term of office of the previous incumbent, from Apr. 2021 to May 2024. The previous incumbent's second term of office was to be from June 2020 to 31 May 2024. The previous incumbent resigned from the CUT Council in Nov. 2020.		45	#	#	#	#	#	✓	–	✓	✓	✓	✓	✓	✓	✓	✓	*	✓	✓	✓	✓
Explanation of keys	✓	Present	*	Absent with apology	–	Absent without apology	#	Not yet a member				–	No longer a member/resigned											

EXTERNAL COUNCIL MEMBERS	PORTFOLIO	CURRENT TERM OF OFFICE	PREVIOUS TERM OF OFFICE	AGE	2021-02-12	2021-02-21	2021-03-23	2021-03-26	2021-03-31	2021-04-16	2021-05-04	2021-05-12	2021-06-01	2021-06-18	2021-06-19	2021-08-03	2021-08-20	2021-09-17	2021-09-18	2021-09-19	2021-11-26	2021-11-27	2021-12-01	2021-12-10
Cllr ND Maweni	Marketing	Serves the remainder of the second term of office of the previous incumbent from Apr. 2021 to Sept. 2022 The previous incumbent's second term of office was to be from Sept. 2018 to Aug. 2022. The previous incumbent resigned from the CUT Council in November. 2020.	—	46	#	#	#	#	#	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr DM Khoabane	Prominent person who would be able to add value to the Welkom Campus	Serves the remainder of the second term of office of the previous incumbent, from Apr. 2021 to Oct. 2023 The previous incumbent's second term of office was to be from 01 Nov. 2020 to Oct. 2023. The previous incumbent resigned from the CUT Council in Nov 2020.	—	55	#	#	#	#	#	✓	✓	✓	*	✓	✓	✓	—	✓	✓	✓	✓	✓	✓	✓
Cllr S Njikelana	Ministerial Appointee	Mar. 2021 to Mar. 2025 (new term of office) The previous incumbent's second term of office ended in Oct. 2020.	—	66	#	#	#	#	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	*	*
Cllr Sefika, Dr	Expert in local/reginal development and governance	Apr. 2021 to May 2024 (new term of office). The previous incumbent's first term of office ended in Oct. 2020, and the previous incumbent also resigned from 1 Nov. 2020.	—	49	#	#	#	#	#	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	—
Explanation of keys					✓	Present		*	Absent with apology		—	Absent without apology		#	Not yet a member		≠	No longer a member/resigned						

INTERNAL COUNCIL MEMBERS	PORTFOLIO	CURRENT TERM OF OFFICE	PREVIOUS TERM OF OFFICE	AGE	2021-02-12	2021-02-21	2021-03-23	2021-03-26	2021-03-31	2021-04-16	2021-05-04	2021-05-12	2021-06-01	2021-06-18	2021-06-19	2021-08-03	2021-08-20	2021-09-17	2021-09-18	2021-09-19	2021-11-26	2021-11-27	2021-12-01	2021-12-10
Prof. HJ de Jager	Vice-Chancellor and Principal Under precautionary suspension from Nov. 2021 to Mar. 2021	N/A	N/A	56	*	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	≠	≠	≠	≠
Prof. DP Ngidi	DVC: Teaching and Learning Acting Vice-Chancellor and Principal from Nov. 2021 to Mar. 2021	N/A	N/A	58	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof. AJ Strydom	Acting DVC: Teaching and Learning from Nov. 2021 to Mar. 2021	N/A	N/A		✓	✓	-	-	-	-	-	✓	-	-	-	-	-	-	-	-	-	-	-	-
Prof. AB Ngowi	DVC: Research, Innovation and Engagement	N/A	N/A	61	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dr GW Paul	DVC: Resources and Operations Under precautionary suspension from Nov. 2021 to Mar. 2021	N/A	N/A	55	*	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof. S Makola	Acting DVC: Resources and Operations (from Nov. 2021 to Mar. 2021)	N/A	N/A	48	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Prof. F van der Walt	Senate	Nov. 2019 to Nov. 2021	—	48	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr T Masoeu	Institutional Forum	May 2017 to May 2021	—	40	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	✓
Prof. JP Sepeng	Senate member			—	#	#	#	#	#	#	#	#	#	#	#	#	✓	✓	✓	✓	✓	-	✓	*
Mr LP Kokoana	Non-academic staff member			—	#	#	#	#	#	#	#	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr A Nkoyi	Academic staff member			—	#	#	#	#	#	#	#	#	✓	✓	✓	✓	✓	✓	-	*	✓	✓	✓	✓
Mr M Ntonyane	SRC President: Bloemfontein Campus	Dec. 2021		30	✓	✓	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠
Mr P Zangwa	SRC President: Welkom Campus	Dec. 2021		20	✓	✓	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠	≠
Mr B Bolawa	SRC President: Bloemfontein Campus		N/A		#	#	#	#	#	#	#	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr MC Litabe	SRC President: Welkom Campus		N/A		#	#	#	#	#	#	#	-	✓	-	-	✓	✓	✓	✓	✓	✓	✓	✓	✓
Explanation of keys	✓	Present	*	Absent with apology	-	Absent without apology	#	Not yet a member					≠	No longer a member/resigned										

3.1.2 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 three ordinary meetings, five special meetings and two workshops that were held, Council deliberated and made decisions based on the principles of good governance. Members of Council observed the provisions of the CUT Code of Conduct that was approved by Council in 2019. Councillors acted in the interest of 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 resolutions 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 2021 is detailed in Section 1 of this report.

A brief overview of significant matters to which Council attended in 2021 is subsequently provided.

a) Membership

Council approved the appointment of:

- Cllr M Rantso as Chairperson of Council for the period 1 April 2021 to 31 March 2024;
- Cllr Dr CN Mbileni-Morema as Deputy Chairperson of Council, for the period 1 April 2021 to 31 March 2024;
- Ms Ulandi Exner in the Audit and Risk/ICT Governance portfolio. She will hold office until the end of her predecessor's second term, namely until 31 May 2024;
- Dr Moeketsi Simon Sefika as an expert in local/regional development and governance. This will be his first term of office on Council;
- Mr Daniel Motete Khoabane as a prominent person who would be able to add value to the Welkom campus. Mr Khoabane will hold office until the end of his predecessor's second term, namely until 31 October 2023;
- Dr Molapo Qhobela in the Higher Education portfolio. His first term of office will commence on 1 September 2021;
- Mr Nicholas Darius Maweni in the Marketing portfolio. He will hold office until the end of his predecessor's second term, namely until 30 September 2022;
- Cllr L Sebola for a second four-year term of office on Council, from 1 April 2021 to 31 March 2025;
- Prof. P Sepeng as Senate Representative on Council, for the period 1 July 2021 to 30 June 2023;
- Cllr Njikelana as member of the Human Resource Committee (HRC), and the appointment of Cllr Hlongwane as Deputy Chairperson of the HRC;
- Ms Mocwaledi as the independent external audit expert on ARIC, and the appointment of Mr Thupana as the independent external risk expert on ARIC;
- Cllr Dr M Qhobela as Council member on Senate. His term of office commences on 1 September 2021, as well as the appointment of Cllr DM Khoabane as Council member on Senate. Council resolved that Cllr Khoabane, who had been appointed on Council in the portfolio "a prominent person who would be able to add value to the Welkom campus", should be the liaison that would represent Council, looking particularly at the Welkom campus, as Council has an obligation to make sure that the Welkom campus is brought to the same level as the Bloemfontein campus;
- Cllr L Sebola as Council's representative on the IF for a second term; and
- Ms P Moshanyana as member of Council in the Business portfolio, and also as member of the Planning, Finance and Resources Committee (PFRC), as she is an engineer in project management, and she would be a resource in terms of the mega infrastructure projects and other matters related to planning.

Council approved the appointment of the following councillors for a second term of office on the basis of continuity, stability or expertise:

- Cllr M Rantso for a second four-year term of office on the CUT Council, from 1 November 2021 to 31 October 2025;

- Cllr Dr Mbileni-Morema for a second three-year term of office on the CUT Council, from 1 November 2021 to 31 October 2024;
- Cllr L Monyamane for a second term of office on the CUT Council, from 1 October 2021 to 30 September 2025;
- Cllr M Frans as external Councillor to serve on the Human Resources Committee (HRC);
- Cllr Njikelana as member of the Human Resource Committee (HRC), and the appointment of Cllr Hlongwane as Deputy Chairperson of the HRC;
- Ms Mocwaledi as the independent external audit expert on ARIC, and the appointment of Mr Thupana as the independent external risk expert on ARIC;
- Cllr Dr M Qhobela as Council member on Senate, with his term of office commencing on 1 September 2021, as well as the appointment of Cllr DM Khoabane as Council member on Senate. Council resolved that Cllr Khoabane, who had been appointed on Council in the portfolio “a prominent person who would be able to add value to the Welkom campus”, should be the liaison that would represent Council, looking particularly at the Welkom campus, as Council has an obligation to make sure that the Welkom campus is brought to the same level as the Bloemfontein campus;
- Cllr L Sebola as Council's representative on the IF for a second term; and
- Council noted Dr Qhobela's resignation, and agreed that there will be a call for nominations to fill the vacancy in the Education portfolio on Council.

b) Senate recommended the following academically related matters to Council for approval and/or discussion:

- the appointment of Prof. P Sepeng as Senate representative on Council;
- memorandum from Senate to Council pertaining to the preliminary suspension of the Vice-Chancellor and Principal and the Deputy Vice-Chancellor: Resources and Operations, related matters and reputational damage caused to CUT;
- revised CUT language policy;
- assessment policy 2021 to 2023;
- quality assurance and enhancement policy;
- policy on review of academic programmes and support divisions;
- academic dress policy;
- admission policy 2021 (condonation & approval); and
- admission policy 2022.

c) The Executive Committee (Exco) of Council recommended the following to Council for approval:

- filling of vacancies on Council;
- term of office of Cllr Sebola;
- term of office of Chairperson of Council;
- term of office of Deputy Chairperson of Council;
- membership of the Human Resources Committee (HRC);
- membership of the Audit, Risk and Information and Communication Technology (ICT) Governance Committee (ARIC);
- filling of vacancies on Senate;
- Council representative on the Institutional Forum (IF);
- initiation of the review of the Vice-Chancellor and Principal's contract;
- appointment of Institutional Registrar – way forward;
- Institute of Directors in South Africa (IoDSA) membership;
- membership of Dr Qhobela;
- filling of vacancies: Business and Finance;
- minimum background checks to be conducted for the appointment of all new Council members, going forward;
- term of office of members of Council;
- membership of the Human Resources Committee;
- Social and Ethics Committee;

- background checks on Ms Moshanyana;
- individual evaluation of councillors;
- Terms of Reference of the Alumni Association;
- feedback on various meetings and events attended by the Chairperson of Council;
- matter related to Dr Paul;
- acquisition and development – a more strategic approach; and
- initiation of the recruitment process for the Vice-Chancellor and Principal.

d) The Remuneration Committee recommended the following to Council for approval:

- mandate for review of 2022 general increase for Peromnes levels P4 - P18; and
- honoraria for councillors.

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

- biological asset management policy;
- Management's report on financial performance for the year 1 January 2020 to 31 December 2020;
- COVID-19 Responsiveness Grant results for the period ending 31 December 2020;
- adjusted headline budget 2021 to 2023;
- progress report on the implementation of the 2020 Annual Performance Plan (APP) for the period 1 January 2020 to 31 December 2020;
- progress report on the implementation of the 2021 APP for the period 1 January 2021 to 31 March 2021;
- performance planning, monitoring, reporting and evaluation;
- Management's Financial Report: 2021 First Quarter;
- 2022 financial registration guidelines;
- 2020 Annual Transformation Report;
- writing-off of the CUT Services and Enterprises Trust (CSET) loan;
- election of CUTIS Board Chairperson;
- Shareholders' Compact;
- revised Terms of Reference of the PFRC;
- capitalisation request for CUTIS (Pty) Ltd;
- CUT Digital Transformation Strategy and Roadmap;
- progress report for the period 1 January 2021 to 30 June 2021 on the implementation of the 2021 Annual Performance Plan (APP);
- Transformation Plan 2021 to 2025;
- Commission for Gender Equality Report;
- Preliminary Headline Budget for 2022 – 2024;
- fee increase 2022;
- Bridgeport Matter Close-Out Report;
- request for extension of contract for the provision of Internal Audit service between CUT and Nexia SAB&T;
- positioning of the Innovation and Technology Transfer Function;
- Memorandum of Incorporation and Shareholders' Compact Review;
- Toyota Building purchase;
- request for the acquisition of Transnet Lodge in Bloemfontein;
- progress report for the period 1 January 2021 to 30 September 2021 on the implementation of the 2021 Annual Performance Plan (APP);
- revised Strategic Plan 2021 – 2025;
- the 2021 Annual Performance Plan (APP) Addendum and draft APP 2022;

- 2021 Annual Performance Plan (APP) Draft Mid-term Report;
- Management Financial Report: 01 January – 30 September 2021;
- Student Debt Report as at 30 September 2021;
- repositioning of the Welkom campus;
- health, safety and environment policy;
- revised ICT security policy;
- ICT Security Strategic Plan 2022 – 2025;
- ICT Service Catalogue;
- Compliance management policy;
- CUT Regulatory Universe;
- risk appetite and tolerance levels 2021;
- CUT Fraud Risk Register;
- draft Institutional Risk Register 2022;
- digital communications policy; and
- appointment of external auditors for the 2021 audit.

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

- procedure for the recruitment and appointment of executive and senior managers;
- policy and procedures on harassment, sexual harassment and gender-based violence for students and employees;
- report on background checks of Council members;
- new positions for 2021;
- repurposing of positions: capacitating the Risk Management and Strategic Projects Unit;
- capacitating Internal Audit through re-purposing of positions;
- membership of the Human Resources Committee of Council: the appointment of Cllr Frans as member of the Human Resources Committee;
- initiation of the recruitment process for the Vice-Chancellor and Principal;
- policy on fixed-term appointments; and
- policy on recruitment and selection.

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

- revised Terms of Reference of ARIC;
- revised ICT change management policy;
- revised Institutional Risk Register 2021;
- updated CUT Regulatory Universe;
- policy on the Protection of Personal Information Act (PoPIA);
- 2020 annual financial statements;
- going concern assessment;
- 2020 Annual Report;
- request for extension of contract for internal audit services between CUT and NEXIA SAB&T;
- Ethical governance policy;
- ICT Strategy 2021 to 2025;
- IT security policy; and
- Bridgeport Matter Close-Out Report.

h) Council dealt with the following matters during special meetings and/or round-robin processes:

- investigation report: Winkler matter;

- investigation: appointment of the Institutional Registrar;
- election of Chairperson of Council;
- election of Deputy Chairperson of Council;
- adoption of the charges in the Winkler matter;
- progress report on disciplinary action of the Vice-Chancellor and Principal, and the Deputy Vice-Chancellor (DVC): Resources and Operations;
- filling of vacancies on standing committees of Council;
- update on 2021 student registrations;
- student allowances for February 2021;
- Management's report on the accreditation report on student accommodation;
- report on CCMA case: CUT/Paul;
- High Court judgement;
- appointment of chairpersons of standing committees of Council;
- Shabangu matter;
- mutual termination agreement of Prof. De Jager;
- consultation regarding mandatory COVID-19 vaccinations at CUT; and
- proposed salary increases for 2022.

The following section summarises the activities of Council's standing committees during 2021.

3.2 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 approved terms of reference.

3.2.1 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:

- recommending CUT's annual operating and capital budgets to Council for approval;
- monitoring performance in relation to approved operating and capital budgets;
- assuring the financial health of the institution as a going concern;
- ensuring that the university's accounting information systems are appropriate;
- reviewing CUT's cash requirements and cash resources, including debt, revolving credit facilities, and other instruments or facilities, and reporting to Council on concerns arising;
- considering CUT's financial investments of accumulated reserves twice per annum, and meeting with CUT's investment advisors once per annum;
- 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;
- participating in the financial year-end process in liaison with the Audit, Risk and ICT Governance Committee; and
- 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.

Matters dealt with by the Planning, Finance and Resources Committee during 2021 include the following:

- creation of new positions for 2021;
- 2021 tuition and student accommodation fee increases;
- purchase of the Toyota Building;
- DHET Infrastructure and Efficiency Grant: 6th funding submission;
- pension fund;
- CUTIS (Pty) Ltd Workshop on Shareholder's Compact;
- revision of the PFRC's Terms of Reference;
- appointment of Chief Financial Officer (CFO) / update on vacant CFO position;
- forensic audits related to the Silver Rocket and Mbali matters;
- honoraria for external Board members of CUT Innovation Services (CUTIS);
- staff workload overview;
- biological asset management policy and procedure;
- COVID-19 Responsiveness Grant Report;
- quarterly progress report on DHET mega and infrastructure, capital and strategic construction projects;
- report on the improvement of the pass rate at CUT;
- PUR 804/28: Proposal to supply a hyperconverged infrastructure solution(s) or three- tier traditional storage to provide for both production and failover/disaster recovery (DR) solution of information and communication technology (ICT) services between Bloemfontein and Welkom campuses (retender);
- CUTIS (Pty) Ltd quarterly reports;
- progress reports on the implementation of the 2020 Annual Performance Plan (APP), for the period 1 January 2020 to 31 December 2020;
- quarterly report on follow-up on prior-year finance-related audit findings;
- quarterly Management's reports on financial performance;
- quarterly investment reports;
- quarterly reports on Broad-based Black Economic Empowerment (BBBEE) procurement;
- quarterly reports on small, medium and micro enterprise (SMME) procurement;
- Procurement Transformation Report 2020;
- quarterly reports on student financial support;
- Transformation report;
- quarterly tender report;
- register of irregular expenditure;
- Sustainability Framework Implementation Plan 2021;
- report on the DHET special block grant of R1,935 million to improve student enrolment planning to address the 21,5% over-enrolment in 2019;
- RFP-11/2020: Appointment of preferred service providers as a panel to render legal services to CUT for a period of three (3) years with an option to extend for two (2) years based on annual performance;
- execution of Estates and Infrastructure plans and the Campus Master Plan;
- campaign for release of CUT graduates' certificates;
- financial delegations;
- Free State Sports Science Institute (FSSSI)-CUT land exchange;
- progress report on the appointment of Higher Ed Partners South Africa (HEPSA) for the development of online degree programmes and short courses;
- Student financial support – academic progress;
- extended accommodation allowances for the period 01 December 2020 to 31 January 2021;
- bi-annual reporting by CUT's multi-managers Glacier/Sanlam Multi-Manager International (SMMI) and Boutique Investment Partners (BIP);

- register of unauthorised, fruitless and wasteful expenditure;
- 2020 Annual Transformation Report;
- Performance Planning, Monitoring, Reporting and Evaluation Framework;
- PUR 401/16: Provision of managed printing services;
- preliminary assessment of the move of the Finance Section to the Office of the Vice- Chancellor and Principal;
- establishment of a Central University of Technology, Free State campus in the Maluti-A- Phofung (MAP) Local Municipality district (East of Free State Province);
- nomination of Deputy Chairperson, and filling of vacancy;
- feedback on the SRC President: Welkom Campus reporting to Council that lecture rooms at the Welkom campus do not have projectors;
- writing-off of the CSET loan;
- CUT digital transformation strategy and roadmap;
- 2022 Financial Registration Guidelines;
- road closure around the Bloemfontein campus;
- Personal Protective Equipment (PPE) COVID-19 Expenditure Report;
- student debt report;
- positioning of the Innovation and Technology Transfer (ITT) function, and the Shareholder's Compact;
- situation on campus: update;
- SRC problems/challenges;
- CUT situational analysis;
- capitalisation request for CUTIS (Pty) Ltd;
- financial soundness of CUTIS;
- request for extension of contract for the provision of Internal Audit service between CUT and Nexia SAB&T;
- Internal Audit system and process analysis and methodology;
- Infrastructure Capacity Enhancement Plan;
- draft Transformation Plan 2021 – 2026;
- 2021 Commission for Gender Equality (CGE) report;
- Preliminary Headline Budget for 2022 – 2024;
- revised Headline Budget for 2021 – 2023;
- fee increase 2022;
- Bridgeport Matter Close-Out Report;
- digital communications policy;
- Tender: PRP01/2021 : Framework Agreement for Project Management Services within CUT;
- Public-Private Partnerships (PPP);
- Internal Audit development and capacitation plan;
- King Moshoeshoe memorial lecture;
- Student housing infrastructure programme (SHIP);
- brief report on CUT ranking project;
- media inquiries about the cost of investigations, etc.;
- repositioning of the CFO position to that of Executive Director: Finance and CFO;
- disquiet on campus;
- Memorandum of Incorporation & Shareholder's Compact review;
- eligible funded students not yet processed by NSFAS 2021 ;
- revised Strategic Plan 2021 – 2025;
- the 2021 Annual Performance Plan (APP) Addendum and draft APP 2022;
- 2021 Annual Performance Plan (APP) draft Mid-term Report;
- brand enhancement project;

- repositioning of the Welkom campus;
- CUT Agri Training Centre;
- report on ongoing CUT private-owned student accommodation accreditation exercise;
- request for the acquisition of Transnet Lodge in Bloemfontein;
- brand enhancement project;
- investigation into allegation of embezzlement of NSFAS accommodation allowances;

Table 21: Councillors' attendance of Planning, Finance and Resources Committee meetings in 2021

EXTERNAL COUNCIL MEMBERS	2021-01-26 Special Meeting	2021-02-26	2021-03-05	2021-05-21	2021-06-08 Joint meeting of	2021-06-14 Special Meeting	2021-07-06 Special Meeting	2021-08-13	2021-08-25 Continuation	2021-10-29	2021-11-03
Cllr Ms VM Mojuto External Council Member	✓ Chair	✓ Chair	✓ Chair	≠	≠	≠	≠	≠	≠	≠	≠
Cllr Dr MS Sefika External Council Member	#	#	#	✓ Chair	✓ Chair	✓ Chair	✓ Chair	✓ Chair	✓ Chair	✓	✓
Cllr Mr SM Rantso External Council Member	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠	≠
Cllr Ms NR Shabangu External Council Member	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠	≠
Cllr Ms NMMM Mokose External Council Member	≠	≠	≠	✓	✓	✓	✓	✓	✓	✓	✓
Cllr Dr CN Mbileni- Morema External Council Member	#	#	#	✓	✓	✓	✓	✓	✓	✓	✓
INTERNAL COUNCIL MEMBERS											
Prof. HJ de Jager	*	*	*	✓	✓	✓	*	✓	✓	≠	≠
Prof. DP Ngidi	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠	≠
Prof. AB Ngowi	#	#	#	#	#	#	#	#	#	✓	✓
Cllr Dr GW Paul	*	*	*	✓	✓	✓	✓	✓	✓	✓	✓
Prof. S Makola	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠	✓

Explanation of keys	✓	Present	*	Absent with apology	-	Absent without apology	#	Not yet a member	≠	No longer a member/resigned
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3.2.2 The Audit, Risk and ICT Governance Committee of Council

The Audit, Risk and ICT Governance Committee of Council (ARIC):

- 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 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.

Matters dealt with by the Audit, Risk and ICT Governance Committee during 2021 include the following:

- revised Terms of Reference of ARIC;
- revised ICT change management policy;
- SNG-GT's External Audit Plan for the year ended 31 December 2020;
- close-out report on Internal Audit Strategic and Operational Plan 2020;
- follow-up on prior-year audit findings: fourth quarter of 2020;
- Baloyi matter;
- CUT Innovation Services (CUTIS) (Pty) Ltd's financial soundness;
- quarterly Management report on financial performance;
- quarterly Emerging Risks and Incident Register;
- quarterly institutional risk mitigation progress report;
- status of litigation and claims;
- whistle-blowers report;
- Institutional Risk Register 2021;
- register of irregular expenditure as at 31 December 2020;
- revised Institutional Risk Register 2021;
- updated CUT Regulatory Universe;
- policy on the Protection of Personal Information Act (PoPIA);
- 2020 annual financial statements;
- going concern assessment;
- 2020 Annual Report;
- Internal Audit Strategic and Operational Plan 2021;
- follow-up on prior-year audit findings;
- Baloyi matter;
- quarterly investment report;
- Register of Unauthorised, Fruitless and Wasteful Expenditure as at 31 March 2021;
- Register of Irregular Expenditure as at 31 March 2021;
- Risk Management and Strategic Projects Annual Report 2020;
- Enterprise Risk Management (ERM) Maturity Quarterly Progress Report;
- Business Continuity Management Quarterly Progress Report;
- Governance Risk Profile 2021;
- Combined Assurance Plan;

- Risk Management and Strategic Projects Strategic and Operational Plan 2021 to 2023;
- Social and Ethics Committee;
- Auditors' Report 2020;
- Request for extension of contract for internal audit services between CUT and NEXIA SAB&T;
- Ethical governance policy;
- ICT Strategy 2021 to 2025;
- IT security policy;
- Bridgeport Matter Close-Out Report (this matter will be discussed under the PFRC's report);
- request to Extend SNG-GT's contract;
- Internal Audit quarterly progress report;
- follow up on prior year audit findings;
- Internal Audit system and process analysis approach and methodology;
- Internal Audit Development and Capacitation Plan;
- report on action taken on NSFAS Investigation Report;
- Social and Ethics Committee;
- CUTIS' financial soundness;
- ICT cyber security posture;
- Consolidated ICT Steering Committee reports;
- Health, safety and environment policy;
- revised ICT security policy;
- ICT Security Strategic Plan 2022 – 2025;
- ICT Service Catalogue;
- Compliance management policy;
- CUT Regulatory Universe;
- Risk appetite and tolerance levels 2021;
- CUT Fraud Risk Register;
- draft Institutional Risk Register 2022;
- digital communications policy;
- appointment of external auditors for the 2021 audit;
- RMSP Strategic and Operational Plan – Progress Report;
- PoPIA Audit: Draft Report;
- external auditors' (SNG-GT) report;
- induction of ARIC members;
- investigation into allegations of embezzlement of NSFAS accommodation allowances;
- information security management policy;
- revised records management policy;
- Internal Audit Development and Capacitation Plan;
- CUT's state of readiness to comply with the Protection of Personal Information Act (PoPIA);
- Insurance report – trends in laptop theft and mitigating measures; and
- Strategic Projects Progress Report: 2021 Quarter 3 & Strategic Projects Charter Template: 2022.

Matters monitored by the committee:

- The forensic investigation into student unrests and entity capture being conducted by an independent service provider is still in progress as at the end of the year under review.

Table 22: Councillors' attendance of Audit, Risk and ICT Governance Committee meetings in 2021

EXTERNAL COUNCIL MEMBERS	2021-02-03 Special Meeting	2021-03-04	2021-05-27	2021-06-08 Joint meeting of ARIC and PPRC	2021-08-31	2021-11-04	2021-11-19
Cllr Mr XP Khumalo External Council Member	✓ Chair	✓ Chair	≠	≠	≠	≠	✓
Cllr Ms LT Monyamane External Council Member	✓	✓	✓	✓ Chair	✓ Chair	✓ Chair	✓ Chair
Cllr Mr LE Sebola External Council Member	* Deputy	* Deputy	✓ Deputy	✓ Deputy	* Deputy	✓ Deputy	✓ Deputy
Cllr Ms U Exner External Council Member	#	#	✓	✓	*	✓	✓
Mr N Thupana Independent External Audit Expert	#	#	#	#	✓	✓	✓
Ms RT Mocwaledi Independent External Audit Expert	#	#	#	#	✓	✓	✓
INTERNAL COUNCIL MEMBERS							
Prof. HJ de Jager	*	*	✓	✓	✓	≠	≠
Prof. DP Ngidi	✓	✓	≠	≠	≠	≠	≠
Prof. AB Ngowi	#	#	#	#	#	✓	✓
Dr GW Paul	*	*	✓	✓	✓	✓	✓
Prof. S Makola	*	✓	≠	≠	≠	≠	≠

3.2.3 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 Hume in 2021. Four ordinary quarterly meetings, three special meetings, two special joint meetings with Exco of Council, and two round-robin meetings were held during the year on various human resources-related matters.

In 2021, the Human Resources Committee attended to matters such as the following:

- nomination of HR Committee member to serve on the interview panel for the Dean: Faculty of Humanities;
- pension fund transfer;

Explanation of keys	✓	Present	*	Absent with apology	-	Absent without apology	#	Not yet a member	≠	No longer a member/resigned
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- review of procedure for recruitment and selection of executive and senior managers;
- review of executive managers' contracts – renewal;
- 360 degree evaluation for executive managers;
- splitting of the Fees and Financial Aid Unit;
- repositioning of the Welkom campus;
- Baloyi matter;
- policy and procedure on harassment, sexual harassment and gender-based violence for students and employees;
- background checks of Council members;
- guidelines for recruitment of students for internship and work-integrated learning;
- CUT's performance management philosophy & measurement;
- status of litigation and claims/report on grievances, disciplinary and CCMA cases;
- internal/external HR-related audit findings;
- new positions for 2021;
- repurposing of positions: capacitating the Risk Management and Strategic Projects Unit;
- capacitating Internal Audit through re-purposing of positions;
- CCMA hearing of Dr GW Paul: preparation for cross examination;
- Human Resources Committee's Annual Workplan for 2021;
- membership of Human Resources Committee;
- initiation of the review process of the Vice-Chancellor and Principal's contract;
- quarterly reports on absenteeism, Joint Bargaining Forum, union membership, Labour Relations Forum, and the renewal, filling and/or extension of employment contracts for Executive and Senior Managers;
- independent study into issues affecting women in the workplace at CUT;
- security as an essential service;
- appointment of Institutional Registrar;
- mutual separation agreement between Council and Prof. HJ de Jager;
- Transformation Plan 2021 to 2025;
- Institutional Audit Development and Capacitation Plan;
- revision of conditions of service policy;
- employee exit feedback report;
- performance evaluation of Vice-Chancellor and Principal, Prof. HJ de Jager;
- CUT insourcing proposal;
- succession planning implementation plan & benchmark report;
- initiation of the recruitment process for the Vice-Chancellor & Principal;
- revision of policy and procedure on fixed-term appointments;
- clarity on matters for approval, recommendation to Council, discussion and noting by the Human Resources Committee;
- CGE report: independent remuneration study;
- revision of HR policies and procedures – recruitment and selection; and
- consultation regarding the mandatory COVID-19 vaccination at CUT.

Table 23: Councillors' attendance of HR Committee meetings in 2021

EXTERNAL COUNCIL MEMBERS	2021-03-02	2021-03-10	2021-05-21	2021-05-25	2021-08-24	2021-09-09	2021-09-14 Joint HRC/Exco	2021-11-02	2021-12-07 Joint HRC/Exco
Cllr Mr N Dolopi (Chairperson) (until March 2021)	✓	*	≠	≠	≠	≠	≠	≠	≠
Cllr Mr Hume (Chairperson) (from April 2021)	#	#	✓	✓	✓	✓	*	*	✓
Cllr S Hlongwane (Deputy Chairperson)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr C Chabana (until May 2021)	✓	✓	✓	✓	≠	≠	≠	≠	≠
Cllr N Maweni (from May 2021)	#	#	✓		✓	✓	✓	✓	✓
Cllr S Njikelana (from August 2021)	#	#	#	#	✓	✓	✓	✓	*
Cllr M Frans (from November 2021)	#	#	#	#	#	#	#	✓	-
INTERNAL COUNCIL MEMBERS									
Prof. HJ de Jager Vice-Chancellor and Principal (until September 2021)	*	*	✓	✓	✓	*	*	≠	≠
Prof. DP Ngidi As Acting Vice-Chancellor & Principal (from October 2021 – March 2021)	✓	✓	≠	≠	≠	≠	≠	≠	≠
Prof. AB Ngowi (as Acting Vice- Chancellor & Principal - from October 2021)	#	#	#	#	#	#	#	✓	✓

Explanation of keys	✓	Present	*	Absent with apology	-	Absent without apology	#	Not yet a member	≠	No longer a member/resigned
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3.2.4 The Remuneration Committee of Council

The Remuneration Committee of Council:

- deals with remuneration-related matters specifically mandated to them by Council;
- ensures that remuneration arrangements support the strategic objectives of 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 councillors.

The committee will seek to collect comparable data on executive managers' salaries and conditions of service from other institutions, for purposes of executing its responsibilities.

Matters dealt with by the Remuneration Committee during 2021 include the following:

- 2021 salary increases;
- remuneration market comparison for the 2021 general increase and feedback regarding performance-related increases;
- data allowances for external Council members; and
- proposed salary increase for 2022.

Table 24: Councillors' attendance of Remuneration Committee meetings in 2021

EXTERNAL COUNCIL MEMBERS	2021-01-22 Special Meeting	2021-06-03	2021-09-02	2021-12-08
Cllr Mr LE Sebola External Member of Council	✓ Acting Chair	≠	≠	≠
Cllr Dr CN Mbileni-Morema External Member of Council	#	✓ Chair	✓ Chair	✓ Chair
Cllr Ms NMMM Mokose External Member of Council	✓	≠	≠	≠
Cllr Mr N Dolopi External member of Council	✓	≠	≠	≠
Cllr Ms VM Mojuto External Council Member	✓	≠	≠	≠
Cllr Mr XP Khumalo External Member of Council	✓	≠	≠	≠
Cllr Mr SM Rantso External Member of Council	#	✓	✓	✓
Cllr Dr MS Sefika External Member of Council	#	✓	✓	✓
Cllr Ms LT Monyame External Member of Council	#	✓	✓	✓
Cllr Mr LG Hume External Member of Council	#	✓	✓	✓
Cllr Mr GS Hlongwane External Council Member	N/A	N/A	N/A	✓ Invitee - HRC
Cllr Ms NMMM Mokose External Member of Council	N/A	N/A	N/A	✓ Invitee - PFRC
INTERNAL COUNCIL MEMBERS				
Prof. HJ de Jager	*	✓	✓	≠
Prof. DP Ngidi	✓	≠	≠	≠
Prof. AB Ngowi	#	#	#	✓

Explanation of keys

✓	Present	*	Absent with apology	-	Absent without apology	#	Not yet a member	≠	No longer a member/resigned
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3.2.5 The Executive Committee (Exco) of Council

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.

Matters dealt with by Exco of Council during 2021 include the following:

- report by Lovius Block on the matter pertaining to the Vice-Chancellor and Principal (VC)'s suspension;
- Policy Framework to Address Gender-Based Violence (GBV) in the Post-School Education and Training System, launched by the Honourable Minister Dr BL Nzimande, MP, in July 2020;
- filling of vacancies on Council;
- external Council appraisal;
- Terms of Reference of Exco of Council;
- filling of vacancies of Senate;
- concern raised by councillors about the Council meeting of 18 September 2020;
- update on ongoing investigations;
- recruitment/appointment of Institutional Registrar;
- background checks;
- composition of CUTIS (Pty) Ltd Board;
- membership of Cllr Nxesi;
- Baloyi matter;
- Terms of Reference of the Alumni Association;
- Forensic reports: Mbali and Silverrocket matters;
- CUT Statute;
- Investigation: Winkler matter;
- Investigation: Appointment of Institutional Registrar;
- PUR 804/28: Proposal to supply a hyperconverged infrastructure solution/s or three-tier traditional storage to provide for both production and failover/disaster recovery (DR) solution of ICT services between the Bloemfontein and Welkom campuses (retender);
- RFP- I I/2020: Appointment of preferred service providers as a panel to render legal services to CUT for a period of three years, with an option to extend for two years, based on annual performance;
- term of office of Cllr L Sebola;
- term of office of Chairperson of Council;
- term of office of Deputy Chairperson of Council;
- PUR 401/16 provision of managed printing services;
- June 2021 Council Workshop agenda;
- membership of the Human Resources Committee;
- membership of the Audit, Risk and ICT Governance Committee;
- filling of vacancies on Senate;
- membership of Council: new SRC President; new academic staff representative; and new non-academic staff representative;
- Council representative on Institutional Forum;
- filling of vacancies: Business and Finance;
- initiation of the review of the Vice-Chancellor and Principal's contract;

- Institute of Directors in South Africa (IoDSA) membership;
- POPI Act compliance;
- Shabangu matter;
- Dr Molapo Qhobela in the Higher Education portfolio;
- Social and Ethics Committee;
- CUTIS' financial soundness;
- managed printing services: on-boarding of CUTIS;
- investigations with regard to Fees and Financial Aid (FFA);
- Council Performance Evaluation Report from IoDSA;
- Toyota Building;
- minimum background checks to be conducted for the appointment of all new Council members, going forward;
- Commission on Gender Equality (CGE) report – CUT;
- self-evaluation of Council and its standing committees: 2020;
- distribution of membership on standing committees of Council;
- term of office of members of Council;
- membership of the HRC;
- status of critical vacancies in administration;
- report-back from the joint Senate and Council consultative meeting;
- Council Governance Summit;
- mutual separation agreement for the termination of the Vice-Chancellor and Principal's employment contract;
- requirement for the Vice-Chancellor and Principal to vacate the official Vice-Chancellor and Principal's residence by no later than 31 October 2021;
- succession planning strategy;
- draft media release on the Vice-Chancellor and Principal's departure;
- internal stakeholder communication;
- Vice-Chancellor and Principal's hand-over report;
- Vice-Chancellor and Principal's performance review: scheduling of statutory structures' consultative meetings as per Gantt Chart;
- CUT e-mail addresses to external councillors;
- individual evaluation of councillors;
- Council workshop of 27 November 2021;
- term of office of Cllr Matlala;
- complaints of several councillors regarding a councillor's conduct;
- feedback on various meetings attended by the Chairperson of Council;
- Maluti-A-Phofung Satellite Campus matter;
- disciplinary matter of Prof. Sepeng;
- bullying and harassment of Dr Logan Munsamy;
- procurement issues/Finance Section;
- matter pertaining to Dr Paul;
- acquisition and development – a more strategic approach;
- Sedtrade Consortium (Pty) Ltd proposal;
- initiation of the recruitment process for the Vice-Chancellor and Principal;
- payment of exit benefits to the former Vice-Chancellor and Principal – concern raised by Nehawu; and
- reputation of CUT.

Table 25: Councillors' attendance of Exco of Council meetings in 2021

EXTERNAL COUNCIL MEMBERS	2021-01-15 Special Meeting	2021-01-22 Special Meeting	2021-03-19	2021-03-19	2021-06-03	2021-09-02	2021-09-09 Joint meeting of HRC with Chairperson of Exco of council & Representative of Finger	2021-09-14 Joint meeting of HRC, Exco and Independent Expert (Prof Petersen)	2021-09-23 Special Meeting	2021-11-11	2021-12-07 Joint meeting of Exco with HRC
Cllr Ms NMMM Mokose External Council Member	✓ Chair	✓ Chair	✓ Chair	✓ Chair	≠	≠	≠	≠	≠	≠	≠
Cllr Mr LE Sebola External Council Member	✓ Deputy	✓ Deputy	✓ Deputy	✓ Deputy	≠	≠	≠	≠	≠	≠	≠
Cllr Mr SM Rantso External Council Member	#	#	#	#	✓ Chair	✓	N/A	*	✓	✓	✓
Cllr Dr CN Mbileni- Morema External Council Member	#	#	#	#	✓ Deputy	✓ Deputy	✓ Invitee: Chair of the meeting	✓ Invitee	✓ Deputy	✓ Deputy	✓ Chair of the meeting
Cllr Mr N Dolopi	✓	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠
Cllr Ms VM Mojuto External Council Member	✓	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠
Cllr Dr MS Sefika External Council Member	#	#	#	#	✓	✓	N/A	✓ Invitee	✓	✓	✓
Cllr Mr XP Khumalo External Council Member	*	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠
Cllr Ms LT Monyamane External Council Member	#	#	#	#	✓	✓	N/A	✓ Invitee	✓	✓	-
Cllr Mr LG Hume External Council Member	#	#	#	#	✓	✓	✓	* Represented by Cllr GS Hlongwane	✓	✓	✓
INTERNAL COUNCIL MEMBERS											
Prof. HJ de Jager	*	*	*	*	✓	✓	N/A Conflicted in agenda item. Not invited to meeting.	N/A Conflicted in agenda item. Not invited to meeting.	N/A Conflicted in agenda item. Not invited to meeting.	≠	≠
Prof. DP Ngidi	✓	✓	✓	✓	≠	≠	≠	≠	≠	≠	≠
Prof AB Ngowi	#	#	#	#	#	#	#	#	#	✓	✓

Explanation of keys	✓	Present	*	Absent with apology	-	Absent without apology	#	Not yet a member	≠	No longer a member/resigned
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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. Amongst other things, the Vice-Chancellor and Principal's report (Chapter 6 of this report) focuses on the composition and functions of Mancom.

SIGNED BY:

A handwritten signature in black ink, appearing to be 'Cllr M Rantso', written over a horizontal line.

CLLR M RANTSO
CHAIRPERSON OF COUNCIL



SECTION 4

SENATE'S REPORT

4.1 EXECUTIVE SUMMARY

In alignment with our Vision 2030, Senate, as a statutory body, made an important contribution to the strategic positioning and the academic project of CUT in 2030. 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 and two round-robin meetings held during the year, and specific recommendations were made to Council and other relevant committees.

Senate provided strong academic leadership 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 honorary doctorates; 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 related to the academic project.

Senate recommended the following matters to Council for approval in 2022:

- revised CUT language policy;
- assessment policy 2021 to 2023;
- quality assurance and enhancement policy;
- policy on review of academic programmes and support divisions;
- academic dress policy;
- admission policy 2021 (condonation & approval); and
- admission policy 2022.

4.2 CHANGES IN THE ACADEMIC STRUCTURE

No changes were made to the academic structure in 2021.

4.3 COMPOSITION OF SENATE

NAME	CAPACITY
FULL SENATE MEMBERS	
Prof. HJ de Jager	Vice-Chancellor & Principal (up until 30 September 2021)
Prof. AB Ngowi	DVC: Research, Innovation & Engagement & Acting Vice-Chancellor & Principal (Acting Chairperson) (from 1 October 2021)
Cllr Mr MD Khoabane	CUT Council Member to Senate
Vacant	CUT Council Member to Senate
Prof. DP Ngidi	Deputy Vice-Chancellor: Teaching and Learning
Prof. SS Mashele	Dean: Faculty of Health & Environmental Sciences Acting Deputy Vice-Chancellor: Research, Innovation and Engagement (from 1 October 2021)
Dr GW Paul	Deputy Vice-Chancellor: Resources & Operations
Dr N Mrwetyana	Institutional Registrar (up until 30 June 2021)
Dr S Dzingwa	Institutional Registrar & Secretary to Senate (from 1 July 2021)
Prof. AJ Strydom	Dean: Faculty of Health & Environmental Sciences
Prof. HS Friedrich-Nel	Acting Dean: Faculty of Health & Environmental Sciences (from 1 October 2021) & Assistant Dean: Teaching & Learning: Faculty of Health & Environmental Sciences/Associate Professor: Radiography
Prof. W Setlalentoa	Dean: Faculty of Humanities (from 1 May 2021)
Prof. HJ Vermaak	Dean: Faculty of Engineering, Built Environment and Information Technology
Prof. S Makola	Director: Welkom Campus
Mr L Jackson	Director: Centre for Global Engagement
Dr NJ Malebo	Senior Director: Centre for Innovation in Learning and Teaching
Prof. LOK Lategan	Senior Director: Research Development & Postgraduate Studies (up until 30 September 2021) & Professor: Research Education & Postgraduate Development
Ms E Sempe	Acting Senior Director: Research Development & Postgraduate Studies (from 1 October 2021)
Ms MH Maimane	Deputy Director: Curriculum and Academic Staff Development
Dr HS Jacobs	Director: Work-Integrated Learning & Industry Liaison
Dr JJC Badenhorst	Deputy Director: Centre for e-Learning & Educational Technology
Mr G Quvile	Chief Executive Officer: CUTIS & Senior Director: Innovation & Technology Transfer
Mr I Mokhele	Senior Director: Institutional Planning & Quality Enhancement

Table 26: Composition of Senate 2021

NAME	CAPACITY
FULL SENATE MEMBERS	
Vacant	Deputy Director: Quality Enhancement
Prof. A Szubarga	Deputy Director: Management Information Systems
Dr KC Nunes	Deputy Director: Student Academic Development and Support (from 1 May 2021)
Dr T Makhafula	Assistant Dean: Research, Innovation & Engagement - Faculty of Health & Environmental Sciences & Associate Professor: Health Sciences (from 1 February 2021)
Prof. F van der Walt	Assistant Dean: Teaching and Learning; Associate Professor: Business Management & Senate representative on Council
Prof. YE Woyessa	Assistant Dean: Research, Innovation & Engagement - Faculty of Engineering, Built Environment & Information Technology & Associate Professor: Civil Engineering
Dr BJ Kotze	Assistant Dean: Teaching & Learning, Faculty of Engineering, Built Environment & Information Technology
Dr L Schlebusch	Acting Assistant Dean: Teaching & Learning, Faculty of Humanities (from 21 February 2021)
Dr Z Khetsa	Acting Assistant Dean: Teaching & Learning, Faculty of Health & Environmental Sciences (from 1 November 2021)
Prof. JFR Lues	Professor: Environmental Health
Prof. C van der Westhuizen	Professor: Agriculture (Production Economics & Management)
Prof. T van Niekerk	Professor: Public Management & Head of Department: Government Management
Prof. FE Emuze	Professor: Built Environment & Head of Department: Built Environment
Dr A Modise	Assistant Dean: Research, Innovation & Engagement, Faculty of Humanities & Professor: Postgraduate Studies
Prof. M Naong	Professor: Business Administration & Head of Department: Business Management
Mr C Kokoana	Acting Dean: Student Affairs
Ms V Njokweni	Acting Deputy Registrar: Academic Administration
Ms K Eister	University Librarian
Prof. P Rambe	Professor: Business Support Studies
Prof. P Sepeng	Senior Manager: Institutional Renewal & Transformation and Senate Representative on Council
Mr M Motsoeneng	Representative: Support Services Employees
Dr NJ Nkhebenyane	Representative: Non-professorial Academic Employees
Prof. D Kokt	Professor: Human Resource Management
Prof. C Chipunza	Professor: HR Management

NAME	CAPACITY
FULL SENATE MEMBERS	
Prof. PJ Fourie	Professor: Agriculture & Head of Department: Agriculture
Prof. K Kusakana	Professor: Electrical/Electronic/Computer Engineering & Head of Department: Electrical, Electronic & Computer Engineering
Mr B Bolawa	Representative: SRC (President: Bloemfontein campus)
Mr MR Litabe	Representative: SRC (President: Welkom campus)
ASSOCIATE PROFESSORS	
Prof. M Truscott	Associate Professor: Mathematical & Physical Sciences
Prof. G Alexander	Associate Professor: Postgraduate Studies
Prof. G Schlebusch	Associate Professor: Teacher Education & Head of Department: Postgraduate Studies: Education
Prof. FE Emuze	Professor: Built Environment & Head of Department: Built Environment
Prof. AH Makura	Associate Professor: Postgraduate Studies
Prof. AJ Swart	Associate Professor: Electrical, Electronic & Computer Engineering
Prof. JW Badenhorst	Associate Professor: Education Studies
Prof. P Hertzog	Associate Professor: Electrical Engineering
Prof. E Theron	Associate Professor: Civil Engineering
Prof. EM Masinde	Associate Professor: Information Technology & Head of Department: Information Technology
Prof. W Setlalentoa	Associate Professor: Mathematics/Science/Technology Education & Head of Department: Mathematics, Science & Technology Education
Prof. B Awuzie	Associate Professor: Built Environment
Prof. LJ Segalo	Associate Professor: Education/Professional Studies
Prof. ED Markus	Associate Professor: Electrical Computer Engineering (from 1 July 2022)
Prof. NJ Luwes	Associate Professor: Electrical/Electronic/Computer Engineering
Prof. J Gericke	Associate Professor: Civil Engineering & Head of Department: Civil Engineering
Prof. M Sedibe	Associate Professor: Agriculture
HEADS OF DEPARTMENT	
Dr G Makanda	Head of Department: Mathematical and Physical Science
Dr G Jacobs	Head of Department: Mechanical and Mechatronic Engineering

NAME	CAPACITY
HEADS OF DEPARTMENT	
Prof. DY Dzansi	Head of Department: Business Support Studies
Dr L Steenkamp	Head of Department: Accounting and Auditing
Dr BG Fredericks	Head of Department: Communication Sciences
Dr PH Mfengwana	Head of Department: Health Sciences
Dr D Crowther	Head of Department: Hotel School
Dr RW Thabane	Head of Department: Educational and Professional Studies
Dr J du Plessis	Acting Head of Department: Clinical Sciences
Dr M Kimanzi	Acting Head of Department: Language and Social Sciences Education
Ms B de Klerk	Acting Head of Department: Tourism & Events Management (from 2 August 2021)
Ms M Barnard	Acting Head of department: Design and Studio Art
Dr L Kalobo	Acting Head of Department: Mathematics, Science and Technology Education
DEPARTMENT MANAGERS	
Mr M Motsoenyane	Acting Department Manager: Information Technology (Welkom)
Mr SS Ramphoma	Department Manager: Government Management & Business Management (Marketing)
Dr BP Badenhorst	Department Manager: Communication Sciences
Dr T Matlho	Department Manager: Postgraduate Studies: Education
Mr CH Wessels	Department Manager: IT (Bloemfontein)
Ms G Pule	Department Manager: Accounting and Internal Auditing
Dr V Adonis	Department Manager: Business Support & Business Management
Dr C Mphojane	Acting Department Manager: Language & Social Sciences Education, and Educational & Professional Studies (from 1 July 2021)
Dr R Bhagwandeem	Department Manager: Mathematics, Science and Technology Education



4.4 SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN TEACHING AND LEARNING, AND ACADEMIC DEVELOPMENT AND SUPPORT

4.4.1 Achievements

The following achievements were celebrated in 2021:

- The Faculty of Health and Environmental Science (FHES) published 42 articles, presented five papers at SA conferences, and produced 17 master's and six doctoral graduates.
- R1,375,546.35 was received by FHES for special projects.
- All postgraduate diplomas were successfully introduced in 2021.
- One staff member in the Faculty of Engineering, Built Environment, and Information Technology (FEBIT) received an NRF rating in 2021.
- FEBIT presented 28 papers at international and national conferences.
- Three new extended curriculum programmes (ECPs) in Accountancy, Internal Auditing and Hospitality Management were successfully introduced in 2021.
- A FEBIT staff member was a finalist in the Vice-Chancellor's Early Career Teaching Award.
- FEBIT staff members were invited as keynote speakers at the CASICAM Conference, the CoSAAMI 2021 Conference of the South African Advanced Materials Initiative, the 2021 Progress in Digital, and the Physical Manufacturing Conference.
- CATHSETA awarded bursaries to the value of R690 000 to 16 deserving Hospitality Management students.
- THETA provided funding for 54 Hospitality Management students to the value of R1 148 000.
- Despite the challenges brought about by the COVID-19 pandemic, the Hotel School still managed to host 40 events to expand the practical learning of their students.
- Senate approved the establishment of the CUT Entrepreneurship Development Unit (CUT-EDU).
- The PhD and MPhil in Management Sciences, each with 15 specialisations, were developed and approved for implementation.
- The Faculty of Management Sciences (FMS) participated in four programmes in the process of developing the full online platform.
- Five staff members of the Department of Accounting and Auditing completed their SAGE Certification Assessments (Sage 200 Evolution LUI: Practitioner).
- The Department of Accounting and Auditing maintains accreditation with the South African Institute of Chartered Accountants (SAICA) for the AGA (Associate General Accountant) designation of the four degree qualifications.
- A staff member in FMS is the receiver of the Institutional Advanced Career Teaching Award in 2021.
- Faculty of Humanities' (FHUM) staff members are exhibiting with The Printing Girls, the KKNK Voel/Feel online exhibition, the Absa L'Atelier Art competition as well as the Free State Art Collective at Gallery 2, Johannesburg.
- FHUM staff members were also included in a three-person exhibition for the South African Fine Art Print Fair: Beneath the Surface, <https://safineartprintfair.com/beneath-the-surface/>
- FHUM had an increase in staff presenting papers in conferences as well as publications by staff members who had never published before.
- Numerous papers were delivered at national and international conferences. Similarly, a number of articles were published, and conference proceedings will be sent to DHET for accreditation.
- A staff member of the Section for Work-integrated Learning (WIL) and Industry Liaison presented a paper at the World Association for Cooperative and Work-integrated Education virtual conference on 11 May 2021 entitled: "An assessment of work-integrated learning as pedagogy in practice through the impact thereof on student development and employability".

- A staff member of the Section for WIL and Industrial Liaison delivered a keynote address on Work-integrated Learning at the virtual Vilär Conference on 10 December 2021 in Sweden.
- A staff member of the Section for WIL and Industrial Liaison represented CUT at the South African Council for Graduates' certification event during which CUT received a host employer award in the skills transfer category.
- A staff member of the Section for WIL and Industry Liaison facilitated CUT's partnership with the CSI Division of the Momentum Metropolitan Investment (MMI) education initiative, culminating in student participation in their financial literacy project as well as an MoU underway for sponsorship of two CUT105.8 FM radio career talk-shows on employability and financial education with a disability focus.
- A staff member of the Section for WIL and Industry Liaison became a part-time presenter on Gold-FM that enhances CUT's exposure to the business community from having a voice on the radio.
- A staff member of the Section for WIL and Industry Liaison was a joint winner of the iGym 2021 Staff Innovation Challenge and received funding to the worth of R20 000 to further her business idea.
- A staff member of the Section for WIL and Industry Liaison participated in a podcast interview for the HERESA WIL Community of Practice.
- A staff member of the Section for WIL and Industry Liaison participated as a keynote speaker on Work-integrated Learning in TUT's HEDS Research Indaba from 14 to 15 October 2021.
- A staff member of the Section for WIL and Industry Liaison presented a paper entitled: "A WIL Curriculum Strategy and Design to Optimize Employability" at the virtual Work- integrated Learning and Graduate Employability Summit on 28 October 2021 in Johannesburg.
- Three staff members from the Centre for Innovation in Learning and Teaching (CILT) attended the Regional Student Success Forum meeting with the University of the Free State and Sol Plaatje University on 12 November 2021.
- A staff member from CILT facilitated a workshop for principals in schools for special needs children in East London on 19 November 2021.
- Three staff members from CILT attended the HELTASA Conference 2021 hosted virtually from 6 to 10 December 2021.
- A staff member from CILT attended the HELM Women in Leadership Programme on 13 October 2021.

4.4.2 Regional, national and international cooperation (academic partnerships)

The following partnerships were forged by faculties and the Unit for WIL and Skills Development in 2021:

- 63 new employers were added to the WIL central office database, increasing the total of employers on the WIL database to 1 820 during 2021.
- During the first semester of 2021, the unit joined forces with colleagues from London South Bank University, who took the lead, to submit a COVID-19 grant application call from Brazil (Trans-Atlantic Platform Recovery, Renewal and Resilience in a Post- Pandemic World [RRR]).
- The WIL and Skills Development Unit, in collaboration with colleagues from UCT and DUT, was involved in the RAEng Safety Champions in Engineering Education (SCEE). This initiative is anchored by the University College of London.
- The WIL and Skills Development Unit virtually hosted Professor Eric Asa from North Dakota University (USA) through the Carnegie African Diaspora Fellowship on a joint research project that ended in November 2021.
- The collaboration with the university of East London, UK and Steven Szechenyi University, Hungary is ongoing through joint supervision and research projects.
- Several staff members virtually attended international conferences.
- Collaboration with the following partners is ongoing:
 - Government of Flanders;
 - Makerere University, Uganda;
 - Hochschule Niederrhein (University of Applied Sciences), Germany;
 - Karlstad University, Department of Engineering and Physics, Sweden;

- Department of Materials Process Engineering, Graduate School of Engineering, Nagoya University, Japan;
- Institut Hospital del Mar d'Investigacions Mediques), Barcelona, Spain;
- Universidad Nacional Autónoma de México;
- Nanyang Technological University (NTU), Singapore;
- University of Botswana;
- Botswana Institute for Technology Research and Innovation;
- Università Degli Studi di Brescia, Italy;
- Aalen University, Germany;
- an MoU was signed with Ho Technical University in Ghana, and is being implemented;
- collaboration with Hochschule Harz, Halbestadt, Germany and Aalen, Germany.
- Three inbound students (Aalen University, Germany) attended classes of the Diploma Public Management during the second semester of 2021.
- The advanced diploma students participated in a global business course hosted by East Carolina University and facilitated by Dr Eben Proos in the Management module.
- The Global classroom Skype project with Hanze University has concluded. Mrs Vosloo serves as an international examiner for the CIDESCO Board.
- Activities involving training/workshop and short course development (WKU, MoU) are ongoing.
- There are currently 19 international MEd and DEd students registered in the Department of Postgraduate Studies.

4.5 INTERNATIONAL STUDENT/STAFF MOBILITY

The Centre for Global Engagement (CGE) recorded the following achievements related to regional, national and international cooperation (academic partnerships) in 2021:

4.5.1 Inbound student mobility

CGE started late in the 2021 academic year as the university and the world adjusted to the challenges brought about by the COVID-19 pandemic. We also had to navigate our way as well as finding alternatives to participate in staff and student mobility initiatives. As a result, the CGE Study Abroad Office decided to activate mobility in August 2021. The first semester was therefore largely used to continue with communication and information sharing sessions at the different partner institutions abroad. This exercise has certainly paid off, as there were several students who showed a keen interest to do their inbound mobility at CUT starting in the second semester of 2021. Three students from Aalen University of Applied Science, Germany arrived at CUT on 3 September 2021 and were hosted by the Faculty of Management Sciences for a semester.

4.5.2 Outbound student mobility

- There was no outbound mobility during the first semester of 2021 due to a rise in COVID-19 cases in many parts of the world. The Study Abroad Office initiated information-sharing sessions for interested CUT students. The CUT students' interest to study abroad for a semester was astonishing. The nominations of interested students to study at partner institutions were finalised in April 2021. The Study Abroad Office has also been focusing on appropriate funding for these students to cut down on expenses for this office. Two Tourism students submitted their funding application to the Priority Country Program (PCP) in Belgium to study at Thomas More University of Applied Science for a semester. This programme is highly competitive, and students had to compete with other students from different countries and universities within South Africa. CUT's students were not successful for 2021, and we will apply again in 2022. Apart from PCP, the Academic Staff and Student Mobility Unit further nominated CUT students to partner Universities in Germany, i.e. Ulm and Aalen Universities of Applied Science.

- These students were also the recipients of Baden Württemberg scholarships from these universities in Germany.
- The names of the nominated CUT students were shared with the partners universities and successfully admitted at the host universities: three students to Aalen University of Applied Science; two to Ulm University of Applied Science, Germany, and three to Uppsala University, Sweden. Seven students from Construction Management also attended a virtual Spring School with a consortium of Russian universities.
- The first cohort of outbound students who left for Uppsala University, Sweden on an International Credit Mobility Scholarship (Erasmus + K07) resulted in a cost saving on CUT mobility with a cost of R104 619,74 per student, making a saving on our CGE/CUT budget of R313 858,41. These students started their exchange programme in August 2021 and returned in January 2022.
- Other outbound students who were admitted at Ulm (2) and Aalen (3) were able to travel to Germany in September 2021, and are expected back in South Africa in February of 2022. All students have been awarded Baden Württemberg scholarships from both universities of applied science in Germany. The savings which CUT was able to achieve was R73 973,55 per student for the two students admitted at Ulm, amounting to a total saving of R147 947,10 for CUT and R90 564,76 per student in Aalen, resulting in a total saving of R271 694,28 for CUT.
- A total saving recorded for semester two of CUT's exchange students was R733 499,79. The impact of this saving on the mobility budget is huge, especially in the wake of the Euro being so strong, freeing the budget to cater for shorter virtual mobility students.
- Outbound face-to-face mobility of the Welkom Campus Debate and Public Speaking Society to the State University of Zanzibar, Tanzania.
- During the last quarter of 2021, three members of the CUT Welkom Campus Debate and Public Speaking Society were invited by the Tanzania Competitive Rhetoric Organization to participate in the sixth annual Zanzibar Open that took place from 9 to 13 December 2021 at the State University of Zanzibar, Stone Town Campus. Two students from our Welkom campus could travel, while one student had to stay behind due to health reasons. The Debate Association was assisted with travel tickets from the Academic Staff and Student Mobility Unit of CGE. The Welkom campus attended to the land travel, accommodation, registration, and students' stipends. This initiative was supported by CGE in line with the Global Engagement Strategy, our student mobility agenda and the internationalisation at home and abroad initiative. One student tested positive for COVID-19 on 13 December 2021, and could therefore not return home on the same date, and had to quarantine in Zanzibar for a further seven days. CGE assisted with hotel payment for the seven days and the change of flights. The student was back in South Africa on 22 December 2021.
- The CUT student won the tournament and CUT is extremely proud of this event and the student.

4.5.3 Outbound virtual mobility – spring schools and chess championship tournament

- The pandemic has certainly increased our participation in virtual platforms. Many staff and students have been embracing the global digital transformation, and there is a general feeling that Education Abroad and mobility will change forever. A lot more people can participate at a reduced price through the online platforms as opposed to physical mobility, which included heavy travel costs.
- CGE's Student and Staff Mobility Unit, through its networks, arranged for seven Construction Management students (FEBIT) to participate in Russian Universities Spring School "Technological innovations in modern Civil Engineering" which was held virtually in April 2021 for two weeks. The spring school was a joint programme of leading Russian universities, which have vast experience of training Civil Engineers, namely Ural Federal University, Voronezh State Technical University and Vyatka State University. Students performed theoretical and practical tasks that provided a unique way to improve their professional and communicational skills. These students reported that they were able to engage with students from other global regions, and the event created an internationalised classroom.
- Mr Ofentse Botipe, a second-year Mechanical Engineering student reached the finals at the International Student Online Chess Championship, organised by Vyatka State University (Russia), together with the Liaoning University of Science and Technology (China) and sponsored by Chess Craft Trading House, <https://chess-craft.ru/>. This global virtual

tournament featured more than 60 students from eight different countries (Russia, China, Bangladesh, South Africa, Malaysia, India, Belarus, Tajikistan). CGE confidently believes that cultural immersion experience contributes to the formation of a solid foundation, and it is critical for the development of life skills which strengthen all internationalisation endeavours linked to academic or extracurricular programmes.

- CUT faculties must investigate how best we could develop virtual mobility programmes for inbound students and local students.
- One student from the Faculty of Engineering, Built Environment and Information Technology, within the Electrical Department, was nominated to spend a semester at Aksaray University, in Turkey during 2022 on an EU funded International Credit Mobility opportunity between CUT and Aksaray.

4.5.4 Staff mobility

- Due to the pandemic, staff mobility, supported by CGE, has also not been possible during 2021. CGE remains hopeful that with the vaccine's availability, this important aspect of internationalisation would start taking off. CGE continues to encourage all CUT stakeholders to engage internationally using virtual means. Through the many online virtual platforms currently available, CGE and CUT have continued to engage with partners and institutions abroad.
- Two staff members from the Electrical Engineering Department in the Faculty of Engineering, Built Environment, and Information Technology (FEBIT), have been nominated to visit Aksaray University, Turkey during the first quarter of 2022. This mobility between CUT and Aksaray allows for staff from these two institutions to visit each other on the project identified which is Electricity and Energy. The colleagues are collaborating to teach and participate in the research project with researchers in Aksaray, Turkey.

4.5.5 Study Abroad Fair

- Meetings were arranged to discuss a regional virtual Study Abroad Fair with the University of the Free State (UFS), Sol Plaatje University (SPU) and Free State and Northern Cape Provincial Governments. Through these meetings, it was decided that the virtual fair will be held in June 2021 and will become an annual event.
- CUT, in collaboration with the University of the Free State (UFS), Sol Plaatje University (SPU), and the Free State and Northern Cape provincial governments held a very successful second virtual study abroad fair in June 2021 over two days. Various International Education agencies and embassies exhibited the various scholarship opportunities available in their countries and globally, including USA, UK, Hungary, German Academic Exchange Service (DAAD), Nuffic Neso South Africa, Southern African-Nordic Centre (SANORD), China, Sweden, Switzerland, DHET, France and many more. CUT students and staff members also benefited from this event, as many of the above-mentioned education agencies and embassies shared funding and other opportunities for joint programmes and projects. During the first day of the event, the fair attracted over 300 delegates who registered for the event. In total, the 2021 fair registered 800 delegates over the two days with an average delegate participation per day of 30. The impact of this event for CUT resulted in different embassies requesting follow-up awareness sessions for CUT students and all the opportunities were shared with the CUT community.

4.5.6 International scholarships

The following calls for applications in respect of scholarship/fellowship notifications were received through the DHET for CUT to nominate students to take up these opportunities. They have been advertised widely on the CGE/CUT social media platforms and website:

- Afrika Kommt: This is a German opportunity for students to do an internship for a year at a Germany company. The focus study programmes include Computer Science, IT and Administration, to mention a few. This scholarship is fully funded. CGE liaised with the WIL Office.

- Baden Württemberg: This is a scholarship for students going for exchange programmes at universities in Baden Württemberg. CUT students apply. This scholarship is partially funded. The information was shared with the faculties.
- Chinese Government short mobility scholarship: These scholarships are partial funding, as universities would have to fund the travel part while the Chinese governments funds health insurance; accommodation; tuition; and living expenses. It is specifically aimed at master's and PhDs currently. This scholarship was shared with the faculties. The FEBIT have already submitted their nominee for the International Credit Mobility (ICM) with Uppsala University, Sweden for both students and staff.
- Norwegian Partnership Programme for Global Academic Cooperation (NORPART): The programme is funded by the Norwegian Ministry of Education and Research and the Ministry of Foreign Affairs. NORPART's mission is to enhance the quality of Higher Education in Norway and selected partner countries in the Global South through academic cooperation and mutual student mobility. This offer is open to HDIs in South Africa. Unfortunately CUT is not considered an HDI, and CGE is exploring other opportunities with the DIKU head office.

4.5.7 International Student Support Services

- Since the President of South Africa, Mr Cyril Ramaphosa, announced the COVID-19 pandemic on Thursday, 26 March 2020, all universities in South Africa were forced to close campuses with immediate effect. This process had a significant impact on international students, as most of them had to return home. Universities were required to put in place measures to ensure that all students continued their studies. CUT devised a plan to assist students with means to conduct their studies online. It was decided that each student must be provided with data, and all needy students must be provided with a tablet/device to enable them to access the CUT online learning platforms.
- The Centre for Global Engagement (CGE) had been tasked to ensure that international students are supported in terms of data allowance/allocation to pursue their online studies. International Student Support Service (ISSS) diligently facilitated the allocation of data to international students registered in the academic year 2021 by working with CUT Finance and ICT officers.
- The international students' data allowances/stipends were maintained monthly by ISSS to ensure that students currently residing in the various countries have access to online learning, and data are allocated to students residing in the following countries: Lesotho (75), Botswana (3), Namibia (4), Zimbabwe, Zambia (1), and Swaziland (1). International students who remained in the country (South Africa) receive ongoing support in terms of data from the CUT data office (ICT).
- During the pandemic, ISSS developed an exciting, stimulating, and supportive online campus environment for international students, which enhanced learning and kept the students informed about any developments from CUT Management in terms of the COVID-19 pandemic. The office kept communication flowing by using digital platforms such as e-mail, WhatsApp and Google cloud forms. Through this facilitation the international students could access the various online teaching and learning resources and participate in knowledge creation. ISSS enhanced the quality of life, holistic wellness, experience, and success of students mostly virtually during the national pandemic due to less face-to-face contact. The focus of ISSS is to engage students' potential to assist them in achieving their personal and academic goals, and to develop responsible and responsive citizens of the future.

4.5.8 Support on missed academic activities during 2021 academic year

CUT Management made a request that all student support units within CUT should identify students who have missed academic activities and provide them with the needed assistance. ISSS issued a call to such students via WhatsApp, requesting that they report to the CGE for assistance. Following that, the office was able to help international students who had missed their academic activities by connecting them with the HoDs and relevant persons for assistance. Faculty consent was required before such students could be given data and/or devices.

4.5.9 International student admissions 2021

- The progressive decline in undergraduate and international student enrolment continues to be a national and global challenge, notwithstanding a gradual increase in postgraduate enrolment. This pattern can also be seen at CUT. Lesotho (62%), Zimbabwe (12%), Nigeria (4%), Ghana (10%), Botswana (3%), and Namibia (3%) are our major feeder countries for 2021.
- CUT enrolled three German exchange students in the second semester 2021. The CGE has observed a considerable reduction in exchange students because of the rigorous COVID-19 requirements. While COVID-19 has had a national and worldwide impact on student mobility, CGE staff members who serve on committees are continually reviewing CUT admissions policies and procedures, as well as the lack of a fully automated online application up to registration system at CUT. Poor global branding of CUT's academic projects continues to be a problem, also contributing to low foreign student registration.
- To generate more international interest, leads, and applications, CGE is collaborating with the CUT Communications and Marketing Section, as well as outsourced firms. The aim for international student enrolment for the 2021 academic year was 776. As a result, as of 8 December 2021, there were 389 international students enrolled at CUT (see the table below for country-specific statistics), which includes both full-time and part-time students.

Table 27: 2021 INTERNATIONAL ENROLMENTS - 8 DEC 2021

2021 INTERNATIONAL ENROLMENTS - 8 DEC. 2021				
COUNTRY NAME	BLOEMFONTEIN	WELKOM	Grand Total	%
BOTSWANA	10		10	2.6%
CAMEROON	1		1	0.3%
CHINA	1		1	0.3%
CONGO	7		7	1.8%
DEMOCREATIC REPUBLIC OF CONGO	6		6	1.5%
DEMOCRATIC REPUBLIC OF KOREA	1		1	0.3%
GHANA	39		39	10.0%
INDIA	1		1	0.3%
KENYA	3		3	0.8%
LESOTHO	235	6	241	62.0%
MOZAMBIQUE		1	1	0.3%
NAMIBIA	10		10	2.6%
NIGER	1		1	0.3%
NIGERIA	16		16	4.1%
SAUDI ARABIA	1		1	0.3%
UNITED REPUBLIC OF TANZANIA	1		1	0.3%
ZAMBIA	2		2	0.5%
ZIMBABWE	40	7	47	12.1%
GRAND TOTAL	375	14	389	100.0%

4.5.10 International student application process initiatives

- ISSS was one of the participants in the Acting Deputy Registrar: Academic Administration's two benchmarking sessions with the University of Johannesburg (UJ) on application processes and online inquiries. During the UJ presentation, ISSS observed that there is minimal human intervention with foreign applications, because the UJ International Office oversees international applications, and they have effective system communication channels with key divisions about international application adjudication.
- Secondly, CGE (ISSS/Director CGE) was assigned to join a task team that was tasked with resolving a system issue with the CUT application system (system Automation). CGE was present at meetings with Adapt IT, the current service provider, and it was noted that Adapt IT was not assisting CUT effectively with its tasks. It was then revealed that CUT had severed ties with Adapt IT as a service provider, and that a new service provider will be searched for. We expect to hear back from the Deputy Registrar: Academic Administration's office as soon as possible on developments.
- As shown in the table below, Adapt IT's delayed operations with CUT and fruitless efforts have resulted in a low number of international student applications because of the lack of a fully automated application up to registration system.

4.6 IMPLEMENTATION OF THE IOP – INTERNATIONALISATION STATISTICS FOR INTERNATIONAL STUDENTS, AND MOBILITIES FOR BOTH STAFF AND STUDENTS

The implementation of the IOP and international mobility for both students and staff were severely hampered by the COVID-19 pandemic. However, student mobility recorded during CUT's second semester of 2021 was limited to partner universities that offered funding opportunities to CUT students.

Table 28: Implementation of IOP

	Full-degree seeking international students	Outbound exchange students	Inbound exchange students	Outbound staff	Inbound staff
Baseline	495	7	9	0	2
Target	638	20	60	40	30
Actual	388	8	3	0	2

"Baseline" is what was achieved in 2020.

"Target" is what the target for 2021 was.

"Actual" is what we managed to achieve in 2021.

4.6.1 International academic partnerships

- CUT's footprint internationally is divided into regions that directly respond to the CUT Global Engagement Strategy objectives. The regions are divided in Africa, Europe, USA, Asia Pacific, South America, and UK.
- CGE consulted with faculty internationalisation committees (FIC) and chairpersons of centres of excellence (CoE) to firstly assess MoU activities; secondly to assess what funding support is necessary to initiate any activity within the MoU; and thirdly, to consider redefining terms of engagements to maximise productive activity and impact with each MoU.

The following table indicates CUT's international partners' footprint in the different regions:

Table 29: CUT's international partners' footprint

Africa Region	
Angola	1
Botswana	4
Ethiopia	2
Ghana	1
Lesotho	2
Namibia	1
Nigeria	2
Tanzania	1
Rwanda	1
Uganda	1
Zimbabwe	1
Total	(SADC: 8%; Rest of Africa: 15%) Total 17
Asia Pacific Region	
China	7
India	1
Singapore	1
South Korea	1
Thailand	4
Total	(20%) Total 14
North America Region	
USA	7
Canada	1
Total	(11%) Total 8
South America Region	
Brazil	2
Mexico	1
Total	(4%) Total 3
United Kingdom Region	
England	7
Total	(9%) Total 7
European Union Region	
Belarus	1
Belgium	4
Denmark	1
Finland	2
France	4
Germany	6
Hungary	1
Norway	1
Poland	0
Portugal	1
Romania	0
Sweden	3
The Netherlands	3
Total	(37%) Total 27
Grand Total	77

The Academic Partnership Unit also managed the following CUT externally funded projects.

4.6.2 YEBO Project

- Central University of Technology, Free State (CUT) and the University of Montpellier, France (UM) were collectively co-coordinators of the YEBO! Project.
- The YEBO! Project was concluded and finalised in June 2021. The project received a clean audit from the European Education and Culture Executive Agency (EACEA). The project to date has benefited approximately 200 participants, capacity was built in doctoral candidates, administrators, and supervisors. Since 2017 to 2021 the following project objectives were achieved:
 - successfully evaluated the analysis of internationalisation of doctoral studies in the project partner universities;
 - successfully implemented four (4) trainings;
 - intercultural competencies;
 - competencies for internationalisation of doctoral studies;
 - internationalisation of doctoral students;

- research communication and employability of doctoral graduates;
- participated in three international conferences;
- developed and launched a YEBO! portal aimed at supporting the PhD lifecycle;
- successful procurement and implementation of the PhD funding tool;
- the YEBO! Project has impacted CUT significantly. The Faculty of Management Sciences, CUT and University of Montpellier (UM) are jointly pursuing the formalisation of a joint doctoral qualification. The joint degree entails co-supervision and co-assessment. The International Academic Partnerships Unit is actively supporting the faculty for the project implementation.

Project website: yebo.cut.ac.za

4.6.3 EURYDICE - Capacity Building of Higher Education (CBHE)

- Central University of Technology, Free State (CUT) and the University of Montpellier, France (UM) are collectively co-coordinators of the EURYDICE project.
- The Eurydice projects, since its commencement in 2020, have been virtually implemented. The project partners are investigating blended forms of delivering the project to ensure maximum impact.
- CUT is still in the process of procuring a trailer that will be used as a mobile lab that will showcase Renewable Energy to the Free State community. The open mobile lab will also be used to promote STEM education with a focus on Engineering. Phases one (1) and two (2) of the open lab components have been procured and will be installed post-delivery of the van.
- On the 26th of November 2021 the first successful Industry Partner Workshop was held. At this workshop more industry partners wanted to join the Eurydice project. The 13th virtual meeting was held on 3 December 2021, where the consortium addressed the budget reallocations, and the project website was reviewed for upgrades.

Project website: eurydice.cut.ac.za

4.6.4 South Africa Sweden University Forum (SASUF)

- The second phase of the SASUF project was approved. In the new phase of the SASUF 2030, student participation at master's and doctoral level is incorporated. The project is still guided by implementation of the Sustainable Development Goals (SDGs). However, the researchers in the new SASUF have the research freedom to cross-discipline collaboration.
- SASUF 2021 achieved its objectives and approximately over 2 000 researchers across the SASUF partners collaborated. One of the objectives of the SASUF project is to strengthen South – North – South collaboration, and to create an enabling environment for researchers through the established networks to jointly apply for research funding.
- The SASUF project assisted CUT in creating an environment that encourages and supports an innovation ecosystem through the networks built during the project lifecycle.
- CUT researchers benefited across the NRF research categorisations. The SASUF project to date hosted, over a period of two (2) years, two (2) satellite events and two (2) innovation weeks across South African institutions. CUT successfully awarded seed funding for three SASUF collaborative projects. Numerous joint research projects were initiated as a direct result of the SASUF project at CUT.

Project website: www.sasuf.org

4.6.5 IKUDU – Capacity Building of Higher Education (CBHE)

- The IKUDU project is in its final year of the project plan. To date CUT has successfully purchased equipment and upgraded facilities at the Welkom campus. The upgraded facilities enable dual connection between the Bloemfontein and the Welkom campus, as well as linking with international classrooms. The project further impacted the CUT Internationalisation of the Curriculum project. On the 7th of July 2021, the Centre for Innovation in Learning and Teaching (CILT) hosted an orientation session on Internationalisation of Curriculum, and 11 out of 14 academics

attended the session, whilst 14 new academics are interested in the next phase of COIL.

- On 28 September 2021, CGE and CILT launched the COIL facilities at the Welkom campus, and the event was streamed live in the CUT Facebook page. The CUT Steering Committee met via Microsoft Teams on the 9th of September 2021 to discuss COIL workshops /information sessions, COIL projects at CUT, and the progress of the project at CUT.
- CUT continues to participate in project-driven activities and held a Working Group 1 workshop with UFS and the project advisors. CUT has appointed Professor Matoti to lead the Appreciative Inquiry at CUT. The impact of Prof. Matoti's appointment ensures that the research aspect of the project is enhanced, and research outputs are achieved.
- The IKUDU project is impacting the internationalisation of the curriculum objective of the Global Engagement Strategy by facilitating and investing in infrastructure and technology that enable a global learning environment. This is done through the COIL facilities linking the Welkom and Bloemfontein campus with international partner universities.



Project website: ufs.ac.za/ikudu

4.6.6 Carnegie African Diaspora Fellowship

- The fellowship programme has come to an end. The project was centred around “Construction Safety - Stopping Drift to Failure on Projects.” At the end of the project, the fellowship beneficiaries will explore co-application of additional funding to further support their research on construction safety. The fellowship further impacted the GES objective of sustaining and increasing research networks with international partner universities.
- Prof. Emuze and Prof. Asa are in the process of exploring additional funding modalities to enhance the fellowship objectives. The Carnegie Office has urged Prof. Asa and Prof. Emuze to join the Carnegie African Diaspora Fellow Alumni network. This network is aimed at enhancing the project experience and increase the participants research network.

4.6.7 USA Consul General visit to CUT, 16 September 2021



U.S. Consulate touring the CRPM facilities.



CUT and U.S. Consulate delegates who attended.

- CGE, in collaboration with the Vice-Chancellor's Office, hosted the newly appointed Mr Vincent Spera, the Consul General of the United States (US) stationed in Johannesburg. The VC provided an overview of CUT and its strategic endeavours, and the DVC: Research, Innovation and Engagement facilitated the presentations by Dr Gerrie Booysen: Centre for Rapid Prototyping and Manufacturing (CRPM); Prof. Yali Woyessa: Centre for Sustainable SMART Cities; Dr Izabeth Conradie: iGym: Centre for Innovation & Entrepreneurship; and Prof. Masinde: The ITIKI drought prediction

tool for small scale farmers. The event concluded with closing remarks by the DVC: Resources and Operations. CGE also arranged a campus tour for the Consul General and his team.

- It is important that we follow up on the discussions and explore how best we could further enhance our current collaborations and explore other opportunities to increase our strategic footprint in the USA. The close working relationship between the US Consulate, Johannesburg is increasing CUT's visibility to universities in the USA. Through the sustained relationship the US Consulate, Johannesburg has sponsored CUT colleagues on leadership programmes, including educational tours to universities in the USA.

4.6.8 Hosting of Kenyan Attaché of Education 18 November 2021

CUT hosted the Kenyan Attaché of Education, Mr Adan Mohamed Ibrahim. The Attaché informed CUT of bilateral agreements signed between South Africa and Kenyan in the Department of Basic Education and the Department of Science and Innovation. CUT noted that it leverages participation through the Faculty of Humanities in the Department of Teacher Education and the Faculty of Engineering, Built Environment and Information Technology. The Attaché further committed to assist CUT to expand its footprint in Kenya by linking CUT with Kenyan universities.

4.6.9 Hosting of Namibia University of Science and Technology (NUST) Delegation 25 November 2021

CGE, in collaboration with the VC's Office, hosted the NUST VC, Dr Eroid Naomab, and the Executive Director in the VC's Office, Dr Erling Kavita. In the discussion CUT was invited to participate in the recent developments that are positively contributing towards the creation of new knowledge within the field of green hydrogen in collaboration with NUST. CUT and NUST will actively explore activities that will enhance the collaboration and expand the collaboration beyond one faculty.



NUST visited CUT as part of maintaining current collaborations and discussing future possibilities.

CUT and NUST are jointly expanding the current partner collaboration activities to the following:

- jointly exploring co-curriculum projects between CUT and NUST;
- expanding the current student mobilities towards academic driven mobilities;
- use current and new technologies to enhance Teaching and Learning initiatives;
- collaborate with the Department of Travel and Tourism to expand the current collaboration beyond the Faculty of Engineering, Built Environment, and Information Technology; and
- exploring a south - south collaboration through north - south initiatives.

4.6.10 Inaugural International Family Week Series, 7 – 8 December 2021

- The concept of the Family Week series is built on support and awareness of various internationalisation initiatives taking place at CUT. The programme was themed to actively communicate current international collaborative projects. The Family Week series objectives for 2021 were:
- internationalisation of Higher Education evolving through the lens of Teaching and Learning initiatives;
- the myths and facts about internationalisation of the curriculum;
- the role of internationalisation of the curriculum in the digital era;
- the COVID-19 pandemic: a deterrent or facilitator of international curriculum development and promotion;
- digitalisation of international research while adopting Sustainable Development Goals (SDG) research;
- international research communication: “Professor, no one reads your work”;
- internationalisation of doctoral education at CUT: How internationalised are doctoral degrees at CUT;
- International joint research projects: sustainable collaborative initiatives;
- comprehensive internationalisation: the turning wheels of an institution;
- development of the infrastructure to reflect comprehensive internationalisation;
- financing internationalisation: the role of funded projects towards comprehensive internationalisation;
- systems and processes of comprehensive internationalisation: administrative staff as drivers of internationalisation;
- the Family Week took place virtually over two days. The event was guided by interactive sessions that had themes and sub-themes. Two keynote addresses were presented by Prof. John Hudzik, former President of the Association of International Educators (formerly known as the National Association for Foreign Student Affairs (NAFSA) and the Association of International Education Administrators (AIEA), and Prof. Ulrich Holzbaur, a Professor in Industrial Engineering at Aalen University of Applied Science, accompanied by panellists consisting of CUT and international partner presenters. The 2021 Family Week Series is the first of a bi-annual event that is aimed at promoting international collaboration and visibility. The Family Week has assisted CUT in showcasing current institutional academic collaborations, and initiated ways in expanding international cooperation.

4.6.11 Partnership Management System

The partnership management policy was circulated to the four faculty internationalisation committees for them to vet and add comments to the draft policy. The database management is an ongoing process, and new statistics are reported quarterly.

The Academic Partnership portfolio, after close consultation with ICT and post approval, acquired an online management system. The MoveOn system will allow CUT to manage the full partnership management system digitally with multiple user access.

4.7 INTERNATIONALISATION AT HOME (I@H) PROJECTS OFFICE & INTERNATIONAL STUDENT ASSOCIATION (ISA)

4.7.1 Communications and recruitment

a) Partnership Workshop Brazil: 23 - 24 March 2021

CGE attended a virtual partnership workshop organised by BMI, which was a unique opportunity to meet some of the best educational institutions from Brazil, qualified agents, high school counsellors and international relations directors of Brazilian higher education institutions for student recruitment and partnerships. This workshop was specifically for institutions that are dedicated to growing international student enrolments and building long-term relationships with pre-screened quality student recruitment agents from across Brazil.

b) Scholarship Summit: 18-19 June 2021

CGE attended a scholarship summit organised by BMI which is a unique, high-level networking event that connected CUT with the heads of over 50 of the largest scholarship programmes around the world. CUT met with scholarship providers who use this prestigious event to find, select and arrange agreements with international partner institutions to receive their funded students. This was a great opportunity to promote CUT and learn about future partners and potential scholarship opportunities prospective international students can get to study abroad.

c) International students' recruitment webinar - 29 July 2021

I@H, R&C unit continued to utilise digital platforms for international student recruitment. On the 29th of July 2021, I@H and the R&C Unit, in partnership with Rustic Nova and BMI, hosted a first international students recruitment webinar targeting students from the African region. The webinar provided CUT with a platform to connect and talk directly with prospective international students who are actively in the process of researching and planning their future international studies. Through this webinar, CUT achieved a variety of goals such as: brand awareness, generate enquiries, leads, or conversions, and we highlight our location and the international student experience at CUT. More webinars are planned to target the BRICS countries.

d) Recruitment and marketing workshop

CGE hosted a two-day recruitment and marketing workshop in collaboration with our Communications and Marketing Section and Rustic Nova. The workshop discussion focused on an analysis on the international students' recruitment environment in which CUT operates, and strategies to exploit CUT's strengths and opportunities presented in different markets. The outcome of the workshop was to develop the international students' recruitment and marketing plan that will be used as a guide to brand CUT globally, and to recruit more international students to achieve the 2025 target of 1 500 international students.

In conclusion, the COVID-19 pandemic has slowed down, and it is time to think outside the box, embrace digital technologies, implement sustainable I@H projects, and to automate our communications and recruitment platforms to attract and retain talented students and staff.

The following activities, aimed at promoting internationalisation at home, were recorded for the period under reporting:

e) ISA Leadership Training, 29 to 30 April 2021

The ISA Executive Committee attended the first leadership training, where CGE collaborated with Merle Hodges, Past President of IEASA, Consultant on the European-funded projects (iKUDU, Impala) and Matome Mokoena: I@H reporting officer at University of the Free State to deliver the training that aimed to produce visionary student leaders who are global citizens and critical thinkers. Through this training the team developed a strategic plan as a guide for the I@H projects. The two days ended with a confident student leadership who understand CUT's Global Engagement Strategy and how to respond to it through I@H project initiatives.

f) Africa Day Celebration, 25 to 31 May 2021

This year's Africa month was celebrated virtually under the theme: "Arts, Culture and Heritage: Levers for Building the Africa We Want". The theme calls for an Africa with a strong cultural identity and ensuring that the creative arts are major contributors to Africa's growth and transformation. On 31 May 2021, Africa month was wrapped up with a panel discussion themed: "The roles of arts, culture, and heritage in building the Africa we want". The celebration provided the CUT community an opportunity to reconnect and recommit themselves to agenda 2063 and to support Africa's unity, prosperity, and to reiterate the importance for all Africans to live in peace and harmony on the African continent. This celebration responded to one of the GES objectives of creating and sustaining an enabling environment that fosters global awareness and competence.

g) ISA leadership at the IEASA Conference, 25 to 27 August 2021

ISA attended the IEASA conference virtually from 25 to 27 August 2021 under the theme "Internationalisation, Inclusion

and Social Justice – Towards a Fairer World”. Various plenary sessions and parallel sessions focused on, but were not limited to, re-thinking internationalisation of Higher Education in South Africa, new approaches to internationalisation and student perspectives on internationalisation, inclusion, and social justice in South Africa and beyond. These types of conferences are important for ISA leadership capacity building, as they build an understanding of international Higher Education and the relevance of students in driving internationalisation at CUT. They also provide a learning experience incorporating a global dimension as per the GES.

h) Namibia University of Science and Technology Institutional Education Week, 7 to 8 September 2021

ISA participated in the annual Institutional Education Week (IEW) hosted by the Namibia University of Technology. The focus was on student leaders' debates and staff's public dialogue under the theme “Teaching and learning in a pandemic: Lessons from South - North Partnerships.” The reflections were based on the experiences and lessons learned during the COVID-19 pandemic, and what institutions of higher learning could do in the future in terms of policies and support services to enable staff and students to teach and learn in contexts of pandemics. Concrete ideas were shared in responding to pandemics in the future with reference to policies, practices and services to support staff and students.

i) Collaborators Colloquium at the University of the Free State (UFS), 20-21 September 2021

ISA participated in the collaborator's colloquium hosted by the University of the Free State under the theme “Shifting Drivers for Internationalisation of Higher Education in an Unpredictable World”. The colloquium focused on various drivers of internationalisation, and the ISA Deputy Chairperson, currently on an exchange programme at Uppsala University, Sweden shared the student voice on “Student leadership development towards internationalisation”. Substantial strategies were shared in responding to internationalisation of the curriculum, partnerships for research and development, and internationalisation of Higher Education in the era of COVID-19: lessons for universities and governments.

j) International Students' Welcome Orientation – 18 September 2021

ISA held a successful international students' welcome orientation and tour for all international students enrolled in the second semester of 2021. This event allowed the students to discover Bloemfontein emblematic places with a true taste of South African history found in Bloemfontein, while offering a cultural mix and exposing exchange students and buddies to parts of the city that most people are not aware of. This tour responded to one of the objectives in the GES of providing the students a learning experience that incorporates a global dimension while at home. Taking part in such events, trying the local food, and making friends with a variety of people, gave the students a better understanding and appreciation for the South Africa history and its people.

k) The Lesotho Student Association Intercultural Event: 13 November 2021

On 13 November 2021, ISA, in collaboration with the Lesotho student Association (LESA), hosted the Game and Food Connect, bringing the local and international students together to compete with different board games, while also learning about the local food cuisine. This event responded to one of CGE's goals of equipping CUT students with the knowledge, skills and attitudes, including the intercultural skills required to contribute to their socio-economic development and well-being. The board games helped the students to advance some of the CUT graduate attributes such as communication, teamwork, problem solving, citizenship and global leadership, while enhancing cultural appreciation among students.

4.8 STRATEGIC PARTNERSHIPS WITH BUSINESS, INDUSTRY AND GOVERNMENT

In 2021, the Section for Work-integrated Learning (WIL) and Industry Liaison, through agreements entered into with seven Sector Education and Training Authorities (SETAs), such as the Agriculture SETA (AgriSETA); Health and Welfare SETA (HWSETA); the Culture, Arts, Tourism, Hospitality and Sport SETA (CATHSSETA); the Transport SETA (TETA) and the Media, Information and Communication Technologies SETA (MICTSETA), raised approximately R11.97 million from these SETAs, assisting 438 students with placement stipends, internships and bursaries (see Figure 1; Table 29 and Figure 2 below).

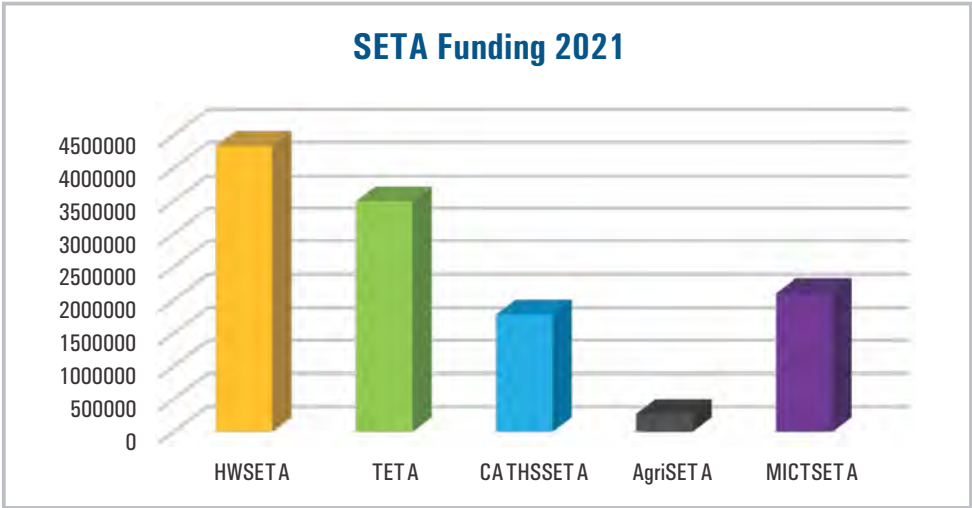


Figure 1: Funding received from SETAs in 2021

Table 30: Number of students benefiting from SETA funding in 2021

SETA	Funding	Number of students
HWSETAR	4 332 000	159
TETA	R3 493 000	120
CATHSSETA	R1 781 800	39
AgriSETA	R270 000	60
MICTSETA	R2 100 000	60
TOTAL	R11 976 800	438

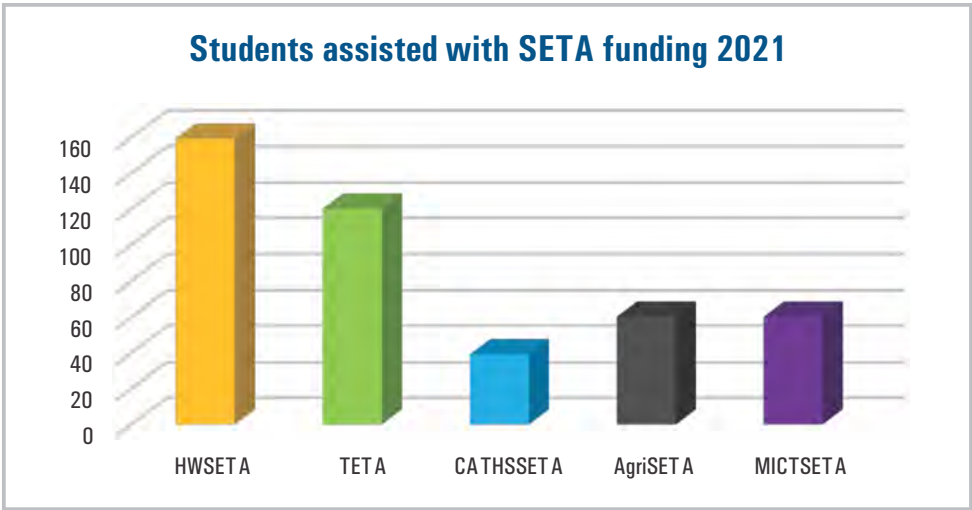


Figure 2: Number of students

4.9 STUDENT SUPPORT SERVICES

4.9.1 Supplemental Instruction (SI)

Supplemental Instruction is a peer-led academic assistance programme that aims to increase student performance and retention by targeting traditionally difficult modules. In 2021, a total of 83 SI leaders were appointed to offer the programme in 142 modules. The first SI leader training session was held virtually on 9 April 2021, and the second one on 15 to 16 October 2021 using a hybrid mode. During this training, selected SI leaders from each faculty shared their experiences of conducting SI sessions during COVID-19.

Thereafter, each SI leader established a WhatsApp group for their module, and weekly sessions were conducted via WhatsApp, Zoom, and Teams. The table below shows the number of undergraduate students supported by 83 SI leaders in 142 modules. A decline in student participation was noted during preparations for the main assessments. Furthermore, it should be noted that most of the SI leaders employed in the Faculty of Humanities attend school-based learning during the third quarter of the academic year. This would explain a decrease in attendance during this quarter when compared to the second quarter.

Table 31: Supplemental Instruction 2021

Faculty total	No of SI leaders	STUDENT ATTENDANCE:			
		Jan. - March	April - June	July - Sept.	Oct. - Nov.
Management Sciences	19 SI leaders (38 subjects)	0	1940	3383	2398
Humanities	42 SI leaders (61 subjects)	0	6177	3800	2679
Engineering and Information Technology	14 SI leaders (34 subjects)	0	3772	853	707
Health and Environmental Sciences	8 SI leaders (9 subjects)	0	196	40	40
TOTAL:	83 SI leaders (142 subjects)	0	12085	8076	5824

2021 has been a challenging year thus far. The country, along with the rest of the world, has continued to be plagued by the COVID-19 pandemic, and has been subjected to a continued lockdown with minimal student attendance and face-to-face instruction. This had an impact on the number of face-to-face sessions that could be offered by SI leaders. The SI sessions had to be presented via the WhatsApp platform. For both Bloemfontein and Welkom, a total of 1 226 sessions were held.

In 2021, teaching and learning coordinators, peer mentors, the SI Coordinator and SI leaders responded to student queries via e-mail, WhatsApp, telephone, virtual meetings, and where possible, face-to-face consultations. In some cases, students were referred for further assistance.

The main queries related to:

- class timetable confusions;
- uncertainty regarding textbooks required;
- modules not appearing on ITS or on eThuto;
- not receiving NSFAS allowances on time, or not having required bursary/funding to study;
- difficulties using eThuto;
- insufficient data for online academic activities;
- stress as a result of the academic workload. Some students were hospitalised due to stress;
- students deregistering for courses due to financial challenges;

- lecturers not responding to student queries;
- students' mental health is a concern, and mentors focused much of their time on this issue. Since the beginning of the national lockdown, mentors could only assist first-year students via WhatsApp;
- mentors circulated the following infographics for discussion in the WhatsApp groups: study from home productivity tips; study tips for online learning, and setting of smart goals/objectives;
- the academic advising that was offered to students during the lockdown was crucial, as students had pressing needs, for example, the need for data and/or devices. As academic programmes were implemented online, the absence of data or a device meant that a student would not be able to submit assignments or communicate with a lecturer. The mentors and teaching and learning coordinators were instrumental in addressing these challenges. Academic advising was conducted online via WhatsApp, e-mail and on the faculty community page. Some students communicated with the coordinator directly via e-mail.
- The student support e-mail address assisted students daily with enquiries related to all forms of academic advising. Mentors also assisted in this regard. No statistics per category are available due to the high volumes of e-mails received daily. Most requests included assistance for devices, data, lecturer contact details, course changes, access to eThuto, financial assistance queries, NSFAS, referrals for counselling, challenges with courses, appeals, COVID-19 relief, eThuto, assignments, etc.

4.9.2 Academic support interventions

The Lexicon Project is funded through the DHET University Capacity Development Grant (UCDG). The project commenced in 2017, and is still continuing. One booklet has been published thus far. The aim of the project is to develop indigenous languages in all natural science disciplines. The lexicon development project forms part of the Writing Centre's initiatives. This project serves to enhance and create an enabling learning environment by using indigenous African languages to enable access to knowledge within the disciplines. It also aims to facilitate students' understanding of discipline-specific concepts using indigenous African terminologies.

In 2021, the Civil Engineering terminology list which was translated into Sesotho and authenticated and verified by the Pan South African Language Board (PanSALB), was turned into a booklet known as the Civil Engineering English-Sesotho Lexicon Booklet. This booklet was launched at a ceremony held on the 18th of November 2021, in collaboration with the Faculty of Engineering, Built Environment and Information Technology and the Institutional Renewal and Transformation Office. Furthermore, the following translated terminology lists from the Faculty of Health and Environmental Sciences, Faculty of Management Sciences and the Faculty of Humanities were submitted to PanSALB in June 2021 for verification: Legal, Cost & Management Accounting, Science, Technology & Mathematics Education and Biomedical Technology terminology lists. PanSALB will be visiting CUT from 28 February to 2 March 2022 for the verification and authentication of the Biomedical Technology terminology.



Prof. David Ngidi, Deputy Vice-Chancellor: Teaching and Learning, Mr Carel Korff, Civil Engineering Lecturer and Dr Ntsoaki Malebo, Senior Director: Centre for Innovation in Learning and Teaching officially launching the Lexicon Booklet.



The first Civil Engineering English-Sesotho Lexicon Booklet.

4.9.3 Differently abled students

The following achievements can be reported:

- Awareness for differently abled students was created by erecting a stall at the registration venue, to provide support to these students.
- The SADS (Student Academic Development and Support) Office coordinated concessions needed during assessments for all students who required separate concessions, such as separate venues and extra time. SADS also ensured that venues were prepared accordingly for all student assessments.
- A venue for a new disability centre was identified. Renovations to the identified space were finalised, and the venue will be officially opened at the end of the first term in 2022.
- On the Welkom campus there are 23 differently abled students, including two first-year students. Assistive devices (laptops, recorders, and software) were handed out by the Disability Unit. Assistive devices (laptops) were procured for senior students at the Welkom campus, but some devices (magnifiers) will be procured in 2021.
- The strategic budget was used in 2021 to further equip the disability laboratory with specialised software and hardware on both the Welkom and Bloemfontein campuses.
- The Disability Unit worked closely with the Unit for Development to assist differently abled students with funding. On 19 April 2021, the Vice-Chancellor handed over a wheelchair and crutches to differently abled students at the Welkom campus.
- The Disability Unit appointed four differently abled students as lab assistants, including an Administrative Assistant for the unit.



CUT Vice-Chancellor and Principal, Prof. Henk de Jager, Xolisa Lubhelwa, Tsholofelo Tiba and Dr Ntsoaki Malebo, Senior Director: Innovation in Learning and Teaching at the handover ceremony held at the CUT Welkom campus.

4.10 SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN COMMUNITY ENGAGEMENT

The following achievements were recorded in 2021:

- NGO course - arrangements are being made by the HoD: Government Management and e- Learning for two modules to be uploaded online.
- Community Development Work (CDW) Diploma vs. Degree Course - The Department of Government Management has embarked on exploring the articulation of the CDW certification course. The desire to have a diploma arises from the need for CDW graduates to articulate to a higher qualification. Furthermore, the higher certificate course is not funded by NSFAS.
- Contact with the National Department of Social Development indicated that CUT should consider the degree course. This point was emphasised to the committee late last year.
- CUT would be allowed to offer the degree, provided that a motivation is made to the DHET/CHE. This advice was provided by IPQE.
- National Social Development is prepared to assist and guide CUT in developing a degree course that would be sought out and relevant.
- CUT can choose electives different to UFS (QwaQwa campus), which would make this degree different.

The following projects were embarked on:

- Nogas Post: SMART Village: An MoU between The Princess Gabo Foundation (PGF) and CUT was drafted and underwent several rounds of consultations and amendments. The implementation date was supposed to be 01 November 2021, but Princess Gabo has delayed this process. Several funding proposals were submitted, but no responses were received yet. In the meantime, the women planted spinach and sunflowers.

- EWSETA: The Faculty of Engineering, Built Environment and Information Technology (with Dr P Manditereza as the EWSETA Chair) have agreed to adopt Nogas Post as a pilot site. Meetings were held with Dr Manditereza, and EWSETA approved the implementation plan, and the site.
- The EWSETA has a three-pronged approach to working on renewable energy.
- Education to the community on renewable energy - students and staff would be volunteers for this aspect. Conscientising these volunteers would be conducted by Community Engagement.
- Research by master's and doctoral students on renewable energy.
- Training course - designing, creating and installation of renewable energy panels would be offered to approximately ten applicants of Nogas Post.
- Invest Rural - Princess Gabo, together with the House of Traditional Leaders, met at CUT towards the end of November 2021. The intention is to collaborate with CUT in developing the province. A term sheet was submitted by the House of Traditional Leaders, which would be the focus of the MoU.
- ENACTUS - has undertaken training in Worm Farming in KZN. They are going to utilise the skills learnt to produce worms for selling and to produce manure.
- The Enactus Virtual National Competition took place from 19 to 23 July 2021. The CUT ENACTUS team won several prizes in the following categories:
 - Thematic Awards: Element 1: first place: the award was given to the team that considered the prevailing economic, social and environmental factors. Triple bottom line: sustainability: sponsored by Nedbank.
 - Element 2: first place: the award was given to the team that applied business and economic concepts, business solutions for community development, and an entrepreneurial approach. The project was sponsored by Harmony Gold Mining Company limited.
- 2021 Harmony Local Economic Development (LED) Enactus Challenge: second place was obtained.
- 2021 Ford C3 Cycle 8 competition: the award is given to teams that use entrepreneurial action to find innovative, creative, and unique ways to address an urgent, unmet social need or problem in the local community, empowering the community to become a more sustainable place to work and live. Enactus CUT won the grand fund of \$5000.
- 2021 MTN ICT challenge: The award was given to the team that managed to solve challenges in the spheres of Education, Health, and Agriculture. Enactus CUT was one of the winners who received a grant of R80 000 for business development of the solution.
- They also planted potatoes at Village Far.
- The Vice-Chancellor's Excellence Awards were held on 25 June 2021, and the recipient of the Community Engagement award is Ms Ida Kershia Sebelego, a Lecturer in Radiography.
- The Faculty of Humanities held a discussion with several academics and included CE in the plans to develop gifted education at CUT.
- The prospect of NEMISA engaging with Nogas Post to offer courses on computer literacy was explored. CE also introduced the coordinator of NEMISA to the Department of Correctional Services as well as some NPOs.
- CHAT- an NPO that focuses on the Girl Child - discussions are being held with CHAT on ways to navigate through the pandemic and ways of enhancing their implementation plan.
- Service Learning Course - In 2021, one staff member undertook training on SL through Rhodes University.
- Service Learning - Service Learning took place at a minimal level by means of social media. Apart from the Radiography Department, no other service learning was conducted. This is due to the institutions not permitting the students to conduct service learning.
- The work of the Schools Advancement Academy/ STEM continued.
- Robotics Project: The easing of lockdown restrictions and the rotational attendance of classes by school learners in 2021 presented an ideal opportunity for the project team to explore the possibility of implementing the project at schools as initially planned. It was at this stage that a funding proposal was submitted to the Old Mutual Foundation (OMF). Subsequently, an amount of R164 760,00 was granted by OMF to run the project at two schools in the Free State Province. The schools were requested to identify 20 Grade 8 learners to participate in the project. In total, 40 learners participated in the project this year. Two facilitators were appointed to conduct three-day workshops per school on Robotics and Programming.

- Mathematics and Natural Sciences Project: In 2021, the CUT Unit for Development and Fundraising (UDF) applied for funding from the Old Mutual Foundation (OMF) to provide extra tuition to 596 Grade 8 and 9 learners of Lenyora la Thuto Comprehensive School. The application was approved, and an amount of R350 000 was granted by OMF. Confirmation of this funding allowed for the project to kick-start on 07 August 2021. 24 professional teachers and CUT lecturers were appointed to conduct classes on Saturdays at this school. In-kind sponsorship was secured from Shoprite for the provision of meals to the value of R45 000. Two mobile science laboratories were provided to the school, and four teachers were trained on how to utilise the equipment.
- South African Institute of Physics: Around 127 teachers had registered for the workshops. However, approximately 54 teachers ended up attending due to a directive by the FSDoE instructing teachers to run extra classes during the same period as the workshop. The teachers received 15 Continuous Professional Development Points (CPD) for their attendance and participation in the workshops. All teachers who participated in the workshops received the Essential Skills for Matric: Physical Science Paper 1 Examination Preparation developed by the University of Zululand.
- Eskom Expo for Young Scientists: The Regional Science Fair (RSF) and International Science Fair (ISF) were once again held virtually this year. The events were held on 26 August and 08 October 2021, respectively. The science fairs are a showcase of the innovative projects that learners conceptualise in response to the challenges they identify within their communities. The learners are supported through this process by a team of science experts. Due to the pandemic, a host of online resources were provided to assist the learners with their research and designing their concepts.
- The Deputy Vice-Chancellor: Research, Innovation and Engagement at CUT, Prof. Alfred Ngowi, gave a keynote address at this event. The STEM Academy sponsored prizes to the value of R163 500 towards the Expo in 2021. This sponsorship made it possible for winners to receive trophies and laptops in recognition for their achievements. The sponsorship was acknowledged at the event.
- Entrepreneurial Matriculant of the Year Competition: Applications for entry were opened at the beginning of September. 84 online entries were received. Selection and training of finalists were conducted during the first week of December 2021. An award ceremony will be held in 2022.
- Charlotte Maxeke Lecture: The STEM Academy hosted the Charlotte Maxeke lecture on 27 August 2021 under the theme “Women in STEM Education “. This was a hybrid event, hosted at CUT and online. The lecture was a commemoration of Charlotte Maxeke, and its purpose was to promote STEM education in schools, particularly among girls.
- American Consulate STEAM Club: In the Free State, Grade 10 and Grade 11 learners from Navalsig High School participate in this club. The activities of the club are hosted at the Mangaung Library. On 27 October 2021, 28 learners were hosted at the I-GYM, and a panel of two CUT academics had a discussion with the learners concerning careers in STEM. The learners were encouraged to pursue careers in STEM. Information about CUT programmes was also shared with the learners at this event. After this session, the learners visited the Fablab and CRPM to gain exposure on the application of science concepts they learn in school.

4.11 CAREERS OFFICE

Due to the implications of COVID-19, the career fairs planned for both campuses had to be cancelled. These events were substituted through the Careers Office's facilitation and participation in the virtual career fair hosted by SAGEA. In addition, 58 training events were hosted by the Careers Office, in which 392 CUT students participated.

4.12 WORK-INTEGRATED LEARNING (WIL) AND INDUSTRY LIAISON

The following achievements were recorded in 2021:

- 10 083 students registered for WIL at CUT during 2021.
- 99.6% of CUT students who qualified for WIL were placed in the various WIL modalities used at CUT.
- In addition to SETA funding, R21 057 892 were negotiated with WIL employers as stipends for students placed for WIL. The total funding secured for students was R33.03 million during 2021.
- 63 new partnerships were established for WIL, which contributed towards having 1 820 employers on the WIL central database.

4.13 SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN RESEARCH, TECHNOLOGY AND INNOVATION

4.13.1 Research and Development Plan 2021 to 2025

RD & PGS Strategic Plan: 2021 to 2025 was approved by Senate. The objectives contained in the plan are translated into seven foundational themes which will support Research Development and Postgraduate Studies during 2021-2025:

- **Strategic Objective 1:** Develop a strong research culture based on quality research outputs and recognition.
- **Strategic Objective 2:** Develop a strong research culture based on participation by instruction and research staff.
- **Strategic Objective 3:** Develop a strong research culture based on competitive research funding.
- **Strategic Objective 4:** Develop a strong research culture based on postgraduate studies through research education and supervisory training.
- **Strategic Objective 5:** Develop a strong research culture based on research training for instruction and research staff.
- **Strategic Objective 6:** Develop a strong research culture based on ethics and integrity, transformation and compliance.
- **Strategic Objective 7:** Develop a strong research culture based on Research and Information Management Systems (RIMS).

The strategic objectives are further supported through institutional support systems and infrastructure, including financial resources.

The KPAs from RD & PGS plans for 2021 to 2025, are grouped into three distinct functions:

- Research Administration on behalf of Research, Innovation and Engagement, faculties and the university (external).
- Research Development (a) to improve (i) quality and (ii) quantity of research performance and outputs resulting in (iii) policy formulation, monitoring and evaluation of capacity development, summative reporting on behalf of RIE, faculties and the university (external).
- Postgraduate Studies Development – (i) capacity development support to supervisors and students, (ii) support structure and entity development, (iii) policy formulation, (iv) monitoring and evaluation of capacity development, (v) quality assurance of postgraduate studies and (vi) summative reporting on behalf of Research, Innovation and Engagement, faculties and the university (external).

4.13.2 Financial support

a) University budget

The Research Development and Postgraduate Section manages a cumulative Research and Development budget of R50 920 000:

Table 32: Total Research and Development budget

Item	Amount (R)
RD & PGS Institutional Grant	18 000 000
University Capacity Building Grant (R & D)	5 625 000
National Research Foundation (NRF) – see note	118 330 000
New M & D scholarship grants	6 000 000
UCDP Nurturing Emerging Scholars Programme	2 965 000
Total	50 920 000

b) 2021 DHET University Capacity Development Programme

- Research & Development Grant
- The DHET UCDP R & D budget of R 6.100 million for the year 2021 was allocated to projects in the UCDP R & D Plan 2021 - 2023. The grant was expensed based on the DHET-approved project plan.
- In July 2021 the DHET requested the university to adjust the budget because of reprioritisation made to the grants at national level. The university needed to reduce the budget with a total of R1 475 954. Following consultation with the project leaders and the Senior Director: CILT it was decided to reduce R&D and T&L activities by R474 954 and R1 000 000, respectively.
- This resulted in the UCDP R & D Grant for 2021 awarded to be adjusted to R5 625 046 out of a total award of R15 206 807 = 37% of total award.

The following progress up to 31 December 2021 can be reported:

- Initial approved budget: R 6 100 000
- Adjustment made: R 474 954 (reduced by this amount)
- Available award post adjustment: R5 625 046
- Total expenditure: R4 522 511,04 (80,39% of the available budget)
- Balance: R1 102 534,90
- The grant cycle will end on 30 March 2022.

c) DHET Nurturing Emerging Scholarship Programme

DHET through the UCDP initiated a NESP Master's Degree Scholarship to a total value of R 2 965 000. This programme is aimed at postgraduate students who are interested in following an academic career. The scholarship and internship for a master's degree is R335 000 for Year 1 & 2 and R335 000 for the internship year. This programme is aimed at postgraduate students who are interested in following an academic career.

The funding for the scholarship is allocated as follows:

- R335 000 for Year 1 & 2 per student
- R335 000 for internship year per student
- The award was made to four (4) successful scholarship holders in the fields of:
- Applied Mathematics – 1 candidate
- Biomedical Technology – 2 candidates
- Tourism and Hospitality Management – 1 candidate
- The total budget for 2021: R670 000
- Total expenditure: R576 920 (86%)
- Balance: R93 080,00

The unspent funds of R93 080 are due to less tuition fees and accommodation claimed than allocated, although all grant holders' expenses were honoured.

d) National Research Foundation awards

The National Research Foundation (NRF) is the university's biggest research funding agency. The Senior Director: Research Development and Postgraduate Studies acts as designated authority to the NRF.

The following detailed analysis can be reported:

- Target 2021: R15 million;
- Awarded by end of 2021: R16 916 997 (as per financial statement 31 December 2021);
- Award adjusted by end of 2021: R18 333 991 (as per financial statement 31 December 2021);

- Released: R17 565 458 (as per financial statement 31 December 2021);
- Claimed: R13 309 487 (as per financial statement on 16 February 2021);
- Percentage expensed: 72, 6%;
- Available: R4 255 971 - 27,4% unspent funds (carry forward/ return to NRF);
- Grant deposit: R8.7 million.

e) Central University of Technology Postgraduate Scholarship

As a drive for the university to grow its research outputs via the completion of master's and doctoral degree students, the university opens two calls annually in support of master's and doctoral degree students. The call cycles are (a) January – December and July – June. These calls want to support students in the successful completion of their studies. The following progress can be reported:

Table 33: Total postgraduate scholarships for January 2021 – December 2021

Programme	Amount	Number of awards	Total awards
Master's – Full time	R3 396 050	46	R4 241 850
Master's – Part time	R845 800	37	
Doctoral – Full time	R855 900	10	R1 131 800
Doctoral – Part time	R275 900	7	
Total	R5 373 650	100	R5 373 650

Table 34: Total postgraduate scholarships for July 2020 – June 2021

Programme	Amount	Number of awards	Total awards
Master's – Full time	R2 226 550	29	R2 837 350
Master's – Part time	R610 800	22	
Doctoral – Full time	R795 900	9	R1 031 800
Doctoral – Part time	R235 900	5	
Total	R3 869 150	65	R3 869 150

4.13.3 Human capacity development

a) DST / NRF interns

The Research Office Intern, who was assisting the NRF Office, had a two-year contract which ended. A Student Assistant was appointed from July 2021.

The university, under the DSI-HSRC internship programme, is hosting nine interns for the years 2021/2023 in categories: 1 master's; 2 honours and 6 bachelors.

b) NRF-rated researchers

The university currently has 18 rated researchers: 13 are C-rated researchers (Category: Established Researchers) and five (5) are Y-rated researchers (Category: Young Researchers).

c) Sabbatical leave and industry exposure policy

Sabbatical leave was awarded to eight applicants for 2021, consisting of two males and six females.

4.13.4 Postdoctoral fellows

The university had 13 postdoctoral fellows: Track 1 = 11 (full-time);
Track 2 = 2 (part-time);
Females: 6;
Males: 7.

4.13.5 Research education training programmes

The RD & PGS Section offers research education training programmes in support of the university's researchers, academic supervisors, and postgraduate studies. The following thematic workshops and training events were presented during 2021:

Table 35: RD & PGS workshops and training events

Activity	Attendees
An introduction to computer-assisted qualitative data analysis software: NVivo	2
Working with research data: software and digital tools for applied research	1
Fundamentals of research design and methods	2
Introduction to qualitative research design and methodology	2
Intersecting qualitative with mixed-methods research: design and implementation	1
Training course for supervisors of doctoral candidates (2 Aug. 2021 – 1 Nov. 2021)	10
Language in academic writing webinar for postgraduate students workshop hosted by the Faculty of Management Sciences on 21 May 2021	38
Language and academic writing for postgraduate students workshop hosted by the Faculty of Humanities on 29 May 2021.	-
Liminality and trajectories on postgraduate studies workshop hosted by the Faculty of Humanities on 26 June 2021	-
Postgraduate supervision programme (4 webinars) between 18 Aug – 13 Oct 2021	63
Research ethics and integrity workshop on 20 August 2021	74
3 MT competition on 22 Sep 2021	44
Article writing and publication programme for early career researchers and postgraduate students from 30 September 2021 to 4 November 2021	51
Grant writing workshop series: commencing on 25 January 2022.	15
Science communication and public speaking webinar on 15 September 2021	57
Annual Prestige Research Day: together for a fair, healthy, and accessible COVID- 19 vaccine hosted by the Faculty of Health and Environmental Sciences on 21 October 2021	197
Annual Prestige Research Day: role of management sciences for the future of work hosted by the Faculty of Management Sciences on 28 October 2021	161
Doctoral Summer School hosted on 12 November 2021	43

NRF-related training

Institutional nGAP applications workshop hosted on 5 March 2021
 Institutional NRF Thuthuka and BAAP workshop hosted on 25 March 2021
 Master's/doctoral applications training for first-time NRF applicants on 18 May 2021
 NRF master's and doctoral extension application training on 19 May 2021
 SARAO and NRF honours application training on 26 May 2021
 Information session for NRF rating process on 28 October 2021 with 18 attendees.
 NRF rating consultative workshop held on 6 December 2021 with 37 attendees

55

4.13.6 Postgraduate students

The following enrolment for 2021 can be reported:

Master's target = 440;

Master's enrolments = 441 / 440 students as target = 100%; Master's FT enrolments = 57% of target;

Master's PT enrolments = 43% of target;

Doctoral target = 203;

Doctoral enrolments = 191/203 students as target = 94.90%; Doctoral FT enrolments = 38% of target;

Doctoral PF enrolments = 62% of target.

The graduation is calculated based on the HEMIS information. The calculation is based on July 2020 – June 2021 graduations. The graduate totals are based on the 2021 spring ceremony only (from MIS), and the following number of students graduated:

Target master's = 138; Graduate master's = 33;

Achievement = 23.91% of target; Target doctoral = 58;

Graduate doctoral = 19; Achievement = 32.76% of target.

The output on graduations will be complete after the April 2022 graduations.

A Memorandum of Understanding between the supervisors and master's or doctoral students was approved by the University Research and Innovation Committee. Senior graduate attributes were also identified to give effect to CHE's requirement of graduate attributes.

4.13.7 Council on Higher Education Doctoral Standard Review

The Council on Higher Education began a project in 2017 to review doctoral qualifications. The Council on Higher Education released the final report on the university's doctoral standards following the submission of the university's Self-evaluation Report (SER) in 2020 on doctoral standards and the subsequent review of the SER.

The university was invited in May 2021 to submit inputs to the draft report. The university had to submit an Improvement Plan to the CHE by 31 October 2021. The DVC: Research, Innovation and Engagement (RIE) assigned the RD & PGS Unit to manage this process. Following an extensive consultative process and approval by the relevant institutional committees, the final report with the Implementation Plan was submitted to the CHE on 30 October 2021.

4.13.8 Research publications

For DHET the following submission can be reported:

- Total claim: 198.2847; (articles: 113.8063; conference proceedings: 74.1344 (less 0,917 credit units which were later withdrawn); chapters in books: 6.427; books: 3.).

- Approved by DHET: 170.2043 credit units against a target of 143 credit units.
- 180.746 credit units were submitted to the DHET in May 2021. This is against a target of 153 credit units as per the RD & PGS Plan: 2014-2020. The outcome of the 2020 publication output is still pending.
- The university submitted one Design Arts creative output to the DHET.

4.13.9 CUT & UFS Joint Research Programme

CUT & UFS Joint Research Programme: Seed funding of 6 (six) CUT/UFS regional focus joint collaboration research projects to the value of R423 999,22. The seventh call of the CUT/UFS research project was placed in July 2021, and six new applications and one renewal application were received. A total of four applications were supported (three new applications and one renewal) to a value of R300 000.

4.13.10 Research Ethics and Integrity Committee

In 2016, the university developed and implemented the Research Ethics and Integrity Policy Framework (updated in 2021) with the purpose of guiding the promotion of responsible conduct of research in line with internationally acceptable norms and standards. The document serves as a policy framework, which must be interpreted in the context of and in line with other relevant policies and guidelines relating to research and academic ethics and integrity matters. The university has undertaken a mandate of developing a fully integrated ethics system with one of the primary objectives being the establishment of an accredited ethics committee especially in the Human Social Sciences/Humanities.

The following initiatives were undertaken:

- revision of the Research Ethics and Integrity Framework;
- the Research Ethics and Integrity Policy Framework was up for review in 2020. The REIC and FRICs were requested for inputs on the updates. Feedback was received and the Framework was updated accordingly. The revised Research Ethics and Integrity Framework was submitted to URIC in 2021. URIC recommended it for approval by
- Senate via the Executive Committee of Senate (Senex). The framework was then approved by Senate in March 2021;
- the development of an integrated ethics and integrity system;
- the integration involved the following activities:
 - establishment of an accredited human ethics committee;
 - the need to integrate the implementation and compliance of the POPI Act in REIC functions;
 - standardisation of all ethical forms within the institution;
 - development of an online ethics application/approval system;
 - Clarivate Converis: Online Ethics Application/Approval System;
- For the university to obtain accreditation and have an integrated ethics application/approval system, there is a need for an online system. The university extended the current RIMS to include an online ethics application/approval system.
- Accredited Human Ethics Committee: As part of the project on implementation of an integrated research ethics system, the REIC started with the process to establish a CUT Institutional Ethics Committee for research involving humans.
- Training sessions and workshops on ethical conduct in research: the following workshops were held:
 - Ethical conduct in research and the role and importance of a national registered ethics committee. The workshop was successfully held on 20 August 2021 and attended by approximately 70 participants.
 - The second workshop was held on 12 November 2021 and attended by 43 participants. The workshop was part of the annual Doctoral Summer School and focused primarily on doctoral students.
- Recruitment of Research Officer: Ethics Administration: The recruitment and appointment of a Research Officer: Ethics and Integrity Administration commenced. Interviews were finalised, and the incumbent commenced duty on 1 February 2022.

4.13.11 Research centres

The university has six research centres. These centres are:

Table 36: Approved research centres and research directors

Research centre	Research Director
Centre for Applied Food Sustainability and Biotechnology (CAFSaB)	Prof. JFR Lues
Centre for Diversity in Higher Education Research	Prof. A Makura (Acting)
Centre for Enterprise and Entrepreneurship Studies	Prof. P Rambe
Centre for Rapid Prototyping and Manufacturing (CRPM)	Prof. K van der Walt
Centre for Sustainable Smart Cities	Prof. Y Woyessa
Centre for Quality of Health and Living	Dr T Makhafola

4.13.12 Digitalisation of the RD & PGS processes: Research Information Management System (RIMS)

The university, in consortia with two other UoTs and under the auspices of THENSA, formerly known as South African Technology Network (SATN), procured a Converis Research and Innovation Management System as part of the digitalisation strategy. The following modules are being implemented:

- Publication submission: Systematically collect, validate, and report on publication of research results. Track bibliographic meta-data as well as full texts, including Open Access repository integration. The system is in its third year of being used in submission of research outputs;
- Intellectual property management;
- graduate student management: Administer the complete graduate student lifecycle, from admissions through study plans, on-programme management, thesis submission, and graduation;
- grants pre- and post-award management: Manage and report on a project from the initial idea and application process through the project itself, and track results such as publications, presentations, and citations of published work;
- ethics module: Application and approval of ethics started in October 2021.

4.13.13 Research Development and Postgraduate Plan 2021 to 2025

The Research Office started with a new RD & PGS Plan, following the final approval of the new institutional Strategic Plan 2021 to 2025. The plan is based on international objectives of research development, namely an increase in quality and quantity of research outputs. The final plan was approved by Senate in 2021.

4.13.14 Technology and Innovation in the Centre for Rapid Prototyping and Manufacturing (CRPM) and Product Development Technology Station (PDTS)

The Centre for Rapid Prototyping and Manufacturing (CRPM) had a satisfactory 2021 considering the South African economic situation is still recovering from the effects of the COVID-19 pandemic. The newly founded collaboration with Selective Surgical (a medical product distributor focused on Maxillofacial products) has proven to be a very fruitful during 2021. This collaboration resulted in a significant increase in enquiries for custom medical implants, and the total medical-related revenue amount to approximately R3 637 226.52 for 2021.

The value of the 585 projects completed at the CRPM during 2021 was R 7 672 214.46. Approximately 16 478 parts were manufactured for the 585 industrial and research projects. Chart 1 below illustrates the value of revenue generated from industry-supporting projects against set monthly targets.

A good example of industry adoption is shown in the manufacturing of titanium 3D-printed spinal cages (shown in Chart 2). At the end of 2021 a third company specialising in 3D- printed spinal implants was serviced through the MedAdd project. Since 2019, a total of 7188 units were manufactured as part of a 317-product range among the three companies. This significant product range included a significant amount of research and development to optimise the design for AM (DfAM).

Furthermore, a total of R1 110 276 was spent on 26 research projects compared to R808 888 which was spent on research projects during 2021. The merSETA Viro-Vent Skill development project was the largest contributor to these research activities.

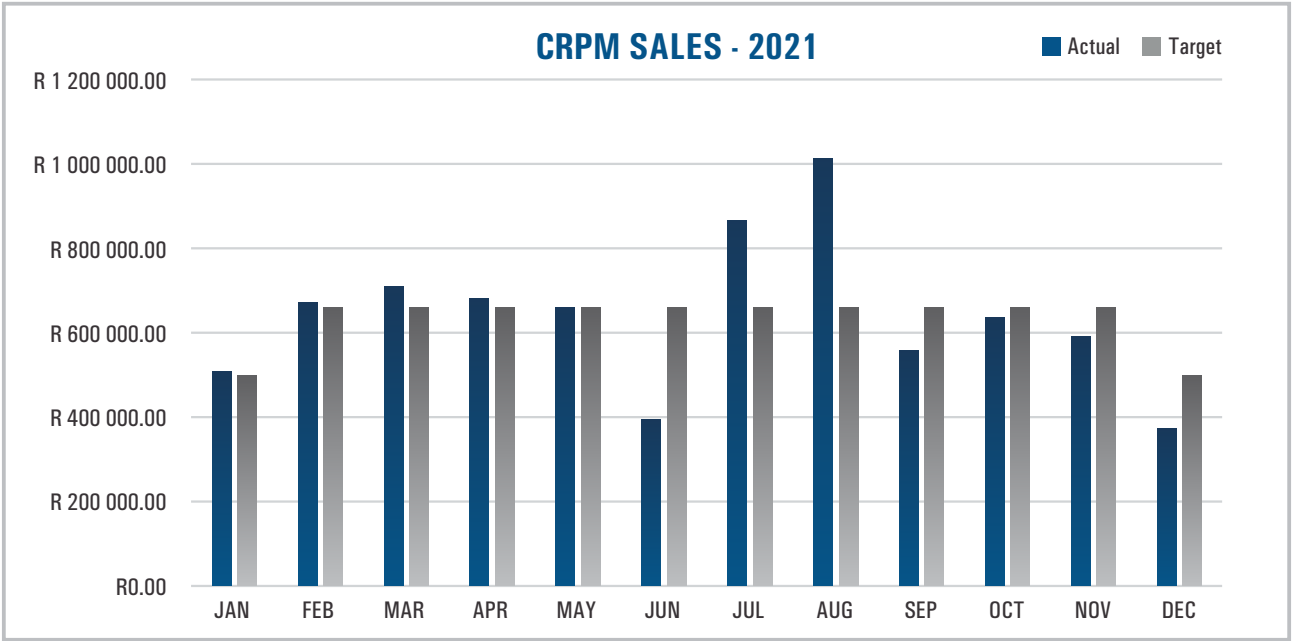


Chart 1: Monthly values of industry-supported projects: actual vs. target

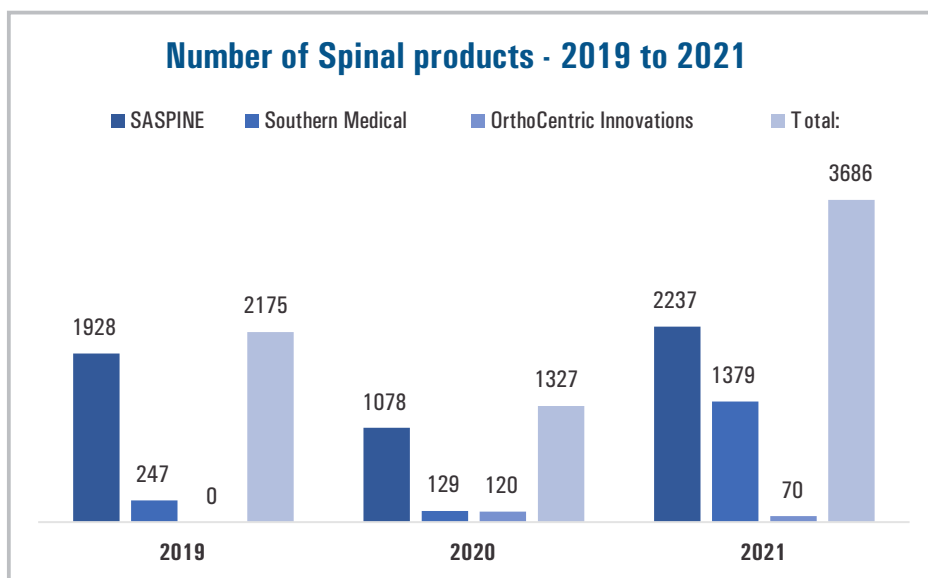


Chart 2: Number of spinal products produced from 2019 to 2021

CUTIS and CRPM jointly submitted a proposal to the DST High-End Infrastructure Grant for the establishment of a Medical Device Additive Manufacturing Technology Demonstrator (MedAdd) at CUT. CUT and two other universities/entities were selected as finalists to present the proposal to an expert panel convened by DST in December 2018. The CUT proposal was chosen to be funded (DST contribution R71.7 million over two years, and CUT co-funding R25 million over three years (partly in-kind through land and buildings, ISO value and financial)), due to its unique combination of research and commercialisation opportunities, in addition to the very unique focus on medical products and assistive devices (as well as the historical output and collaboration record).

The MedAdd project aims to bridge the innovation chasm in the use of additive manufacturing for medical devices. The development of MedAdd will enhance the current equipment and capabilities at CUT as well as enable CUT, academic partners and local companies to demonstrate reproducibility and scale-up of innovative medical device products. MedAdd will also be available for small companies to industrialise new products, de-risking their innovative development before fully-fledged commercialisation. In addition, MedAdd will enable students, researchers and industry staff to develop the required skills for the development of this new technology and new industry. The initial performance metrics for MedAdd will be products developed, users trained and stakeholder engagement. However, the number of companies assisted, new companies created, and jobs created and maintained, will once MedAdd and the CUT incubator are fully established, be key performance metrics.

Table 36 on the next page shows some key activities pertaining to establishing and developing the technology demonstrator, MedAdd.

Table 37: Key activities for MedAdd project

Key performance indicators for MedAdd from March 2019 to December 2021 (34 months)							
Total (34 months period)	Jan 2021 to Dec 2021	Jan 2020 to Dec 2020	March Dec 2019	Period		Training	Technology demonstration
270	120	90	60	Number of users trained		Number of postgraduate students using MedAdd	Number of new technologies developed
1406	717	589	100	Planned	Actual		
-	-	-	-	Planned	Actual	Number of units/contract manufactured parts	New Intellectual Property developed
52	32	23	24	Planned	Actual		
-	-	-	-	Planned	Actual	Stakeholders	Partnerships
18	2	11	5	Planned	Actual		
892	402	310	180	Planned	Actual	Jobs created and maintained in companies	
2322	1644	412	444	Planned	Actual		
3705	1725	1310	670	Planned	Actual		
225623	65524	157563	2536	Planned	Actual		
-	-	-	-	Planned	Actual		
3	1	1	1	Planned	Actual		
-	-	-	-	Planned	Actual		
22	6	10	6	Planned	Actual		
-	-	-	-	Planned	Actual		
13	1	8	4	Planned	Actual		
-	-	-	-	Planned	Actual		
49	49	46	23	Planned	Actual		
-	-	-	-	Planned	Actual		
36	3	23	10	Planned	Actual		
-	-	-	-	Planned	Actual		
142	3	139	-	Planned	Actual		

Medical case studies

AM enables manufacturing of precise-fitting, patient-specific implants to restore facial symmetry and ensures that the patient's self-confidence and quality of life is regained. During 2021, a total of 24 patients received custom-designed and 3D-printed titanium implants. As shown in Figure 3 below, the impact that these implants can have on a patient's life can be very significant. Feedback from the surgeon after the surgery indicated that at least 90 minutes were saved by making use of the CRPM solution, which translates to a cost saving in theatre time of approximately R13,500.00.



Figure 3: Images before (A) and during (B) procedure of young patient receiving treatment during 2021

Parrot beak

This case involves the replacement of a parrot's beak. An impression was taken of the defected area and scanned to enable CRPM to design a custom-fit beak. Another requirement of the design the fixation method needs to be sealed off, which required CRPM to design a screw and captive nut. The beak was 3D printed in titanium and fitted to the parrot, as can be seen in Figure 4 below.

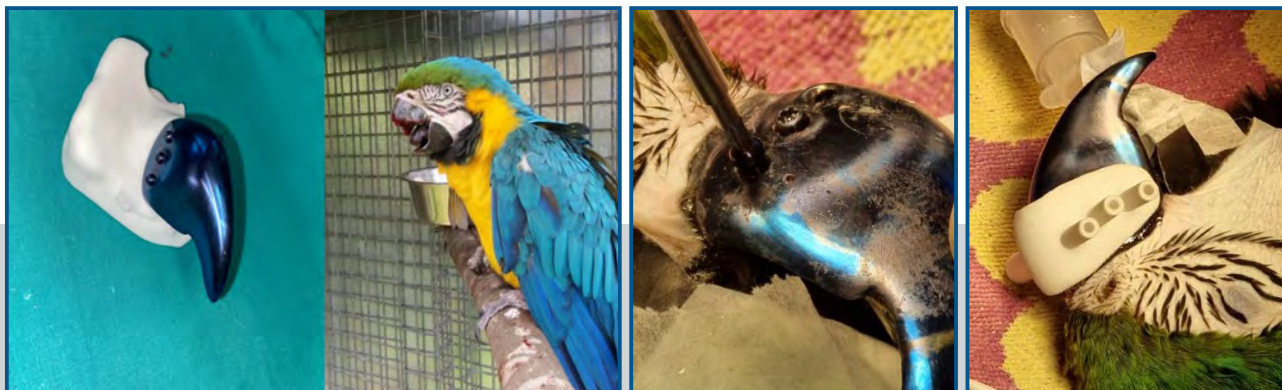


Figure 4: Proposed CAD design of parrot beak

Canine mandible reconstruction

The next case involves the reconstruction of a canine's mandible. A CT scan was taken and used to design a custom implant, as shown in Figure 5 below. The implant was 3D printed in titanium and the operation was successfully completed.

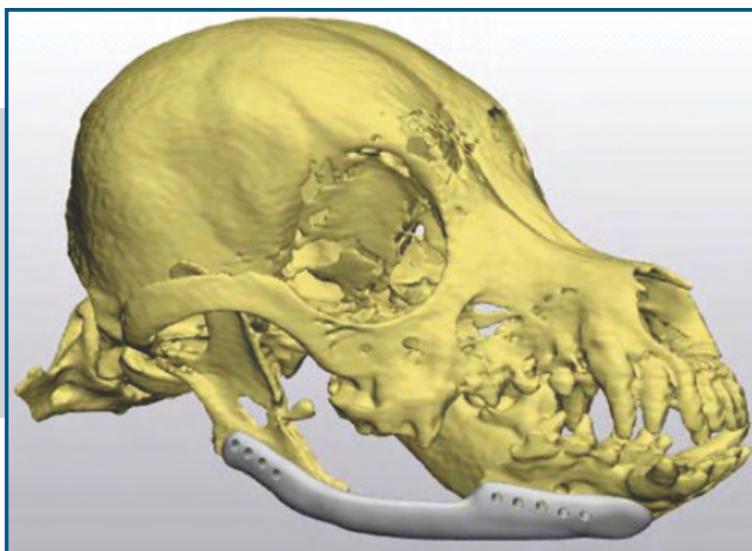


Figure 5: 3D-printed mandible will be used to repair the damaged mandible

During the reporting period, CRPM was fortunate to collaborate with three very dynamic orthopaedic companies, namely SASPINE, Southern Medical (both involved in the spinal implant market) and ATTRI (specialising in large monolithic custom pelvic implants). SASPINE reported that more than 1 600 products were already implanted in more than 1 000 patients. These numbers clearly show that manufacturing companies are starting to realise the benefits that AM technology holds as a production technology.

The Product Development Technology Station (PDTS) funded by Technology Innovation Agency had a constant flow of new clients visiting the station regarding their product ideas throughout the year 2021. The PDTS completed 161 projects and 95 new client contacts to the value of R8 234 445.43. The PDTS received the ISO 9001 certification on 14 September 2021 from TUV SUD. Ms Shelly Mona has been appointed as the new Deputy Director. She commenced her duties on 1 December 2021.

The table below shows the actual number of SME enquiries to the PDTS versus the planned number.

Table 38: SME enquiries

2021	Total SME contacts	Different categories				
		New SMEs	Repeat SMEs	PDIs	Female	Disabled SMEs
Q1 2021	68	49	19	35	19	1
Q2 2021	102	43	59	65	20	5
Q3 2021	96	54	42	60	27	1
Q4 2021	91	66	25	71	27	1
FY target	125	100	25	70	30	15
Total – actual	357	212	145	231	93	8

4.13.15 Technology Transfer

a) Intellectual Property (IP) disclosures

In 2021, nine IP disclosures were received.

Disclosure title	Inventors	Type of innovation	Status
A manual multipoint isolate/colony transfer device	Dr Olga de Smidt	Device	Patent landscaping search report. Functional design application under consideration
BrewPress	Allan Kinnear, George Hugo and Altus Van Heerden	Invention	SA provisional patent application filed
Glider swing	Hawee Huysenmen, Mzwake Moqhaisa and Annamarie Van Jaarsveld	Invention	Filing of design registrations under consideration
Horizontal roller	Mzwake Moqhaisa, Tharina Annandale and Thabo Lenkoe	Invention	Filing of design registrations under consideration
Pot swing	Hawee Huysenmen, Mzwake Moqhaisa and Annamarie Van Jaarsveld	Invention	Filing of design registrations under consideration
Rotational platform	Mzwake Moqhaisa and Annamarie Van Jaarsveld	Invention	Filing of design registrations under consideration
Swing frame	Mzwake Moqhaisa and Tharina Annandale	Invention	Filing of design registrations under consideration
Vertical roller	Mzwake Moqhaisa and Tharina Annandale	Invention	Filing of design registrations under consideration.

b) Intellectual Property (IP) protection

In 2021, four names, and their associated marks and logos for four craft beer products developed by CAFSaB were filed for trademark registration, namely: TJEKIT (lager), KGOTSO (porter), LEKKA (cider) and PHAKISA (IPA).

A logo for the ITIKI Drought Prediction Tool was filed for trademark registration in classes 9 and 42.

An SA provisional patent application was filed on 6 August 2021 for the compact coffee press device.

Application title	Application type	Primary inventors
ITIKI (name)	SA trademark application	Not applicable
Kgotso (name and logo)	SA trademark application	Not applicable
Phakisa (Name and Logo)	SA trademark application	Not applicable
Tjek-It (name and logo)	SA trademark application	Not applicable
Lekka (name and logo)	SA trademark application	Not applicable
Tsela Tsweu	SA trademark application	Not applicable
Compact coffee press	SA provisional patent application	Allan Kinnear, George Hugo and Altus Van Heerden

c) Intellectual Property (IP) outputs

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An SA provisional patent application was filed on 6 August 2021 for the compact coffee press device.

Application title	Application type	Primary inventors
ITIKI (name)	SA trademark application	Not applicable
Kgotso (name and logo)	SA trademark application	Not applicable
Phakisa (Name and Logo)	SA trademark application	Not applicable
Tjek-It (name and logo)	SA trademark application	Not applicable
Lekka (name and logo)	SA trademark application	Not applicable
Tsela Tswewu	SA trademark application	Not applicable
Compact coffee press	SA provisional patent application	Allan Kinnear, George Hugo and Altus Van Heerden

d) Commercialisation of Intellectual Property (IP)

The following section gives an update on the commercialisation projects in the IP portfolio which were undertaken, and projects that were closed/completed:

e) Centre for Rapid Prototyping and Manufacturing (CRPM) Invention/ IP description

The CRPM focuses on the development of prototypes and products (medical devices, implants, and surgical guides) using high-end, industrial-grade, advanced additive manufacturing (AM) machines. The centre with ISO 13485 certification for 3D printing of medical devices currently produces customised 3D-printed implants and patient-specific surgical guides for medical, dental and spinal applications.

Commercialisation status

- A consulting firm was commissioned to develop a commercialisation plan for AM technologies, expertise, technical know-how and capabilities at the CRPM.
- The feasibility study recommended the spin-out of NEWCO as a business as the preferred commercialisation route. Following the completion of the feasibility study, this feasible option, the spin-out of NEWCO as a business was considered in the business case analysis. The business case analysis showed that the spin-out of the AM focused medical device business from CRPM is premature for various reasons. It was therefore recommended that CRPM should remain intact and integrated into CUT for the immediate future. However, the operational model should become substantially more commercially oriented than the current status quo. The key elements will include:
 - The CRPM business profile should focus strongly (perhaps exclusively) on the medical device market.
 - Realignment of the business towards external partners would be necessary. Strive to become the technology and manufacturing partner of choice to medical device companies and hospital groups and replicate successful initiatives such as SASPINE.
 - Ringfence and manage CRPM better as a unit, especially from a financial perspective. Revenues, costs, investments and financial returns need to become significantly more transparent for CRPM for Management to better understand the business performance and opportunities.
 - Focus strongly on business development – establish a dedicated business development function.

- Negotiate bureaucracy concessions with CUT, identify and try to address bottlenecks (e.g. ensure that a list of preferred, registered suppliers is maintained).
- Commercialise products and services via projects/commercial partners.
- Develop a plan towards spin-out (revenue targets, key people and equipment, ISO certification plan). The spin-out should not be contemplated until external income has reached sufficient levels to adequately cover the real costs, and the core client base has been expanded.

Respiratory face mask/ FMP2 respirator

Inventor(s)/ creators	Mr Allan Kinnear
Intellectual Property	UK provisional patent application
Industry sector	Healthcare

Invention/ IP description

The CRPM FMP2 Half Mask was designed to help provide respiratory protection against certain airborne contaminants when used in accordance with all use instructions, limitations and applicable safety and health regulations. The front-facing, double-action filter mechanism filters air going in (inhale), and air going out (exhale). This replaceable filter concept provides a long-term use mask solution at a low cost.

Commercialisation status

In Q1, the TTO sent out an RFP seeking a suitably qualified commercialisation partner that will be able to manufacture, market, distribute and commercialise the technology on a mass scale. No responses to the call were received.

A meeting was then held with the UCT TTO since they have commercialised several medical devices emanating from R&D. Their view was that the window of opportunity for this product passed when lockdown regulations were lifted in China, thus restabilising the global supply chains. However, efforts by the TTO are ongoing to identify specific companies in other industry sectors which use PPE or where the product could have other applications.

Craft beer

Inventors/ IP creators	Prof. Ryk Lues Dr Olga de Smidt Dr Jasiu Lewtak
Intellectual Property rights (IPRs)	Trade secrets on beer recipes Technical know-how Trademarks
Industry sector	Beverage industry

IP description

Various beer recipes have been developed by the CUTbrU team of the Centre for Applied Food Security and Biotechnology (CAFSaB). The team has won five awards at the Intervarsity Beer Festivals over the last years. The team won the best IPA category and was also awarded the best beer on show, so CUT was overall winner of the competition. In Q4, the team also received the VC's Excellence Award for Innovation with their raw ingredient to marketable product initiative "Malt to Moolah".

Commercialisation status

- Four names and their associated marks and logos for the four beer products were developed namely: TJEKIT (lager), KGOTSO (porter), LEKKA (cider) and PHAKISA (IPA). Trademark registrability searches for the four names were done, and all four names have now been filed for trademark registration.
- A local brewery (Stellar Breweries) was identified as a potential licensee, due diligence was done, and a term sheet was agreed with Stellar.
- A marketing company which can assist Stellar with a marketing strategy was identified and introduced to Stellar on 24 February 2021. Also, a distribution company with extensive, national distribution channels was identified.
- An IP licensing agreement drafted by Spoor & Fisher was sent to Phatshoane Henney Attorneys for review and recommendation to the VC for his signature. The agreement was sent to Stellar, and after several months of following up, Stellar indicated that they are no longer interested in getting a license from CUT, as the company is struggling to put its own beers on the shelves, also exacerbated by the COVID-19 regulations around alcohol consumption. Stellar further indicated that they are considering a change in business model to focus only on contract manufacturing.

Next steps

The TTO is considering other commercialisation routes, e.g. a scenario for a lean start-up formation, since most brewhouses develop their own beer formulations, produce, market, and sell. Therefore, the TTO is developing a business case for a start-up formation.

Flutter device

IP creators	(1) Kevin Campbell (external) (2) Jacques Olivier (external)
Intellectual Property rights (IPRs)	SA complete patent
Industry sector	Physiotherapy

Invention/ IP description

The Oscillating Positive Expiratory Pressure Device is a Class I medical device to loosen mucus in lungs of patients and assist in the removal of secretions from the lungs and airways. The value particularly lies in the fact that the device is injection moulded – and does not consist of various steel components as current offerings do, making it a cheaper, locally manufactured medical technology. The conventional chest physiotherapy involves the use of postural drainage positions, in which a person's feet are tilted vertically above their heads, whereas the OPEP device's operation is not orientation specific.

Commercialisation status

The TTO held discussions with a potential licensee and requested a set of documents as part of the due diligence process to ascertain if the party is best suited to take the invention to market. Following that the TTO held a meeting with the CEO of Creatori Health who showed a strong interest to take the product to market.

The TTO has requested the PDTS to develop the final tooling and also make the product market-ready.

Rapid Ceiling Strip and System (Roof Clip)

Inventor	Mr Andre Sonnekus
Intellectual Property	SA provisional patent application
Industry sector	Construction industry

Invention/ IP description

This invention is an easy method of attaching ceiling strips through a roof clip mechanism. The product is market ready.

Commercialisation status

African Spirit Trading 406 (Pty) Ltd expressed interest in licensing the technology and submitted a brief sales and marketing plan. However, the documents failed to demonstrate their capability to commercialise the technology, so the TTO requested more information, and no feedback was received.

The TTO sought other potential licensees for this product, particularly in the ceiling/hardware space. Heunis Steel (Pty) Ltd was identified and approached in Q2 as a potential licensee, and they are very interested in the technology. The TTO provided samples to Heunis Steel (Pty) Ltd, and Heunis have started testing of the samples.

Next steps

The TTO awaits feedback from Heunis Steel (Pty) Ltd – expected Q I 2022.

Value

IP creators	(1) Mr Marnus Van Zyl (2) Prof. Ulrich Holzbaaur
Intellectual Property	Design (aesthetic) registration Trademark registration
Industry sector	Gaming, Education

Invention/ IP description

A board game to teach entrepreneurship was developed by a CUT staff member (Mr Marnus Van Zyl) and Professor Ulrich Holzbaaur of Aalen University, Germany. The board game is designed for entrepreneurship education but requires active facilitation by a trained game leader.

Commercialisation status

- The IP creators developed the game in a way that allows it to be sold as a complete package, just like any other board game.
- There is huge interest from the CUT inventor (Mr Marnus Van Zyl) to drive the IP commercialisation.
- It has been difficult to determine the best IP commercialisation route due to the game being a board game, which requires active facilitation by a trained game leader. The TTO is helping the IP creators with the development of a viable business model.

- Several possible commercial partners were contacted to assess their interest in commercialising the game. Due to little interest from potential commercial partners for this game, a meeting between the inventor, the faculty and the TTO was held in Q4, to discuss the possibility of executing a Quick Access Licence to enable the inventor to test the product and market.

Next actions

The TTO to assist the IP creator to identify gaps identified in his proposed business model.

Road Condition Monitoring System

Inventor(s)	Mr Samuel Abejide (DEng 2020 graduate)
Intellectual Property	SA provisional patent application
Industry sector	Roads and transportation industry

Invention/ IP description

A sensor system fitted underneath the road surface which performs real-time, continuous structural health monitoring of pavement systems. The successful deployment of this system could dramatically transform the economics of pavement management and ultimately improve the serviceability of pavements.

Commercialisation status

- An SA provisional patent application was filed to protect the Intellectual Property associated with the system and device. The TTO sought a technology development partner and a possible licensee. The Free State Department of Roads and Transport showed interest in the product and offered a prototype testing site. However, the testing facility was never made available.
- In Q1, the TTO held a meeting with Automated Road Rehabilitation Business Systems, a global leader in providing pavement surveillance equipment and data collection services to explore potential synergies. However, the company was not interested in the product.
- A stage gate review by the TTO located some relevant prior art to the claimed invention. These prior art documents were discussed with the inventor and a decision was made to not proceed with any further patent filings.
- Filing of the IP1 form with NIPMO was done as per Section 4(2) - 4(3) and Regulation 2(4) of the IPR Act.

ITIKI Drought Prediction Tool

Inventor(s)	Prof. Muthoni Masinde
Intellectual Property	Software Trademark registration
Industry sector	Weather forecasting services

Invention/ IP description

ITIKI is a drought-forecasting service which utilises mobile phones to offer relevant, timely and accurate forecasts through the integration of indigenous and scientific drought forecasting techniques. ITIKI is currently used by farmers in Kenya, Mozambique, and South Africa to inform their cropping decisions, ultimately leading to improved crop yields.

Commercialisation status

- The ownership of background IP currently resides with UCT, where the inventor did her PhD studies. TTO has engaged the UCT TTO regarding the IP arrangements.
- UCT agreed to assign all intellectual property (IP) relating to the ITIKI project which was created during the PhD study at UCT. However, this arrangement is subject to NIPMO approval.
- A meeting scheduled with the UCT TTO was held in Q4 to finalise the IP assignment agreement.

Next Actions

UCT TTO to attain the necessary approvals from NIPMO regarding the IP assignment.

Soil Classification System and Method

Inventor	Mr Mauritz van Rooyen
Intellectual Property	SA complete patent application
Industry sector	Civil Engineering

Invention/ IP description

A system that takes a soil sample from a potential building site, mixes it with water and then evaluates and analyses the sedimentation process by camera to determine how much clay is in the soil sample. This in turn will then provide the engineers with information on what type of foundation to use for construction on the building site.

Commercialisation status

A meeting was scheduled with the inventor to get a sense of the status of development on this technology. It was established that there have not been any further technological developments since the SA complete patent application was filed. The first logical step was to run the field trials to test the accuracy of the system before engaging the market.

Next steps

- The TTO is facilitating the conducting of field trials for the technology with Prof. Theron in Civil Engineering to validate the system.
- The first field trials are expected to commence in the first quarter of 2022.

Lockable Drain Cover

IP Creator	Mr Kay Cutywa
Intellectual Property	SA complete patent application
Industry sector	Plumbing

Invention/ IP description

The existing drain covers which form part of the plumbing infrastructure in residential environments can easily be removed. This may result in objects being thrown into the drain and ultimately causing blockage. Also, the problem with existing drain covers is that the openings in the cover are relatively large, meaning objects such as cutlery can easily pass through such

openings. The arrangement of the lockable drain cover is designed to address these two problems with existing drain covers. The invention is such that when the plumber closes the grid, you need a long nose plier to open it. Therefore, no kids or dogs can remove it. In addition, the holes in the grid are also made smaller to restrict things such as spoons and forks to fall into the drain.

Commercialisation status

- There is an interest from few companies to get licences for this invention.
- The TTO is facilitating the process to get the product SABS accredited. A meeting was held with SABS to understand the accreditation steps and processes. It was recommended by SABS that CUT finds a testing company that is PVC eligible and has the QMS processes in order. The TTO contacted Technimark, which is a suitable testing company for this product.
- In Q3, the TTO met with Mr Freddy Kenney, a prominent owner of construction companies in Bloemfontein to explore the possibilities of his companies conducting market tests for the product. Mr Kenney expressed interest in the invention.

Next steps

A few more sites and construction companies are being targeted to run the market tests for the products. This is expected to commence in Q1 of 2022.

QBell

Inventor(s)/creators	Mr Heinrich Williams (External, PDTS client)
Intellectual Property	Copyright (Coding)
Industry sector	Health

Invention/ IP description

The invention is based on coding done and complimentary firmware developed to allow communication between devices for the purpose of transferring patient and device information.

Basic prototype firmware and coding were developed for proof-of-concept purposes.

Commercialisation status

- An option agreement/ quick access technology licence was agreed with the inventor.
- This licence permits the inventor to gain full commercial use of the technology for up to one year in order to assess the impact and potential of this technology. This assessment period enables the inventor to implement the invention in their business environment and, where appropriate, to test and develop the market for resultant products.
- The opportunity provides the technology for the inventor to evaluate over a defined period of time, to enable him to ascertain whether he wants to take a royalty-bearing license to the technology. The evaluation period gives the inventor an option to acquire such a license if he so wishes.
- The licensee's further technology development has negated the use of CUT IP. Therefore, this terminates the option licence, so there is no further expectation of a royalty-bearing IP licence emanating.

Emergency Medical Preparatory Programme

IP Creators	Ms Sibusisiwe Dlamini, Ms Charlene Geduld, Ms Charne Viljoen and Ms Roan Slabbert
Intellectual Property	SA trademark application Copyrighted material
Industry sector	Education

Invention/ IP description

The Emergency Medical Preparatory Programme (EMPP) is a short learning programme intended to address the shortcoming of students (both in the EMS field and potential matriculated individuals who lack the necessary entry requirements for gaining access into a Health Science-related programme). The programme has modules that are aligned to the NQF levels of the EMC programmes and therefore the following qualifications: (1) Higher Certificate in EMC and (2) Diploma in EMC.

Commercialisation status

- Maritzburg Emergency College showed interest in the rolling out of the programme.
- TTO held a meeting with the Director of the College (Mrs Seemole Mfeka) and discussed the due diligence requirements.
- Maritzburg Emergency College submitted the business case to the TTO for review and consideration for a licence to the IP rights.
- In Q4, a non-exclusive licence agreement was successfully entered into between CUT and Maritzburg Emergency College.

f) Post-licensing Management

BrewSpoon

Inventors/ IP creators	Mr Allan Kinnear and Mr Jozua Joubert
Intellectual Property	Design registration Trademark registrations Copyright in mould and related works
Industry sector	Beverage industry

Invention/ IP description

The invention is a simple device developed by engineers at the Product Development Technology Station that allows making a great, mess-free cup of filter coffee in only a few steps.

Commercialisation status

- Design registrations and trademark applications were filed to protect the intellectual property associated with the device.

- The TTO received the business case from the potential licensee (MYBREW Innovations) which demonstrated their capability to successfully commercialise the IP.
- A due diligence on the interested party was concluded in 2020 and a term sheet was agreed on. On 22 February 2021, a licence agreement was entered into with MYBREW Innovations (Pty) Ltd, in terms of which CUT granted them the rights to manufacture, market, distribute and sell the products.
- This transaction/deal marks the first commercialisation of IP developed at CUT. This is a huge achievement that is in line with both the CUT and IPR Act's objective to encourage the practical application of the results of university research by industry for the broad public benefit.
- A commercialisation report for the period ending 30 June 2021 was received by the TTO. A royalty of R93 384 was earned for the reporting period, and an invoice was generated for the licensee to make payment to CUT.
- A royalty receiving account has been opened by the Finance Section for accounting purposes.

4.13.16 Innovation and entrepreneurship support programmes

Launch of Idea Gymnasium (i-Gym) and Fabrication Lab (FabLab) on the Welkom campus: In an effort to strengthen the CUT innovation ecosystem, these two innovation support facilities were officially opened at the Welkom campus by the Vice-Chancellor on 12 May 2021. The guest speaker was Ms Nomsa Mosuwe, who gave a keynote address on the importance of entrepreneurship development. Ms Mosuwe unveiled the space geared for ideation activities, which was refurbished with financial support of Letsete Hub. An invitation to the event was also extended to Goldfields TVET, and Leseding Technical High School. The event was offered in a hybrid mode, and the number of physical attendees were 76 (this includes 20 learners) and approximately 3 050 viewers on Facebook and YouTube platforms (this number includes after-event views).

World IP Day: Intellectual Property (IP) awareness

In April 2021, the TTO successfully hosted an IP awareness and advocacy session at the Welkom campus in line with the 2021 World IP Day celebrations. The 2021 theme was IP & SMEs, and the guest speaker was Advocate Thapelo Montong, a Patent Attorney at Adams & Adams. An invitation was extended to two (2) high schools in Welkom – Unitas High School and Welkom High School. Due to COVID-19 regulations, the event was also offered in a hybrid mode. The number of physical attendees were 44, and approximately 4 000 viewers on Facebook and YouTube platforms (this number includes after-event views).

4.14 CHANGES IN TUITION FEES AND FINANCIAL AID FOR STUDENTS

The student fees for 2021 increased by 4,7% for tuition and 6,7% for residence fees. Government made provision by way of a grant for NSFAS-funded students and missing- middle students. The Gap Funding Grant from government provides for increases in tuition and university-managed accommodation fees. The amount received in 2021 was R12,805 million.

The university received R31,151 million from external donors.

Furthermore, in 2021, the university received funding to the value R863 819 800 from the NSFAS bursary agreements (NBAs) that were signed. The funds received were allocated as per Table 38 below:

Table 38: NSFAS financial aid

CATEGORY	TOTAL AMOUNT DUE PER REG TEMP	FUNDS RECEIVED	NBA DUE FOR SIGNATURE	AMOUNT DUE TO CUT
DE-General	-	823 505 698	-	823 505 698.00
DE-Disability	-	3 232 170	-	3 232 170.00
National Skills Fund	-	37 460	-	37 460.00
Fundza Lushaka Bursary	-	34 904 365	-	34 904 365.00
NSF General	-	20 450	-	20 450.00
DMV	-	15 250	-	15 250.00
TRC/ REPA	-	1 553 712	-	1 553 712.00
Historical debt	-	-	-	-
W&R SETA	-	478 695	-	478 695.00
AgriSeta	-	72 000	-	72 000.00
TOTAL	-	863 819 800	-	863 819 800.00

R863,819 million was received from NSFAS for 2021-funded students. The outstanding NBA to be generated by NSFAS for students that need to be migrated and are reported on the close-out report amounts to R89,641 million.

4.15 2021 ENROLMENTS

CUT enrolled 389 international students for 2021, against a target of 776 students.

The progressive decline in undergraduate and international student enrolment continues to be a national and global challenge, notwithstanding a gradual increase in postgraduate enrolment. This pattern can also be seen at CUT. The following country-specific enrolments were recorded as our major feeding countries for 2021: Lesotho (62%), Zimbabwe (12%), Ghana (10%), Nigeria (4%), Botswana (3%), and Namibia (3%). CUT enrolled international students from eight SADC countries and from six countries in the rest of Africa. In addition, CUT enrolled students from China (1) and Saudi Arabia (1). The university also enrolled three German exchange students in the second semester of 2021. The CGE has observed a considerable reduction in exchange students because of the rigorous COVID-19 requirements.

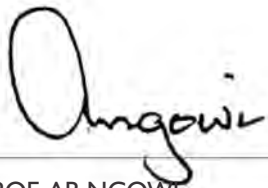
4.16 RISK MANAGEMENT

The Senate considered reports from the various academic portfolios within the institution, and it was articulated that risk assessment and mitigation measures should be put in place to address the challenges reported. The Senate risk report was developed and used as a tool to monitor and address risks faced by academic units and faculties. A quarterly report was presented to Senate comprising of the consolidated risks and the mitigating measures implemented by the managers.

4.17 CONCLUSION

The Senate, as the highest statutory body to which the Higher Education Act (Act No. 101 of 1997) gives authority over the design, delivery, assessment and quality assurance of academic, research and engagement programmes at a university, takes pride in the aforementioned contributions and achievements of our academic and support services staff.

SIGNED BY:

A handwritten signature in black ink, appearing to read 'Ngowi', is written over a horizontal line.

PROF. AB NGOWI
CHAIRPERSON: SENATE





SECTION 5

REPORT OF THE INSTITUTIONAL FORUM (IF)

5.1 INTRODUCTION

In alignment with the Higher Education Act No. 101 of 1997, and the CUT Statute 2017, the IF's statutory responsibility is to advise Council on the governance matters relating to transformation at CUT.

5.2 COMPOSITION

The IF is composed of the following members:

- 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 representative: Welkom Campus Employee Group;
- one person representing the Human Resources Section, with background on transformational matters;
- one member of the Student Affairs Council (SAC); and
- a maximum of two additional members approved by the IF.

5.3 IF MEETINGS

The IF held four ordinary meetings, two special meetings and two electronic meetings via a round-robin process in 2021.

5.4 ATTENDANCE OF IF MEETINGS

The attendance of the IF's six meetings is shown in a tabular form below.

Table 39: IF members' attendance of IF meetings in 2021

Members	5 March 2021	28 May 2021	27 Aug. 2021	3 Sept. 2021 (Special meeting)	5 Nov. 2021	9 Nov. 2021 (Special meeting)
Mr TS Masoeu (Chairperson & Representative: NEHAWU)	✓	✓	✓	✓	✓	✓
Mr KE Moremi (Deputy Chairperson, until 31 Aug. 2021)	✓	✓	✓	✓	✓	✓
Dr N Mrwetyana (Institutional Registrar & IF Secretary) (until 30 June 2021)	✓	•	⌘	⌘	⌘	⌘

Explanation of keys	✓	Present	*	Absent with apology	-	Absent without apology	#	Not yet a member	≠	No longer a member/resigned
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Members	5 March 2021	28 May 2021	27 Aug. 2021	3 Sept. 2021 (Special meeting)	5 Nov. 2021	9 Nov. 2021 (Special meeting)
Dr S Dzingwa (Institutional Registrar & IF Secretary)(from 1 July 2021)	≠	≠	✓	✓	•	•
Dr L Jordaan (Representative: Nteu)	✓	✓	✓	✓	•	✓
Dr SJ Nkhebenyane (Representative: Academic Staff)	✓	-	✓	✓	•	✓
Mr SS Leepa (Representative: Non-academic Staff)	✓	✓	✓	✓	✓	✓
Ms J Mawoyo (Representative: Student Affairs Council)	≠	≠	≠	≠	✓	✓
Ms M Letsoara (Representative: Human Resources)	✓	✓	✓	✓	✓	✓
Prof. DP Ngidi (Member: Mancom)	✓	•	⌘	⌘	⌘	⌘
Prof. AB Ngowi (Member: Mancom)	≠	≠	✓	✓	✓	✓
Prof. WN Setlaleto (Representative: Senate)	✓	•	•	-	✓	✓
Clr L Sebola (External Member: Council)	•	✓	✓	-	✓	✓
Mr TS Mokgatla (Representative: Welkom campus staff)	✓	✓	✓	✓	-	-
Ms R Moleya (Representative: Employment Equity Committee)	≠	≠	✓	•	✓	✓
Mr M Ntonyane (SRC President: Bloemfontein campus)	✓	⌘	⌘	⌘	⌘	⌘
Mr B Bolawa (SRC President: Bloemfontein campus)	≠	•	✓	✓	✓	✓
Mr P Zangwa (SRC President: Welkom campus)	✓	⌘	⌘	⌘	⌘	⌘
Mr MC Litabe (SRC President: Welkom campus)	≠	•	-	-	✓	-

Explanation of keys	✓	Present	*	Absent with apology	-	Absent without apology	#	Not yet a member	≠	No longer a member/resigned
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5.5 ADVISORY INVOLVEMENT

The IF had advised Council on the transformation-related matters that affect CUT, including the following:

5.5.1 Institutional repositioning and review of the executive managers' terms of office

a) Welkom campus repositioning process

A need had been identified to revitalise the operational activities at the Welkom Campus in alignment with Vision 2030 and CUT's Strategic Plan 2021 – 2025. A strategy will be formulated and implemented to reposition the Welkom campus, whilst human and other resources will be deployed to ensure the effective implementation of such a strategy. The main aim of the repositioning project is to provide an enabling implementation framework and business plan in order for the core operational activities of the Welkom campus to be prioritised and well resourced. The IF advised Council to note the following concerns that were raised at the meeting:

- The envisaged restructuring project could result in wasteful and fruitless expenditure, as the incorporation of the Welkom campus of the former Vista University into the former Technikon Free State had arguably never produced positive results. The funds that will be spent could be reallocated for other developmental purposes, such as providing infrastructure for research.
- The mergers and incorporation processes that had been put in place as part of implementing the government's size and shape policy had unfortunately resulted in people issues, such as a lack of trust amongst the Welkom and Bloemfontein campuses' staff, and the incorrect perception of the former as the sister campus of the latter.

Council had also been advised that the IF could not make further recommendations, other than the following, due to a lack of information on activities such as project costs:

- Notwithstanding the challenges that the size and shape policy implementation had brought about at CUT, the university should consider finding sustainable ways of developing the Welkom campus in such a manner that it can provide high-quality teaching and learning, in alignment with the university's institutional academic plan and Vision 2030.
- Management should maintain its commitment to develop the Bloemfontein and Welkom campuses as a single and unified entity.
- A communication plan must be developed in order for all stakeholders to be informed about the envisaged repositioning project as far as the plans and progress thereof are concerned.
- CUT should be repositioned in its entirety, in order to achieve the status of a multicampus university.
- Consideration should be given to the need for CUT to take advantage of the identification of Virginia as an area with a high helium gas concentration in the Free State goldfields, in order to develop relevant academic programmes at the Welkom campus.
- The recommendations referred to above should form part of the terms of reference of the Welkom Campus repositioning project, where relevant, applicable and necessary.

b) External review of the Vice-Chancellor and Principal's term of office and mutual separation

Council, at its meeting of 17 September 2021, had agreed to the termination of the Vice-Chancellor and Principal, Prof. HJ de Jager's, employment contract. Notwithstanding the Vice-Chancellor and Principal's departure, the review of his performance was conducted as a separate compliance process which was completed in alignment with the Council-approved Gantt Chart, entailing the timelines to which CUT adhered. However, the IF could not accept and advise Council on the following without the information contained in the assessment report on the Vice-Chancellor and Principal's performance:

- The outcomes on the initiation process of the possible extension of the Vice-Chancellor and Principal's contract.
- Feedback on the mutual separation for the termination of the Vice-Chancellor and Principal's employment contract as at the end of September 2021.

The IF's Secretariat circulated to the IF members, for information purposes, a document that outlined some of Prof. HJ de Jager's achievements during his tenure as Vice-Chancellor and Principal at CUT. The Senior Director: Human Resources also consulted with the Chairperson of Council, for advice, whether the assessment report on the Vice-Chancellor and Principal's performance may be shared with the IF for discussion.

5.5.2 Advice on other governance and transformation-related matters

a) Progress report on security measures at CUT

The following salient developments took place at the CUT campuses.

Welkom campus

- The installation of additional closed-circuit television (CCTV) cameras and associated cables in the server room resulted in a cost of R21 672.51.
- The deviation, amounting to R96 962.25, can be attributed to the need to supply electro-mechanical locking mechanisms for the turnstiles at the Clement Tsehloane Keto Library and Information Services, as these mechanisms were found to be non-existent.

Bloemfontein campus

- Although the access control system was deactivated as part of implementing the COVID-19 prevention controls, the staff and student cards are physically checked at the campus entrances for purposes of mitigating safety and security risks.
- Deficiencies, such as the dysfunctional CCTV cameras in the Dirk Coetzee Building, will form part of the problems to be dealt with during the second phase of the integrated security system implementation.

The IF advised Council that the implementation of the future security-related projects should be based on clear plans, containing feasibility studies, in order to avoid unnecessary additional costs relating to unforeseen expenditure.

b) Report on the Bloemfontein campus SRC election process: 2021

The former SRC President: Bloemfontein Campus, on behalf of the SRC and the South African Student Congress (SASCO), lost the high court and Elections Appeal Committee applications to interdict the 2020/2021 SRC elections and appeal the results thereof, respectively. The SRC: Welkom campus did not reject the results of the election, and did not form part of the appeal. Council, at its special meeting of 03 August 2021, sought the IF's advice on this matter, as the former SRC President: Bloemfontein Campus escalated the matter to Council, as the highest decision-making body at CUT, for consideration, following the outcome of the applications in question. The contestation of the election results was based on the perception that the election process has been unfair, and inconsistent with the Terms of Reference of the SRC. Hence, this matter was submitted to the IF for discussion.

The IF advised Council that it could not make a determination as to the endorsement of the election process and the outcome thereof, given that not all the required aspects were contained in the report submitted to the IF meeting of 27 August 2021, for purposes of identifying other gaps in addition to those referred to below. Considering the current reality that resulted from the challenges relating to the COVID-19 pandemic, the IF also advised Council to ensure that CUT should consider doing the following, going forward:

- amending the Terms of Reference of the SRC by inserting an explicit clause or guidelines, in the form of an addendum, for online elections, as the contestation of the SRC election process and results could be attributed to the lack of such a section and principles in this respect; and
- appoint an independent audit service provider to audit the SRC election process and results, and not the same service provider that was involved in the coordination and facilitation of this process.

c) Report on the suspension of the former SRC President and Interim SRC President of the Bloemfontein campus (i. e. one individual)

The Former SRC President and Interim SRC President of the Bloemfontein Campus faced disciplinary charges relating to the instigation of unlawful student protests; entering the CUT campuses without authorisation; inciting language and behaviour that constituted inappropriate conduct; propagation; and encouragement of violence, amongst others. Given that the disciplinary process was still unfolding, Council was advised that CUT should deal with this disciplinary matter cautiously by observing procedural fairness, in alignment with the internal disciplinary processes, based on a thorough investigation.

d) Credibility of the completed online assessments

Online assessments were completed since CUT moved classes online during the outbreak of the coronavirus pandemic. However, the credibility of these assessments was questioned, as the examination policy and procedure do not make provision for online assessments. The IF advised Council to ensure that the Assessment and Graduations Unit (AGU) clarifies the credibility of these assessments, as the Senate- approved examination policy 2020 and examination procedure 2020 do not make provision for online assessments.

e) Procurement transformation report

The total Broad-Based Black Economic Empowerment (BBBEE) expenditure for the third quarter of 2021 was 93,60%, namely R233 515 670.55. Hence, there was an over-achievement of 13,60% of the target of 80%. This expenditure shows a slight improvement of approximately 5% compared to the procurement expenditure for BBBEE levels 1 to 4 for the same period in 2020. BBBEE expenditure improved in the third quarters of 2020 and 2021, compared to the same period in 2019. The systems in the Finance Section were automated as part of the institution-wide business automation processes. CUT collaborated with the Purchasing Consortium Southern Africa (PURCO) in dealing with matters pertaining to the finalisation of contracts in maintenance services, to ensure that the Finance Section receives requested resources in time. The IF advised Council that CUT is transforming to be fit for Vision 2030 and beyond by putting resources in place to digitalise the procurement transformation process for the future. Council was advised to ensure that CUT pays attention to the salary anomalies, and other matters such as sexual harassment, gender imbalances and racial discrimination, affecting women at CUT.

f) Draft Transformation Plan 2021 – 2025

The Draft Transformation Plan 2021 – 2025 was consulted with the various stakeholders after the Director: Office of the Vice-Chancellor and Principal has aligned it with the draft Strategic Plan 2021 – 2025, and Universities South Africa (USAf)'s Transformation Framework (Barometer) Reporting Tool, amongst others.

Council was advised to pay attention to the following matters in fulfilling its role of holding Management accountable:

- The need for the Institutional Registrar to seek support from units such as IRTU, when such help is needed, for dealing with the challenges relating to student accommodation.
- The race and gender imbalances in the Faculty of Management Sciences' Department of Business Management, as White male employees constitute the largest proportion of moderators at the two campuses; and the lack of upward mobility in this department, to the disadvantage of the Welkom campus, as the subject heads are only based at the Bloemfontein campus.
- The anti-transformation mindsets and actions of some senior and executive managers, which hinder IRTU from fulfilling its responsibility of dealing with transformational matters at CUT.
- Perceived silence about the Resources and Operations Division's underperformance forms part of the problems that could result in CUT being placed under administration if such matters are not dealt with effectively.
- The importance of taking junior officials' concerns seriously regarding matters they deal with on a daily basis, and escalation thereof to Management for action.

5.6 CONCLUSION

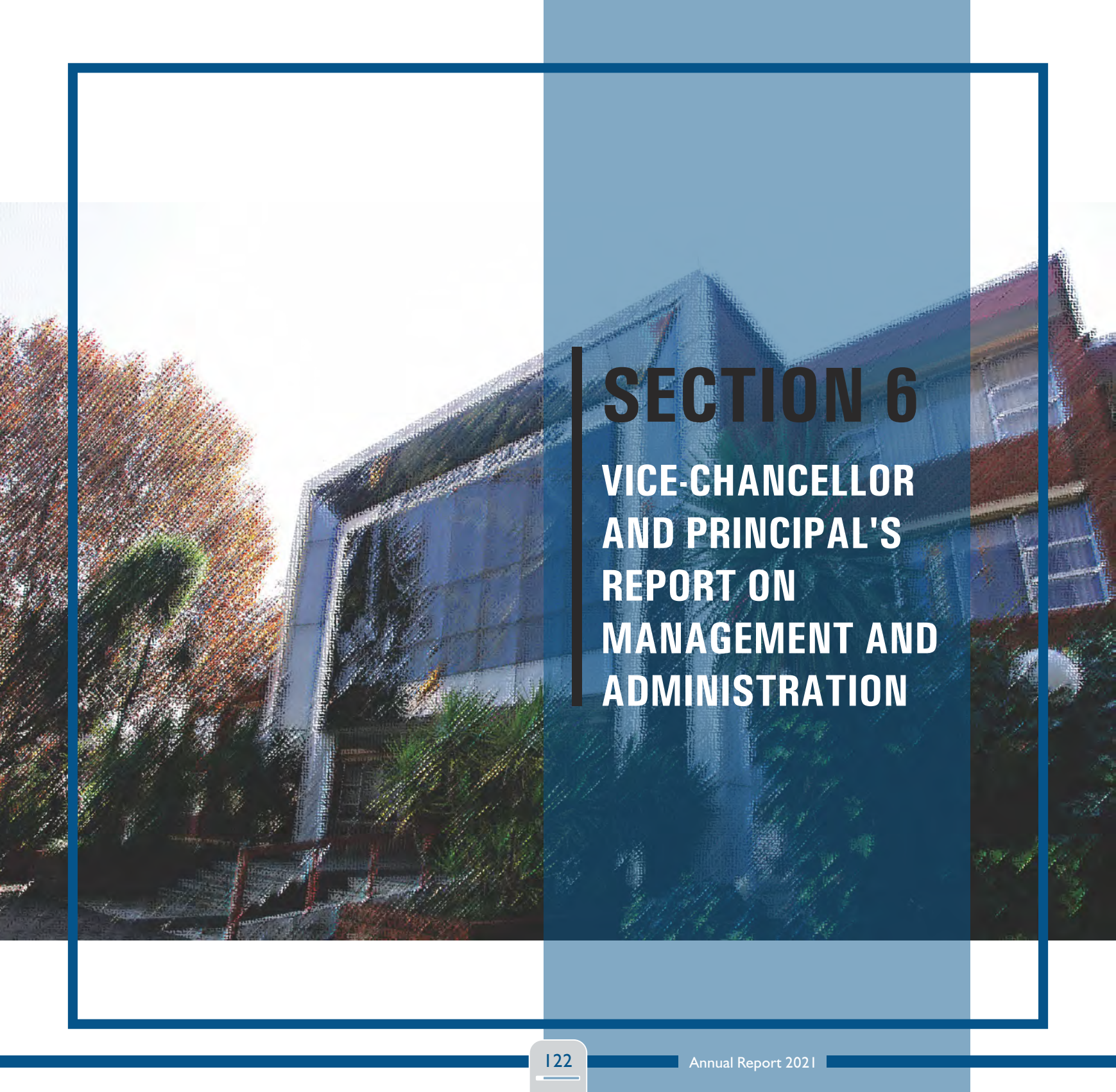
Although there are instances where Council does not accept the IF's advice, CUT is compliant with the statutory requirement that an explanation be provided in writing as to why a particular advice was not implemented.

SIGNED BY:

A handwritten signature in black ink, appearing to be 'Mr. Ts Masoeu', written over a faint, large, stylized 'S' or 'M' shape.

MRTS MASOEU
CHAIRPERSON: INSTITUTIONAL FORUM





SECTION 6

VICE-CHANCELLOR AND PRINCIPAL'S REPORT ON MANAGEMENT AND ADMINISTRATION

EXECUTIVE SUMMARY

Following the adoption of Vision 2030 and the Strategic Plan 2021-2025, the Central University of Technology, Free State (CUT) remained unwavering in its mission to monitor its performance on the implementation of the 2021 Annual Performance Plan (APP), which included the 2021 Institutional Operational Plan (IOP), which was reviewed on a quarterly basis.

Good progress was made to enhance CUT as a transformative and transformational university of technology, which included initiatives and special projects such as the Annual CUT Transformation Summit; LGBTIQIA+ Community Project; gender-based violence; female employees at CUT: impact of transformation programmes; independent study into matters affecting women in the workplace at CUT - the Commission of Gender Equality report; promoting multilingualism, with specific emphasis on Sesotho; workshops for Women Academics on Emotional Intelligence; and the Next Generation Women in Leadership Programme (nGenWiL).

Several activities aimed at promoting research and postgraduate studies at the university, as well as innovation were recorded in 2021 in alignment with the targets set in the Annual Performance Plan. Similarly, several activities aimed at promoting comprehensive internationalisation at the university, such as the CUT Ranking Project, internationalisation at home, and academic staff and student mobility were recorded for the 2021 period. Furthermore, several activities aimed at strengthening national partnerships and funding opportunities at the university were recorded for the period under reporting.

A few initiatives in the administrative structures and resources aimed at both staff and systems, including integrated talent management and skills development, and an integrated performance management system using SAGE 300, took place during 2021.

Although no programmes were submitted to the DHET for PQM approval during 2021, the Faculty of Engineering, Built Environment and Information Technology (FEBIT) received full accreditation from the Engineering Council of South Africa (ECSA) for the newly implemented Diploma in Engineering in Technology in Civil Engineering; Diploma in Engineering in Technology in Electrical Engineering; Diploma in Engineering in Technology in Mechanical Engineering; Bachelor of Engineering in Technology in Civil Engineering; and Bachelor of Engineering in Mechanical Engineering. The faculty also received provisional accreditation for the Bachelor of Engineering in Technology in Electrical Engineering.

The Valpac submissions scheduled for 2021 included the 2020 Higher Education Management Information System (HEMIS) staff submission, the 2020 HEMIS postdoctoral submission, the 2020 HEMIS, the 2020 HEMIS space submission, and the audited 2020 HEMIS student submission, which were concluded as per the schedule from the DHET.

It is evident from this report that CUT offers a holistic learning experience. Our students' learning is not limited to academic learning, as there are other important skills that we are developing for our students. Now more than ever, it is important to develop graduates with not only academic acumen, but also emotional intelligence and creative, critical and entrepreneurial skills.

6.1 INTRODUCTION

The Vice-Chancellor and Principal (VC) submitted four quarterly reports to Council during 2020, which were thoroughly discussed at the Council meetings on 26th March, 19th June, 17th September, and 27th November 2021. These reports 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 related to

the Vice-Chancellor's Report on management and administration (Chapters 8 and 9 of the *King IV Report*), addressed 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 employees 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.
- Changing patterns in the provision of academic courses.
- A statement of self-assessment of the achievements of the VC.

6.2 PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS IN TERMS OF THE PLANS, GOALS AND OBJECTIVES SET

6.2.1 Achievements in terms of the plans, goals and objectives set

The university has remained committed in its quest to monitor its performance on the implementation of the 2021 APP, which has been reviewed quarterly. This report is based on the summarised cumulative performance data pertaining to the fourth-quarter progress report against the set 2021 APP's 38 targets towards achieving the seven institutional strategic goals, and the related strategic objectives, as informed and shaped by CUT's Vision 2030 and the 2021 to 2025 Strategic Plan. Part of the progress on the predetermined strategic objectives for the fourth quarter of 2021 was presented, and achievements discussed, during the Extended Management Committee (EMC) meeting held on 14 October 2021, and the Planning, Finance and Resources Committee (PFRC) meeting held on 29 October 2021.

As indicated earlier, it should be noted that the country's lockdown due to the COVID-19 pandemic, as well as the student protests, resulted in delays in implementing some of the planned 2021 APP targets, which necessitated adjustments in terms of the 2021 academic year. Furthermore, a summarised progress report on the implementation of the 2021 APP, which covers the period 1 January 2021 to 30 September 2021, was included in the agenda of Council as "Progress report for the period 1 January 2021 to 30 September 2021 on the implementation of the 2021 Annual Performance Plan (APP)".

6.2.2 Transformation-related aspects

The Unit for Institutional Renewal and Transformation was established in 2019 to enhance the institutionalisation of transformation and the broader focus of institutional renewal, in support to the Vice-Chancellor and Principal, by shaping the transformation agenda and institutional renewal of the university in line with national imperatives and international trends. It is pleasing to know that CUT is familiar with its own definition of transformation, and therefore needs to understand how systems, structures, policies and practices have to continually change, improve and innovate, with space to invent new ways of interacting with, and seeing the world around us.

Good progress was made to enhance CUT as a transformative and transformational university of technology, which included initiatives and special projects such as the Annual CUT Transformation Summit; LGBTIQIA+ Community Project;

gender-based violence; female employees at CUT and the impact of transformation programmes; independent study into matters affecting women in the workplace at CUT - the Commission of Gender Equality report; promoting multilingualism, with specific emphasis on Sesotho; workshop for women academics on emotional intelligence; the Next Generation Women in Leadership Programme (nGenWiL); 2021 Women's Summit; transformation workshop for the Senior Leadership Team; gender transformation; women in DBA programme at Bath University in the United Kingdom; and established partnerships with universities in Lesotho, Botswana, Namibia, Kenya and Tanzania.

Please refer to Section 11: Transformation Report of this Annual Report for detailed reporting on transformation at CUT in 2021.

a) Introduction

The transformation report provides some noticeable progress made on transformational and transformative initiatives undertaken by the Institutional Renewal and Transformation (IR&T) Unit, which resides in the Office of the VC, in the academic year 2021. The report also provides an overview of the broader transformation-related activities that were implemented within the period of reporting.

Although the COVID-19 situation has improved due to massive vaccination roll-out across the country, similar trends of challenges and disruptions persist in the Higher Education space. However, the IR&T Unit continues to make remarkable progress with these challenges by engaging in several transformation activities through online platforms such as CUT's Facebook, Zoom, Microsoft (MS) Teams, etc. The following sections provide feedback on these activities.

b) Institutional renewal and organisational culture unification

Upon finalisation of the Terms of Reference (ToR) and approval by Council to embark upon an organisational culture study to deeper understand the current nature of culture that exists within the CUT, the IR&T Unit facilitated the appointment of a provider to kickstart this process. There is already preliminary data that seem to suggest an existence of a culture of fear at CUT, which has significant implications on staff's morale and mistrust amongst CUT stakeholders. The findings and recommendations emanating from the organisational culture study will be reported to all stakeholders during the third quarter of the 2022 academic year.

University Transformation Advisory Committee (UTAC): UTAC continues to have quarterly meetings to provide operational monitoring and evaluation of the extent to which the transformation agenda of the university is realised, consistent with both the CUT institutional strategic objectives and Vision 2030. The Terms of Reference of UTAC were revised and finalised via a round-robin process with Mancom.

c) Independent study into issues affecting women in the workplace at CUT

Council, at its meeting of 17 September 2021, noted the Commission for Gender Equality (CGE)'s report, and resolved to implement the recommendations that are in line with CUT's Transformation Plan, and to subsequently appoint an independent service provider to conduct an in-depth study to test CUT community members' perceptions about the matters contained in the CGE's report, to ensure its reliability and credibility, using data-collection instruments and methods such as questionnaires and focus group discussions, respectively. The findings and recommendations of the extended study will be reported during the third quarter of the 2022 academic year.

d) New Generation of Academics Programme (nGAP) positions within faculties

The nGAP implementation was successful for the academic year 2021, and saw young talented academics given an opportunity to join the CUT academic staff and postgraduate student cohort in pursuing their master's and doctoral studies through a structured supervision plan given by CUT professors. It is therefore envisaged that the nGAP in faculties will ultimately reduce staff workload gradually to create intelligent space for CUT professors to contribute significantly to the research output.

e) The King Moshoeshoe I Memorial Public Lecturer Project

In realisation of the institutional Vision 2030 and strategic objectives – particularly internationalisation and improving external stakeholders' relations within the region and continent – the Vice-Chancellor advanced an important agenda item (*The King Moshoeshoe I Memorial Lecture Series*) to the PFRC. In line with the approved CUT Transformation Plan 2021 – 2025, the university wants to introduce Sesotho as a language of teaching and learning through its Multilingualism Project, in collaboration with the University of the Free State (UFS). King Moshoeshoe I was well-known for embracing language and culture as part of building the Basotho nation, and it is crucial that such historical lessons are embedded in our revised curriculum transformation.

As part of executing Mancom's resolution above, the IR&T Unit, in collaboration with senior directors representing Institutional Planning and Quality Enhancement (IPQE) and the Centre for Innovation in Learning and Teaching (CILT), embarked on a trip to the Southern African Development Community (SADC) region, starting with the Kingdom of Lesotho, Kenya and Tanzania, to initiate a collaboration on teaching and learning, community engagement, research, transformation in Higher Education, institutional planning, and quality assurance.



From left: Morena Ntsane Mopeli, Prof. Alfred Ngowi, acting Vice-Chancellor and Principal, Chief Moremoholo Motebang Mopeli of the Ba-Koena ba Mopeli, Qwaqwa, Free state, Morena Tsholo Mopeli and Dr Sally Dzingwa, Institutional Registrar.



Mou signing From left: Prof. Spirit Tlali, Rector: Lerotholi Polytechnic, Prof. Dipiloane Phutsitsi, Principal: Motheo TVET College, Prof. Alfred Ngowi, acting Vice-Chancellor and Principal, Mrs Liteboho Maqalika-Lerotholi, Registrar: National University of Lesotho and Dr Dzimba, Rector: Lesotho College of Education.

In the end, CUT intends to use the King Moshoeshoe I Memorial Public Lecture as a stimulus to other opportunities that could enhance the development of Sesotho in academia (and operations such as human resources (HR), and work towards establishing a specialised Communication (Sesotho) Unit in the next five years. Currently, the National University of Lesotho and the Lesotho College of Education have Sesotho departments. Hence, it is imperative to establish sustainable partnerships within the region and continent.

The engagements with three higher education institutions in Lesotho were fruitful. The team received a positive response for the King Moshoeshoe I Memorial Public Lecture 2022. The institutions agreed to co-host the public lecture with CUT on a rotational basis, with the first lecture to be hosted in March 2022. This event will be organised in collaboration with historian Prof. Mothibe, an advisory to King Letsie III. The engagement further indicated potential areas of collaboration in the areas of professional development (of academic and support staff) and sharing of best practices, curriculum renewal and transformation, research (focusing on SoTL), and student exchange. The team recommends the following for approval:

- that the King Moshoeshoe I Memorial Public Lecture be held in March 2022 (organised by the IR&T Unit);
- that the Centre for Global Engagement (CGE) confirm existing memoranda of agreement (MoUs) with the visited institutions.
- that a formal engagement be arranged between CUT's executives and the three institutions (LP, LCE and NUL) to either renew or establish MoUs, focusing on: (a) academic and professional staff exchanges, to share best practices on teaching, learning, curriculum, quality assurance, research (and SoTL), transformation, learning technologies, and supporting differently abled students; (b) student exchanges (in areas of WIL in education and engineering); and (c) decolonisation of the curriculum, focusing on the development of Sesotho as a language of teaching and learning;
- it can be reported that the high-level heads of institutions involved in this initiative met and resolved that the Moshoeshoe I Memorial Lecture will first be hosted by CUT in March 2022 and then by Lesotho in 2023.

f) Special events

Various special transformation events were hosted by the IR&T Unit in the academic year 2021 with the aim of bringing all CUT stakeholders together to raise awareness of CUT's transformation agenda. The individual transformation events are discussed in detail in the CUT 2021 Annual Transformation Report in Section 11 of this report.

6.3 MANAGERIAL AND ADMINISTRATIVE ASPECTS OF THE OPERATIONS OF THE INSTITUTION (INCLUDING NEW SENIOR EXECUTIVE AND ADMINISTRATIVE APPOINTMENTS)

6.3.1 Office of the Vice-Chancellor

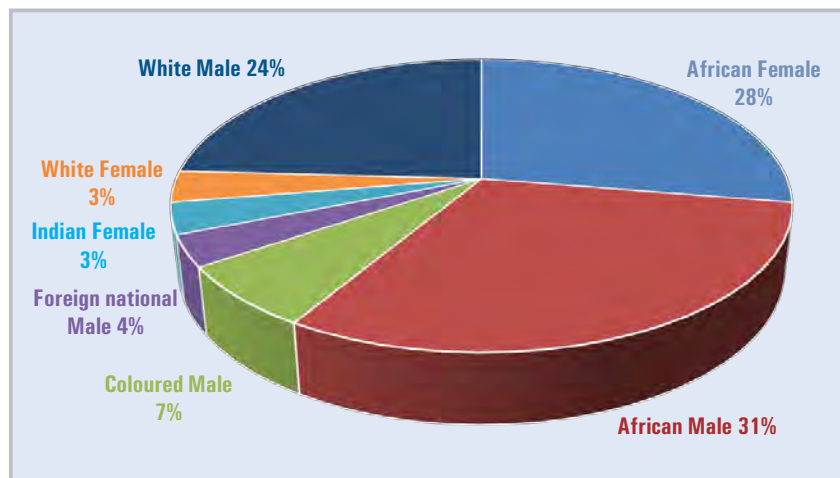
The following developments in the Office of the Vice-Chancellor for the period under reporting, are relevant:

- The Director in the VC's Office, Prof. Percy Sepeng, has successfully put measures in place to strengthen the new structure of the section and ensuring the effective and efficient operations of the Unit of Alumni Affairs, Unit of Development, and the IR&T Unit.
- The IR&T Unit, in collaboration with the Centre for Innovation in Learning and Teaching, and Student Services, embarked on a strategic mission that resulted in a strategic partnerships and engagement trips to Lesotho, Kenya and Tanzania. The delegate met with heads of the institutions and executive management teams of at least 15 institutions in the region, which will shortly result in formal agreements to be entered into during the second quarter of 2022.
- The previous Vice-Chancellor and Principal, Prof. HJ de Jager left the employment of CUT on 30 September 2021.

6.3.2 Executive and Senior Management

The following developments at Executive and Senior Management level for the period under reporting, are relevant:

- A series of recruitment processes were embarked to fill the vacant positions at senior management level, which processes continued during quarter four. These positions include the Deputy Registrar: Academic Administration, Dean: Student Affairs, Senior Director: Legal Services, and Senior Director: Estates and Infrastructure. It is envisaged that all these positions will be filled by the end of November 2021. For instance, the position of the Chief Financial Officer was advertised on 5 November 2021, and the deadline for applications is 26 November 2021.



The current equity profile at Executive and Senior Management levels is as follows:

- There are currently 29 filled posts at Peromnes levels P1 to P5, of which the gender and racial composition is as shown in the graph:
- The vacant positions of CFO, Deputy Registrar: Academic Administration, and Senior Director: Legal Services have been earmarked to be filled by females.
 - In addition, the Senior Director: RD&PGS, which is currently filled, and for which recruitment will start soon, is also earmarked to be filled by a female (1 October 2021).
 - We will then have 14 positions out of 32 (44%) filled by females, compared to 17% in 2017; thus, we are firmly on track to achieve the 50% target by 2023.

6.3.3 Research, Innovation and Engagement

a) Research Development and Postgraduate Studies

The following activities, aimed at promoting research and postgraduate studies at the university, were recorded during the reporting period:

- *RD&PGS Plan: 2021 – 2025*: The plan was approved at the second-quarter Senate meeting. The plan identified seven strategic objectives. These objectives are institutional objectives, and not the sole responsibility of the Research Office. Progress with the RD&PGS Plan will be reported at the University Research and Innovation Committee (URIC) on a quarterly basis (as from quarter 3), and as part of the annual report to Senate in 2022. R18 million is available for the implementation of the plan in 2021.
- *Research outputs*: For 2019, the DHET approved 170.2043 credit units. This is against a target of 143 credit units, as per RD&PGS Plan: 2014 – 2020. The outcome of the 2019 research outputs has been communicated to the university community. For 2020, 180.746 credit units were submitted to the DHET in May 2021. This is against a target of 153 credit units, as per the RD&PGS Plan: 2014 – 2020. The expected research output for 2020 is: 180 publication credit units + 52 master's credit units + 72 doctoral credit units = 304 credit units, compared to 293.0457 credit units for 2019.
- *Student scholarships*: Scholarships to the value of R18.270 million were awarded to 18 honours, 198 master's and 73 doctoral students.
- *Staff grants*: 35 staff members were awarded funding to the value of R8 477 787 from the National Research Foundation (NRF).

- *Master's and doctoral enrolments*: Master's enrolment: 435/440 students = 98.9% of the target. Doctoral enrolment: 189/203 students = 93.1% of the target. The part-time enrolment for master's students is representative of 41%, and for doctoral students 59%.
- *Training programmes*: Five types of training programmes in: (a) supervision, (b) academic writing, (c) science writing, (d) science communication, and (e) ethics were offered to postgraduate students and staff.
- *Research information management systems (RIMS)*: The Research Office procured four Converis RIMS modules, namely Graduate Management, Grant Administration, IP, and Publication Count. The university has extended the RIMS to include a module on ethics.
- *Postdoctoral fellows*: The university has 13 postdoctoral fellows. 11 are in Track 1 (full-time), and two in Track 2.
- *NRF rating*: There are 18 academic and academic support staff participants. Six applications have been submitted for rating evaluation for 2022. Three applications are renewals of ratings, whilst three rating applications are new. One rating falls within the B-category, fourteen in the C-category and three in the Y-category.
- *CUT and UFS Joint Research Programme*: The 7th CUT and UFS Joint Research Programme call was posted. Six applications were considered, and three were funded. One funding application was renewed.
- *Research Ethics and Integrity Committee*: The Research Office is developing its own accredited Research Ethics and Integrity Committee to deal with research approvals, excluding clinical and animal research. The development will also include the introduction of an online ethics application and approval system.

b) Innovation

The following key activities, aimed at promoting the innovation practices of the university, were recorded for the period under reporting:

- *Innovation disclosures*: Seven IP disclosures were received from the Sensory Integration (SI) Therapy Project, funded by the Technology Innovation Agency (TIA) through the Seed Fund. The disclosures are the glider swing, horizontal roller, pot swing, rotational platform, swing frame and vertical roller.
- *EDHE Entrepreneurship Intersvarsity Competition*: The competition opened online applications in March 2021, and 50 applications were received, of which 25 applications were shortlisted for the internal rounds. However, only nine applicants participated in the internal round pitching, hosted on 22 June 2021, of which four emerged as winners. The four competed in the regional rounds, hosted from 13 to 17 September 2021, against Sol Plaatje University (SPU); UFS; North-West University (NWU) and Vaal University of Technology (VUT). Unfortunately, CUT did not make it to the final rounds of the 2021 intersvarsity competition.
- *2021 Annual Innovation Challenge*: On 2 September 2021, the i-Gym held its 2021 Annual Innovation Challenge for students, where the top ten applicants were invited to present their creative projects and ideas to a panel of judges. Dr Marcin Bielicki, Research Project Manager at Poznan University of Economics in Poland, and Innovation Expert at Sense Consulting, delivered the opening address. The judges included experts from Poznan University of Economics and the TIA. After the presentations, the winners were announced, and awarded with cash prizes to further develop their projects/ideas. The first prize of R25,000 went to Tshepo Blom and Lebogang Matlabe for their project, Bridging the African Edu- Tech Device. The second prize of R15,000 was awarded to Nelson Spogter for his project, Silencing Generators and Add-ons. The third prize was received by Amukelani Nkuna and Khanyisa Dlodlo for their project, Traffic Department Online App. They also received R15,000. Three other projects with which the judges were impressed, and whom the judges felt also deserve a chance for further improvement and refinement, are Joy Gopane for the Automatic Elevator Panel Cleaners project, Omolemo Rammile for the ASD Flash project, and Maxwell Sekhoane for the Marquard Swimming Pool Upliftment project. They all received R10 000.
- *Entrepreneurship workshops*: The following workshops were hosted during the reporting period: four Entrepreneurship Development Programme (EDP) workshops on marketing (addressing topics such as target customers; the four and seven Ps of marketing and service marketing; etc.) and management (micro and macro); Pitching Training Workshop for Annual Innovation Challenge student participants; Ideation Workshop for Annual Innovation Challenge student participants; Customer Discovery and Value Proposition Workshop (in collaboration with Poznan University, Poland); Business Writing Skills Workshop (an i-Gym and CILT collaboration); Entrepreneurship Workshop (Extended Curriculum Programme (ECP) for Hospitality students, in collaboration

with the Faculty of Management Sciences (FMS)' Department of Hospitality Management, and the FMS' CILT coordinator.

- **FabLab:** To support the translation of students' ideas into products, the FabLab exposes the student community and the broader region to digital fabrication techniques and tools. During the third term, four students were trained; 36 students were assisted; one SME was assisted; and five high school learners assisted. Six prototypes were developed.

c) Engagement: Internationalisation

The following activities, aimed at promoting comprehensive internationalisation at the university, were recorded for the period under reporting:

- **CUT Ranking project:** Global and local universities participate in the rankings, as it provides some benefits to the institution. Many university leaders have been upfront in stating that they first check the ranking of the institution before they commit to a potential collaboration. In our meeting dated 26 October 2021, the Acting VC reiterated the importance of rankings as a tool to brand the university, but also to attract the best talent to CUT. We agreed to explore different ranking tools and methods that CUT could use towards its ranking. The following companies are ranking companies:
 - Shanghai
 - Quacquarelli Symonds (QS)
 - World University Rankings
 - QS World University Rankings: Brazil, Russia, India, China and South Africa (BRICS)
 - Times World University Rankings
 - Applied HE Ranking
 - CWTS Leiden Ranking (PP top 10%)

It is unfortunate that CUT stakeholders have not made greater strides in getting our university ranked. CUT remains committed to further engage our internal stakeholders, to ascertain how best we could establish a bigger team to drive the CUT Rankings project. It is important that faculties designate their assistant deans for RIE, and teaching and learning (T&L), to help develop a process and plan to rank the university. Other stakeholders, such as IPQE, Communications and Marketing, and RD&PGS should also be included.

- CUT international strategic networks and alliances:
 - *The Southern African-Nordic Centre (SANORD):* The centre is designed to further academic cooperation between the Southern African and Nordic regions, and to strengthen the capacity of all member institutions to address local and global challenges of innovation and development. CUT joined the network early in 2019, and has participated in its conferences, webinar sessions and governance meetings. The network offers university collaboration opportunities that academia should explore. CUT has strategic linkages in the SADC and Nordic regions. In the SADC region, we work very closely with the University of Botswana on CRPM projects, and student and staff mobility. Our focus with Great Zimbabwe University is on capacity enhancement projects, PhD student supervision, and student and staff mobilities. In the Nordic region, we collaborate with, for example, Uppsala University, Sweden, who offered mentoring services to women in CUT's Next Generation Women in Leadership (NGenWiL) programme. In addition, we had many inbound and outbound student and staff mobilities. CUT also has a strategic partnership with University West, Sweden, who offered substantial financial and HR support towards two CUT PhD candidates who are enrolled through the Section for WIL and Industry Liaison. For more information, please visit <https://sanord.uwc.ac.za/>
 - *The Southern African Regional Universities Association (SARUA):* In September 2021, Mancom approved CUT's membership with SARUA. Our membership allows us to engage in a reciprocal, mutually beneficial relationship with the Higher Education community in the SADC region around selected strategic focus areas that contribute to the region's development goals. These focus areas include: a SADC Higher Education Academy; knowledge co-production; institutional quality management development; and digital transformation of Higher Education. CGE, as the contact person, attended the SARUA on 21 October 2021, and the Chairperson shared the progress made in the

- re-engineering process; the SARUA organisational design, and the SARUA strategic focus areas for 2022. For more information, please visit <https://www.sarua.africa/>
- *South Africa-Sweden University Forum (SASUF)*: The SASUF project has been approved for implementation until 2030. The project now includes the participation of postgraduate students, to enhance their communication research skills. For more information, please visit <https://www.sasuf.org/>
 - CGE is collaborating with CUT's academic stakeholders to ascertain which networks the colleagues are affiliated to. We will collate the information and present it at the next University Internationalisation Committee (UIC) meeting.
 - *International Academic Partnership (IAP) projects*: The IAP Unit has embraced digital transformation. The unit has embarked on a process of automating partnership management business flow. To date, IAP has met with four companies to finalise the procurement of the best digital system for IAP's needs. CGE, through the IAP Unit, has successfully implemented the annual objectives of the two Erasmus+ Capacity Building of Higher Education projects. Furthermore, the Carnegie African Diaspora Fellowship has been implemented. The project is ending in December 2021. IAP, in collaboration with the Department of Civil Engineering, is facilitating administratively the implementation of a project with the Royal Academy Research Institute. CGE is embarking on applying for four Coordinating Board for Higher Education (CBHE) projects of the EACEA. These projects will have a focus on African collaboration and embrace multidisciplinary collaboration. The CGE will be hosting the first inaugural virtual Partner Week Series, themed "Successful Implementation of the Comprehensive Internationalisation". The two-day programme will incorporate CUT's partnership champions and international partnership champions. The CGE continues to engage with various international externally funded project owners to expand the CUT international funding footprint.
 - *The YEBO! Project*: This project was concluded in June 2021. The University of Montpellier, in collaboration with CUT, completed the project report to the Education, Audio-Visual and Culture Executive Agency (EACEA) Committee. The CGE facilitated the enhancement of the project portal in time for the EACEA audit.
 - *The EURYDICE! Project*: The project objectives for the 2021 academic year were implemented virtually. The project has successfully identified industry partners, training material was developed, and we are in the process of purchasing equipment for the mobile and open laboratory. The project is exploring the possibility of hosting training sessions for industry partners, university students, and academics. The training sessions are earmarked to build capacity and bridge the gap between industry and universities.
 - *The iKudu Project*: CILT and the CGE successfully launched the Cooperative Online International Learning (COIL) facilities at the Welkom campus. The project implementation has led to the hosting of an orientation session on internationalisation of the curriculum, and 11 out of 14 academics attended the session. In a bid to implement the research leg of the project, a refresher session was held on the 26 October 2021. Prof. Matoti has been appointed to lead the completion of the Appreciative Inquiry project, and other project research objectives. CGE continues to manage the administrative implementation of the project, in collaboration with CILT.
 - *Carnegie African Diaspora Fellowship Programme*: Profs Emuze and Asa are exploring prospects of applying for additional funding that will support the outcomes of the current project outline.
 - *Staff and student mobility, and CGE office administration*: The last group of outbound students to Germany finally departed during the first week of September 2021, after their visas were delayed because of the COVID-19 Delta variant in South Africa, which ultimately necessitated countries such as Germany to put South Africa under the red alert countries. Five students left CUT to participate in mobility programmes at partner universities in Aalen (three students) and Ulm University of Applied Sciences (two students) in Germany. The impact of these mobilities on CUT is a saving of R733 499,79 for Germany mobilities on the mobility budget at CUT, and R313 859,22 for students who left in August 2021, therefore resulting in a total saving of **R1 047 359,01** during the second semester of 2021. The Staff and Student Mobility Unit has therefore been able to send eight students during semester 2, which also resulted in a saving on the unit's budget. It should also be noted that the second semester of 2021 has been the first time since the pandemic started that students were able to engage in mobility. Three students from Aalen University arrived at CUT to start their semester on 6 September 2021. They are hosted by FMS. There has not been physical staff mobility; however, staff have been attending virtual conferences.
 - *The Academic Staff and Student Mobility Unit* continuously sources study- abroad opportunities for interested CUT community members through several internal and external information sessions held by the different international

education agencies within South Africa and abroad. All the opportunities were shared with the CUT community on Facebook and LinkedIn, and via e-mail.

- o Calls are open for students who are interested in partaking in studying abroad in 2022 to apply to spend a semester abroad at the partner institutions. Nominations of CUT students are at an advanced stage. The same applies for inbound students from partner universities who want to spend a semester at CUT.
- *International students:* The gradual decrease in undergraduate and international student enrolment remains a national challenge, whilst there is a growth in the postgraduate intake. This trend is also evident at CUT. Our big feeder countries for 2021 are Lesotho (64%), Zimbabwe (11%), Ghana (9%), Nigeria (4%), Botswana (2%) and Namibia (2%). For the 2021 academic year, the set target for international student enrolment was 776 students. As of 27 October 2021, the total number of international students enrolled at CUT was 415 students, which include full-time and part-time students. We are closely collaborating with the Communications and Marketing Section and outsourced companies to help the CGE and CUT with its branding, to increase international interest, leads and applications. See the table below for more information on enrolments per country and campus.

2021 INTERNATIONAL ENROLMENTS – 27 OCTOBER 2021				
COUNTRY NAME	BLOEMFONTEIN	WELKOM	Grand Total	%
BOTSWANA	10		10	2.4%
CAMEROON	1		1	0.2%
CHINA	1		1	0.2%
CONGO	7		7	1.7%
DEMOCRATIC REPUBLIC OF CONGO (DRC)	6		6	1.4%
DEMOCRATIC PUBLIC OF KOREA	1		1	0.2%
GERMANY	3		3	0.7%
GHANA	39		39	9.4%
INDIA	1		1	0.2%
KENYA	3		3	0.7%
LESOTHO	259	6	265	63.9%
MOZAMBIQUE		1	1	0.2%
NAMIBIA	10		10	2.4%
NIGER	1		1	0.2%
NIGERIA	15		15	3.6%
SAUDI ARABIA	1		1	0.2%
UNITED REPUBLIC OF TANZANIA	1		1	0.2%
ZAMBIA	2		2	0.5%
ZIMBABWE	40	7	47	11.3%
GRAND TOTAL	401	14	415	100.0%

- Data allocation/stipends for international students: The office is still facilitating the allocation of data to students who are currently in Lesotho, as well as the allocation of data allowances to students in other foreign countries. The total number of students receiving data are 75 in Lesotho, three in Botswana (three), four in Namibia, nine in Zimbabwe, one in Zambia, and one in Swaziland. The office has experienced some delays in the payment of data allocations from July 2021, and the matter was resolved after engagement between the Director: CGE; Director: Information and Communication Technology (ICT) and Chief Digital Officer (CDO), and the Director: Financial Reporting.

- **2022 application statistics:** As of 27 October 2021, CUT has captured 1 355 international applications. See the table below for more details.

2022 APPLICATION STATISTICS: AS OF 27 OCTOBER 2021				
COUNTRY NAME	BLOEMFONTEIN	WELKOM		Grand Total
ANGOLA	4			4
BANGLADESH	2			2
BOTSWANA	10			10
CAMEROON	5			5
CENTRAL AFRICAN REPUBLIC	5			5
CONGO	5			5
DRC	56	1		57
DEMOCRATIC PUBLIC OF KOREA	1			1
DOMINICAN REPUBLIC		1		1
ETHIOPIA	3			3
GABON	4			4
GERMANY	1			1
GHANA	17	2		19
INDIA		2		2
KENYA	4	1		5
LESOTHO	664	37		701
LIBYAN ARAB JAMAHIRIYA	1			1
MALAWI	9			9
MOZAMBIQUE	14	2		16
NAMIBIA	31			31
NIGERIA	39	2		41
OTHER AFRICAN COUNTRIES	7	2		9
PHILIPPINES	1			1
RWANDA	2			2
SWAZILAND	33	3		36
UGANDA	2	1		3
UNITED REPUBLIC OF TANZANIA	2			2
ZAMBIA	6	6		
ZIMBABWE	343	30		373
GRAND TOTAL	1 271	84		1 355

We currently have 102 newly admitted international students for the 2022 academic year.

- **Internationalisation at home (I@H) and International Student Association (ISA): Collaborators' colloquium:** From 20 to 21 September 2021, I@H and ISA participated in a colloquium hosted by UFS under the theme, "Shifting Drivers for Internationalisation of Higher Education in an Unpredictable World". The colloquium focused on various drivers of internationalisation, and ISA's Deputy Chairperson, who is currently on an exchange programme at Uppsala University, Sweden, shared the students' voice on "Student leadership development towards internationalisation". Substantial strategies were shared in responding to the internationalisation of the curriculum, partnerships for research and development, and the internationalisation of Higher Education in the era of COVID-19: lessons for universities and governments.
- **International student marketing and recruitment workshop:** The CGE hosted a two-day International Student Marketing and Recruitment Workshop from 19 to 20 October 2021, in partnership with Rustic Nova. The CUT Communications and Marketing Section was also invited to share CUT's approach towards marketing and the recruitment of students. The end goal of the workshop was to develop a clear marketing and recruitment strategy to be adopted by CGE, and to be used for the recruitment of international students, and internal and external communication. The two days were concluded with a CGE staff photoshoot, and recorded interviews to be used for CGE brand awareness, communication and marketing material.

d) Engagement: strengthening national partnerships and funding opportunities

The following activities, aimed at strengthening national partnerships and funding opportunities at the university, were recorded for the period under reporting:

- **Princess Gabo Foundation:** The partnership between CUT and the Princess Gabo Foundation for the development of a SMART Village is continuing. A draft MoU has been produced after consultation with the attorneys and colleagues. The MoU is in its final stages of revision and is due to be signed soon. The intended implementation date is 1 November 2021.
- On 2 November 2021, Princess Gabo and her delegation met with CUT Management to discuss the Invest Rural Master Plan. The intention is to see how CUT can best adopt the plan, and to find synergy between Vision 2030 and the plan, considering the national priorities as well.
- Ms Munsamy represented CUT at the 21 Acts of Goodness at the Royal Kraal on 11 October 2021, which was organised by the Princess Gabo Foundation, in collaboration with the Old Mutual Foundation, Nelson Mandela Foundation, and other organisations.
- Two funding proposals for the Noga's Post SMART Village Development has been sent to the Czech Republic Embassy in Pretoria. Responses have not yet been received.
- Meetings and discussions were held with the Energy and Water Sector Education Training Authority (EWSETA) Chair, Dr P Manditereza, regarding adopting Noga's Post as a site for research, training, and education on renewable energy. Approval is awaited from EWSETA.
- The EWSETA Chair has offered to run a short course for teachers on renewable energy.
- A partnership has been formed with Partners for Sustainable Development Solutions, in collaboration with Future Families. This organisation mainly works with the lesbian, gay, bisexual, transgender, intersex, and questioning (LGBTIQ) and refugee communities. The other focus areas are food security and gender-based violence (GBV), amongst other issues pertinent to the refugee and LGBTIQ communities.
- The Department of Correctional Services has been introduced to the coordinators of the NEMISA project, and lessons in computer literacy will be offered to the inmates at prisons in the Free State where there are schools.
- Several meetings linking organisations that the unit works with have been introduced to the coordinators of NEMISA.

- The Department of Science and Innovation (DSI)-supported MedAdd project: The DSI-supported MedAdd project has also reached its contractual end on 31 March 2021. CUT has managed to meet the majority of the project's deliverables, despite the challenges encountered during the COVID-19 pandemic, as indicated in the close-out report to the DSI. The most significant challenge faced, is the procurement of a new MedAdd facility (in conjunction with CUT Innovation Services (CUTIS)' incubation and training facilities), as identified at the onset of the project. Hence, CUT has submitted a formal request to the DSI for a no-cost extension of the project for another 12 months (to be concluded on 31 March 2022), to conclude outstanding equipment and facility acquisitions. The request was approved by the DSI, and the contract extension, without any additional funding from the DSI, was signed. The official launch of the DSI MedAdd project will take place on 12 November 2021 and will coincide with the Technology Innovation Disability Fair.
- South African Institute for Sensory Integration (SAISI): The partnership between the PDTS and SAISI regarding the development of sensory integration equipment and the 3D printing of Easy Shapes, is continuing.
- Manufacturing, Engineering and Related Services Sector Education and Training Authority (merSETA) Viro-vent Skills Innovation Challenge: CUT's involvement in the merSETA Viro-vent Skills Innovation Challenge is also continuing. Since the onset of the project, numerous online training workshops have been hosted by CUT staff members, to share their knowledge and skills on various elements of additive manufacturing and quality management. CUT has also played an integral part in establishing a quality management system for the ventilator system that is being developed as one of the deliverables of the project. An amount of R5 701 402 was invoiced against deliverables achieved.
- A successful grant submission was made to the British Council's Innovation for African Universities (IAU), in collaboration with Loughborough University and Aston University in the United Kingdom; Disabled People South Africa (DPSA); and the Southern African Federation of the Disabled (SAFOD), with its headquarters in Botswana.
- NRF South African Research Chairs Initiative (SARCHI): Following an internal proposal, a submission was made by CUT to the NRF that the Icam Chair be nominated as Interim NRF SARCHI Chair (01/07/2021 – 31/12/2021). An interim SARCHI Plan was submitted to the NRF. The NRF made an interim appointment for one year (up to 30 June 2022), and approved an interim grant of R1,9 million.

e) Third-stream income and Unit for Development

The following activities, aimed at enhancing our third-stream income, were recorded for the period under reporting:

- **CRPM and PDTS:** The CRPM and PDTS' cumulative revenue (for the period Quarter 1 to Quarter 3) amounts to R12.232 million, which is in line with the annual target of R14.275 million.
- **CUTIS (Pty) Ltd** reported project funding of R600 000 to repair road potholes in Tokologo Local Municipality (Boshoff and Hertzogville) utilising the Slurry mix innovation road pothole technology from Civil lab @ CUT.
- **Local Government SETA (LGSETA) bursaries:** An amount of R2 450 000, supporting 35 continuing students for the 2021 academic year, was committed.
- **The Education, Training and Development Practices SETA (ETDP SETA):** Universities South Africa (USAf) committed to fund ten first-year BEd students, at an amount of R1 000 000, which has been received.
- **Aspen Pharmacare** is supporting 13 students. An amount of **R926 920** has been received.
- **Safety and Security SETA (SASSETA):** Payment of **R373 500**, for eight students for the 2021 academic year has been received.
- **Free State Department of Education Trust – Food and Beverage SETA (Foodbev SETA):** 54 students are supported for the 2021 academic year. We have received an amount of **R1 611 217.19**.
- **Free State Department of Education Trust – Chieta:** 16 students are supported for the 2021 academic year. We have received an amount of **R300 247.31**.
- **Wholesale and Retail SETA (W&RSETA) bursaries 2021/2022:** 51 student bursaries were approved, with a committed amount of R3 973 000. Project deliverables have been submitted. We are loading student information and documents on the SETA system.

- **W&RSETA bursaries 2020/2021:** 35 students were supported, at an amount of R3 447 640, which was already received.
- **W&RSETA – USAf:** They have committed to pay historical debt for the 2020 academic year for seven students with withheld qualifications, at a total amount of R490 000. They have also committed to fund eight students who are registered for their final year in 2021, at an amount of R560 000. The students have been confirmed and approved. Payment is awaited.
- **W&RSETA – USAf** has given CUT additional bursaries, at a committed amount of R1 500 000, for 2021 final-year students in selected qualifications within the wholesale and retail sector.
- **Insurance SETA (INSETA) bursaries 2021/2022:** 120 student bursaries were approved, at a committed amount of R3 812 134.34.
- **Foodbev SETA – USAf:** They have committed to pay for 50 final-year students, at an amount of R2 500 000.
- **CETA (TMBS):** We have received an amount of R76 885 for one student.
- **SIOC** supported six students, at an amount of R185 491.48, which has been received.
- **Northern Cape Premier's Education Trust Fund:** Three students were supported at an amount of R102 502.
- **Ubank:** They selected three first-year students and one continuing student, but the first-year students have turned down the Ubank Bursary in favour of NSFAS funding. Hence, only the one continuing student will be supported.
- **Old Mutual Foundation:** Funding was approved for two STEM Academy programmes, namely Mathematics and Science Tuition for Grade 8 and 9 learners at the Lenyora La Thuto Comprehensive School and the Robotics Club. The total funding of R540 760 has been received.
- **Daimler Group – Mercedes Benz South Africa:** This is a new donor, who is supporting two students, at an amount of R160 980.84, which has been received.
- **Rapport Onderwysfonds:** They are funding seven students. We have received R315 000 to date.

To date, the Unit for Development recorded R13 071 231 of funds received, and R41 708 073 of funds were committed.

6.3.4 Teaching and Learning

a) Accreditation of programmes

For the period under review, no programmes were submitted to the DHET for PQM approval. The Advanced Diploma in IT was the only new academic programme that has been submitted to the HEQC for accreditation.

FEBIT received full accreditation from the Engineering Council of South Africa (ECSA) for the newly implemented Diploma in Engineering in Technology in Civil Engineering; Diploma in Engineering in Technology in Electrical Engineering; Diploma in Engineering in Technology in Mechanical Engineering; Bachelor of Engineering in Technology in Civil Engineering; and Bachelor of Engineering in Mechanical Engineering. The faculty also received provisional accreditation for the Bachelor of Engineering in Technology in Electrical Engineering.

b) Achievements and development of students and academic employees

The following achievements and development of students and academic employees were recorded during the period under reporting:

- CILT hosted the sixth Annual SOTL Conference virtually from 6 to 7 October 2021. The three keynote speakers who presented at the conference were Prof. Marietjie Havanga from NWU, Dr Nelly Sharpley from Walter Sisulu University (WSU) and Dr Roxana Chiappa from Rhodes University (RU). 42 abstracts were accepted for presentation at the SoTL Conference.
- A virtual Writing for Publication Workshop, facilitated by Dr Layla Cassim, was held for 21 academic staff members from 16 to 19 August 2021. Participants submitted draft manuscripts, which were edited by the facilitator before and after the writing retreat. The aim of the workshop was to enhance the writing skills of staff, and to improve their

- research outputs by presenting at national and international conferences, as well as publishing in accredited journals.
- Through the university Capacity Development Grant (UCDG) project on curriculum transformation and renewal, CILT hosted Dr M Madiba from the University of Pretoria (UP) on 5 October 2021, for purposes of staff and student development in curriculum transformation.
 - Curriculum and Academic Staff Development (CASD) is proceeding with the training of staff in curriculum development and transformation processes through its Curriculum 101 programme, specifically on the following dates: 30 September 2021; 14, 21 and 28 October 2021; and 4 November 2021. The certificate award ceremony for the participants is scheduled for 2 December 2021.
 - Through both CASD (Ms Maimane) and Student Academic Development and Support (SADS) (Dr Nunes), CILT conducted surveys, focus group discussions with selected staff, and document analysis, for purposes of reviewing assessment practices at CUT with respect to selected modules in which performance has either decreased or increased with 20%. A report has since been submitted to Senex, en route to Senate.
 - A Community of Practice (CoP) on Curriculum Transformation and Renewal was established and is coordinated by Ms Maimane. Six narratives on curriculum transformation initiatives by academic staff members have since been compiled across the four faculties, due to be converted into a booklet.
 - e-Learning and Educational Technology (eLET) continued with regular CUT talks of one-hour sessions for lecturers every Friday, to empower our lecturers with remote online learning skills. These CUT talks are recorded and added as training sessions to our YouTube channel for CUT lecturers.
 - eThuto 101 and eThuto 102 online courses are offered, to train lecturers in e-learning and digital competencies.
 - The Disability Unit is tracking differently abled students' academic performance and is supporting them through the Supplemental Instruction (SI) programme and human support.
 - In the second semester, the number of differently abled students registered increased with seven enrolments.
 - Through the Disability Unit, the university is attracting a high number of prospective students applying to study at CUT. To date, 589 unique applications have been received from prospective differently abled students.
 - A meeting with the NSFAS disability office, to outline the students' needs and support for the Disability Unit in planning for 2022, was held on 28 October 2021.
 - Specialised devices to support differently abled students are produced from the strategic budget for disability inclusion.
 - CUT participated in the Higher Education Disability South Africa (HEDSA) Symposium on 21 and 22 September 2021.
 - Five students are provided with assistive devices through the Disability Bursary from NSFAS.
 - CUT hosted the Free State Disability Ball Game at the Artec Hall on 23 October 2021. Some CUT students who participated were selected to represent the Free State.
 - CILT appointments: The Manager: Special Projects, Mr Samkelo Mehlala, and Writing Centre Coordinator, Mr John-Kent Makoetja Ramusi, were appointed on 1 October 2021 and 5 October 2021, respectively.
 - Prof. Setlaletoa completed a Higher Education Leadership and Management (HELM) Women in Leadership short learning programme from Nelson Mandela University (NMU). The certificate ceremony was held virtually on 30 September 2021.
 - FHUM staff members presented papers at the Prestige Research Day that was held on 5 October 2021.
 - FHUM hosted a workshop for all newly appointed part-time and full-time lecturers on both campuses on 30 September 2021 and 1 October 2021.
 - Seven FHUM staff presented papers at the 14th International Conference on Educational Research (ICER) from 10 to 12 September 2021, held by the Faculty of Education, Khon Kaen University (virtual presentation), and at a virtual symposium from 14 to 15 September 2021.
 - Boitumelo Moloabi from the Department of Design and Studio Art is the winner of the New Breed Art 2021 competition.

- A delegation, comprising Dr Modise, Prof. Makura and Dr Kalobo, undertook a study visit to Great Zimbabwe University from 21 to 26 October 2021. Part of this visit was to deliver second-hand library books, as per Great Zimbabwe University's book donation request.



- Mr TL Mkhize, a BEd Hons student, is currently in Sweden on an exchange programme, and will return to CUT in January 2022.
- Ms Lisa Nel was nominated to be the 2021 – 2023 CUT representative for the Design Education Forum (DEFSa) Management Committee.
- Dr M Molete was a facilitator at the pre-workshop of the Transformation Summit.
- Mr Sylvester Mqeku, a master's student in the Department of Design and Studio Art, is the recipient of the 2021 State-of-the-Art Gallery Award. As the winner of this reward, he received R40 000.00 to support the development of new work, and a solo exhibition at State-of-the-Art Gallery in 2022.
- Ms Lerato Mogotsi was awarded R7 500 towards the development of the project, Young Xplosive Minds through Science, presented for the i-Gym Staff Innovation Challenge on 23 October 2021. This is a project that will inspire an interest in mathematics, science, technology and education (MSTE) subjects amongst the youth. The dire need for science laboratories, especially in township schools, has shaped this proposal. The project will assist in bridging this gap by using inexpensive methods, such as kitchen science kits, to engage young learners.
- Dr R Moyo received a DHET award for the SoTL Community of Practice (COP) (classroom practices).
- Ms L van Eeden, with the help of Ms Z Malan (who holds a degree in Psychology), has designed a soft skills programme meant to educate students on the importance of communicating effectively, and on how to adapt to various work-related situations.
- CUT has received full ECSA accreditation for the Diploma in Engineering Technology (Civil, Electrical and Mechanical), as well as for the BEng Tech (Civil and Mechanical) programmes, for a five-year cycle. On the other hand, the Bachelor of Engineering Technology in Electrical Engineering received provisional accreditation and will be reviewed in 2022 for full accreditation. It should be noted that this programme started one year later than the Civil and Mechanical Engineering programmes.

- Dr Ndhlovu designed a WIL project for Bachelor: Hydrology and Water Resources Management (BSHWRM) based on real-life water resources management problems in a water management area. The project was implemented via online mode as a precautionary measure in adherence to COVID-19 safety protocols. The WIL 7 000 project has helped students to understand and analyse real-life problems, and how best to solve them using a Water Resources Yield Model. The project has gone through three evaluations, with three online presentations by students.
- Dr Ndhlovu and Prof. Woyessa wrote the following papers:
 - Ndhlovu, G.Z. & Woyessa, Y.E. 2021. Integrated Assessment of Groundwater Potential Using Geospatial Techniques in Southern Africa: A Case Study in the Zambezi River Basin. *Water* 13, 2610. <https://doi.org/10.3390/w13192610>.
 - Ndhlovu, G.Z. & Woyessa, Y.E. 2021. Evaluation of Streamflow under Climate Change in the Zambezi River Basin of Southern Africa. *Water* [Under review].
- Dr Ndhlovu prepared a project proposal for Noga's Post SMART Village in Thaba 'Nchu, to solicit funding. The proposal was submitted to The Embassy of Czech Republic in Pretoria via Community Engagement, which resides in the RIE Division.
- Dr Ndhlovu participated in the preparation of a draft MoU between Noga's Post SMART Village and CUT.
- The CUT and National Electronic Media Institute of South Africa (NEMISA) Co-Lab met the quarter three targets for training in digital literacy, Coursera courses and an IBM course. Some of the trainees are staff members from the HR Section. In line with this, CUT has been selected to host the Free State NEMISA Data Science Hackathon from 19 to 21 November 2021.
- FMS hosted the Annual Herman Mashaba Lecture on Entrepreneurship, with Mr Andile Khumalo as a guest speaker.
- FMS hosted another successful International Conference on Entrepreneurship Development (ICED).
- The Department of Tourism and Event Management hosted a National Tourism Public Lecture, in conjunction with the Department of Small Business Development, Tourism and Environmental Affairs (DESTEA).
- The Hotel School hosted a successful Food and Beer Pairing.
- Prof. AJ Strydom delivered his Professorial Inaugural Address on 4 November 2021.
- Dr VA Adonis obtained a PhD in Management Sciences (Business Administration).
- FMS student Gaelle Fitong Ketchiwou (supervisors: Profs Naong, Van der Walt and Dzansi) was not only the overall winner of the Three-Minute Thesis Competition, but also the people's choice. Another FMS student, namely Onkabetse Levy Motsumi (supervisor: Prof. Van Niekerk), was the runner-up.
- The Centre for Applied Food Security and Biotechnology (CAFSaB) participated in a successful and fun-filled Beer and Food Festival on 21 October 2021, presented at the CUT Hotel School.
- CAFSaB won the first prize for African Ale at the Intervarsitybrew. The next step is commercialising the wild yeast used in this brew.
- Major Gama, a recent Advanced Diploma in Health Management graduate, and Executive Director at the Clinical Research Investigator Site Management Organisation (CRISMO) received the Standard Bank Rising Star Award on behalf of CRISMO.
- Drs Olga de Smit and Jonas Mochane were selected for the Emerging Professor programme.
- Dr H Jacobs participated in joint research between the Technological Higher Education Network South Africa (THENSA) and the Technological Higher Education Association (THEA) in Ireland.
- Dr H Jacobs served as a member of USAf's World of Work Strategy Group, and as Chairperson of USAf's Learning in Practice Community of Practice.
- Ms R Rhode presented a series of talks on career development issues, in collaboration with CUT FM.
- Ms C Grove serves on the Free State Goldfields Chamber of Business.
- Ms S Joubert serves as a member of the Executive Committee of the South African Board of People Practices (SABPP), as well as the Mangaung Chamber of Commerce and Industry.

6.3.5 Communication, marketing and branding

a) Branding and visual communication

With the schools being extra careful to comply with COVID-19 regulations, the student recruitment team managed to secure appointments with schools, for engagement with Grade 12 learners. Career expos are being attended selectively based on our targeted areas. Below is the attendance figures of schools and learners.

Areas visited	Number of schools	Number of learners
Botshabelo	11	1 003
Bloemfontein	4	429
Kimberley	2	450
Ladybrand	2	370
Vanderbijlpark	1	170
Webnery	1	189
Pompierstad	1	370
Total: 7 schools		Total: 2 981 learners

b) STEM student recruitment

Project	Purpose	Outlets	Dates
Radio campaign on STEM programmes.	Enhance awareness of available STEM programmes to different target audiences, including parents.	National broadcasters have been used for this campaign, as well as local and regional radio stations, namely: Lesedi FM, Radio 2000, Metro FM, OFM and CUT FM.	September 2021 to February 2022
Print media STEM campaign	Enhance awareness of available STEM programmes to different target audiences, including parents.	Regional and national publications have been used to drive the campaign, namely: <i>Express Newspaper</i> , <i>Bloemnuus</i> , <i>Courant</i> and <i>JSE Quarterly</i> . The section has sponsored the production of specialised publications for distribution to schools in the region, which were used to promote our programmes.	Ongoing
Social media STEM drive	Enhance awareness of available STEM programmes to different target audiences, including parents.	We are running a #futurestudents campaign on Facebook, which encourages applications from prospective students. The post goes out monthly while applications are still open.	Ongoing
Technical schools' visits	To have direct marketing in promoting STEM programmes at schools. Collaboration with Technical Vocational Education and Training (TVET) colleges.	15 schools with technical subjects were visited, and the recruitment team interacted with approximately 2 250 learners on STEM- related content. A partnership has been formalised between five TVET colleges in the Free State and one in the Northern Cape, to ensure articulation of our programmes and the recruitment of TVET college students to CUT. Tangible outcomes of this partnership include a second- semester intake of approximately 2 200 students, yielding favourable outcomes for the university in terms of meeting our STEM target in 2021.	Ongoing
Partnership with Department of Education Northern Cape and Standard Bank	Provide a more holistic approach to intervention programmes relating to STEM programmes in schools in the Northern Cape, and the role of CUT as a catalyst.	The Department of Education in the Northern Cape has shown interest to partner with CUT and Standard Bank. A first visit has positioned CUT as a university that engages on issues impacting on the education landscape in the Central region, especially in terms of partnership development projects that will contribute to STEM subjects in the Northern Cape schools.	20 October 2021

c) Website and other social media platforms

The COVID-19 Information Hub continues to support the release of the latest information on its website, <https://www.cut.ac.za/coronavirus>.

A digital campaign to promote the uptake of Vision 2030 was implemented. As was reported previously, the September and October 2021 campaign phases began, and consisted of the CUT Voices project. The intent of the project is to engage stakeholders through storytelling interventions. The two-people-focused campaigns empower employees, students and alumni (secondary group partners; beneficiaries of projects). By giving these stakeholders a platform to share their experiences at CUT, Communications and Marketing aims to use these campaigns to connect the CUT brand with its internal stakeholders (employees); to position CUT as a rewarding and meaningful brand to employees, whilst improving internal corporate relations within the university; and to listen to the voices of the CUT community. As was reported at the October 2021 EMC meeting, there is a ruling positivity in the online engagement for the two campaigns, which we hope will ignite more constructive engagement. The submitted stories are incredible and have proven to have a higher- than-average engagement when measured against other CUT news stories.

The social network engagement continues to grow. The main platforms are Facebook and LinkedIn. CUT's Facebook page has $\pm 65\,800$ followers (previously reported: $\pm 64\,400$ viewers). The post reach for the period is $\pm 410\,000$ people (content seen includes posts, stories, and social information of people interacting), and engagement $\pm 84\,500$. The reach is high for the period. A contributing factor may be the virtual graduation ceremonies, which were streamed on the page. CUT's LinkedIn page has $\pm 46\,200$ followers (previously reported: $\pm 44\,000$), and $\pm 26\,900$ alumni members (previously reported: $\pm 25\,300$).

d) Events and functions

The Communications and Marketing Section supported various divisions across the two campuses in organising and hosting events. These include the following:

- 6 April 2021: CUT hosted the first virtual official opening of the university.
- 22 April 2021: The section provided media coverage for the Unit for Development, which handed over various assistive pieces of equipment for differently abled students at the Welkom campus.
- 28 – 30 April 2021: CUT hosted the first virtual graduations ceremony.
- 8 May 2021: The section provided media coverage for the 2021 Entrepreneurial Matriculant of the Year competition winners' announcement.
- 12 May 2021: CUT Welkom campus launched iGym and Fablab facilities.
- 12 May 2021: Professorial Inaugural Address - CUT held a professorial inaugural lecture in honour of one of our distinguished scholars, Professor Patient Rambe, Department of Support Studies within the Faculty of Management Sciences.
- 18 May 2021: MLA and CUT MoU signing postponed due to Mangaung shutdown.
- 28 May 2021: CUT hosted its first doctoral graduations and Chancellor's Doctoral Lunch.
- 9 – 10 June 2021: CUT hosted the 3rd CUT Annual Transformation Summit in Welkom. The theme was gender-based violence and sexual harassment.
- 11 June 2021: the i-GYM launch is meant to inspire staff, students, and community members to become innovators and entrepreneurs through capacity- building initiatives.
- 17 – 18 June 2021: CUT hosted a virtual graduation ceremony.
- 5 August 2021 – CUT launched the Council on Higher Education (CHE) 2022 International Audit, to assist the institution in assessing the effectiveness of the overarching quality assurance system, particularly regarding how it affects students and their success.
- 17 September 2021 – DESTEA and CUT held the Tourism Public Lecture as part of the 2021 Tourism Month activities.

- 18 September 2021 – The Council Year-End Function was held at the Hotel School.
- 30 September 2021 – The farewell for the Vice-Chancellor, Prof. HJ de Jager, was held at the Hotel School, to thank and convey good wishes to him.
- 5 October 2021 – The Annual Herman Mashaba Lecture on Entrepreneurship was held.
- 14 October – CUT hosted the Spring Graduation virtually.

e) Media coverage

The Communications and Marketing Section continued to use a media monitoring tool, allowing the distribution of clips to the CUT community via *Thutong Today*, to enhance the university's media relation efforts, and to highlight the benefits of positive media placements to the university community. All articles are shared through placement on the university's public website, at <https://www.cut.ac.za/news>, and on CUT's LinkedIn, Facebook, and Twitter pages; and via our external media partners, the Central Media Group and Media24. The following media vehicles were at the top of the list for coverage during the period: Landbouweekblad, The Journal of Medical Laboratory Science & Technology, Get It Magazine, Science Stars, Engineer IT, Express, Beeld, News24, TechTalk, ITWeb, Sunday Times, Sowetan, Mail & Guardian, SA Department of Science & Innovation, Times Live, Lesedi FM, Good Hope FM, OFM, SABC 1, SABC 2, and eNews Channel Africa (eNCA). CUT FM is also used as a constant and critical information vehicle.

The Media Advertising Value Equivalent (AVE) figures for the reporting period are presented in tabulated form below. The actual total expenditure attached to the monthly AVE is depicted in the last column of the table. These figures pertain to media coverage in the form of broadcasting, printing, online media, and social media platforms.

MONTH	PRINT	BROADCAST	ONLINE	TOTAL AVERAGE
Aug. 2021	R1 133 553.00	R203 706.00	R1 451 915.00	R2 789 174.00
Sept. 2021	R1 627 200.00	R510 139.00	R3 662 308.00	R5 799 647.00
Oct. 2021	R1 239 991.49	R21 064.00	R1 093 802.50	R2 354 859.00
TOTAL AVERAGE	R 4 000 744	R734 909	R 6 208 025	R 10 943 680

It is important to note that the extent of exposure in the media would have created cost to the university in the amount indicated if the coverage were to be actually paid for by CUT. The non-payment of these costs is based on the Rand value of media coverage, by extension allowing these communications.

6.4 ACHIEVEMENTS OF THE ADMINISTRATIVE STRUCTURES AND RESOURCES REGARDING BOTH STAFF AND SYSTEMS

6.4.1 Integrated talent management and skills development

a) The twelve-month onboarding process and Induction Day sessions

The Induction Day sessions for new CUT employees have continued virtually, and the last induction for the year was conducted on 1 December 2021. New employees and the relevant hiring line managers were provided with the onboarding toolkit and the onboarding guideline for use throughout the first twelve months of employment. These onboarding documents were sent out via the HR consultants with every new appointment.

b) Divisional talent forums

Talent forums for all divisions were conducted via online platforms (e.g. Zoom) during 2021. Feedback from these forums was collated and flow into initiatives to be implemented in 2022.

c) Talent Competency and Capability Framework

The Talent Competency and Capability Framework was approved by Mancom on 12 October 2021. The framework summarises the capabilities deemed important across CUT positions that would contribute to the achievement of strategic values of the institution, and sets out the differentiating behaviours (behavioural indicators) one would expect to see in the successful performance at different job levels. This framework will inform the competency criteria for attraction, selection, development, and performance management within the institution and accordingly inform talent management initiatives.

d) Succession planning and career pathing

Both the succession planning, and the career path planning procedures were approved by Mancom on 12 October 2021.

- Succession planning – The procedure will enable the university to put in place a strategic effort to ensure a leadership pool in key positions. It sets in place practices to identify pools for succession purposes, and assessing, identifying, and developing talent to equally compete for and fill these roles in the future.
- Career Path Planning Guide – The procedure will enable staff learning and development on all tiers of the institutional structure. It offers a guideline for employees to support them in achieving a match between realistically available opportunities and their career aspirations.

A succession plan was developed for the Vice-Chancellor's position, with development plans for all DVCs and the Registrar.

e) The exit feedback process

Continuous exit feedback is obtained from full-time employees leaving the employ of CUT. The process allows for a flow of feedback to the institution to determine the reasons why employees leave the institution, highlighting possible areas for improvement, as well as perceived organisational effectiveness and engagement aspects. The exit feedback process further aids in maintaining goodwill and building brand ambassadors for CUT.

Of the exiting respondents, eight resigned and the contract term of one ended. From the eight resignations, the main influence on their decision to leave was attributed to the following reasons:

- new or better job opportunities (prospect and job security) (5 respondents);
- relocation (2 respondents); and
- resigned due to family commitments (1 respondent).

f) Employee Wellness and Engagement

To maintain employee engagement and well-being, a reinstatement and renewal agreement was drawn up between the service provider, Careways, and CUT, to ensure the continuation of employee wellness services at CUT. CUT is currently in the process of finalising payment to the provider. The agreement term will run until 30 April 2023 (the "Renewal Period").

An employee engagement study will be conducted in 2022. The engagement survey is an empirical and scientific method of acquiring knowledge and understanding the issues facing employees and especially helpful in identifying overall engagement trends and creating benchmarks to track nuances over time. The results of the survey once concluded will be submitted to the Human Resources Committee and Exco of Council.

6.4.2 Integrated Performance Management System (IPerMS)

All permanent employees will participate in the process of planning for performance, mid-term reviews and final performance reviews and assessments. The performance assessments for 2021 will be concluded on the 14th of February 2022. Performance contracting and planning for the 2022 performance cycle will run from 3 January 2022 to 25 February 2022. The performance management system is now fully automated on Sage 300 People. Training of staff and management commenced in Q3. A pilot team was constituted to provide inputs and recommendations for further enhancement of the system. Refresher training and ongoing support will be provided to staff as they become accustomed to the new system. All evaluators on the 360 degree evaluations for executives will also be trained during quarter 1 of 2022.

a) Skills development

A number of skills development interventions were undertaken during the last quarter of the year 2021. The following training programmes were facilitated by the training section: Time Management and Ethical Leadership. More than 30 employees participated in these programmes and received certificates of completion and competence as a result of attending the training programmes. More than R5 million of the allocated budget was allocated for skills development, including attendance of workshops and bursaries to employees and their dependants (children and spouses).

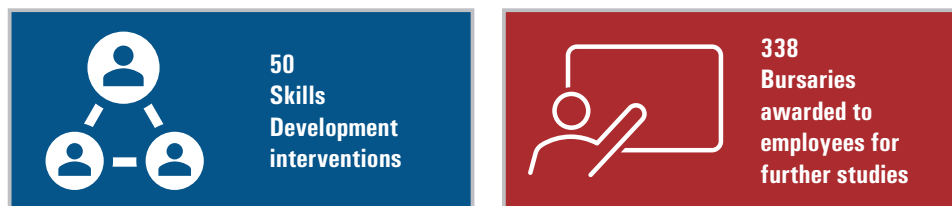


Figure 6: Skills development

b) Implementation of a Human Resources Information System

Implementation of the Sage 300 People (HR information system) has been ongoing throughout the year, with the leave functionality now being fully implemented. A phased approach will be used to activate various other modules, including the payroll system which will go live in March 2022, which is aligned to the tax year. This is to ensure a smooth migration to the new system. Training of staff supported by training manuals and guidelines are completed with ongoing support to staff.

c) Remuneration

Following the outcomes of the Commission for Gender Equality report as well as statements made to this effect in other forums, the Deputy Vice-Chancellor: Resources & Operations has commissioned an independent remuneration study to be conducted, based on the following terms of reference:

- assess current remuneration practices against CUT's remuneration policy and approved guidelines, as well as Department of Higher Education and Training regulatory documents;
- review CUT's draft reviewed remuneration policy and related procedures against best practices and legislation;
- identify any possible discriminatory practices in the remuneration policy, procedures and practices; and
- analyse actual employee remuneration for employees within the bargaining unit (i.e. Peromnes level 4 – 18, including all academic post levels) to determine:
 - alignment with remuneration policy, procedures, guidelines and regulations;
 - compliance with the Employment Equity Act Code of Good Practice on Equal Pay/Remuneration for Work of Equal Value;

- discrepancies based on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, region, conscience, belief, culture, language and birth, as stipulated in section 3.1 of the above mentioned Code of Good Practice;
- possible reasons that may inform differing levels of remuneration and whether these comply with the factors detailed in section 7.3 of the above- mentioned Code of Good Practice;
- compare CUT's remuneration to other higher education institutions, as well as the regional- and national markets; and
- provide recommendations for improvement, rectification, mitigation of identified risks, etc. as and where applicable.

This initiative has also been discussed and agreed upon with organised labour at the Labour Relations Forum.

Following the procurement process, REMChannel Pty (Ltd) has been appointed as the service provider for this exercise and are continuing with the assessment as detailed above. It is anticipated that the final report will be available during Q2 of 2022. The outcomes and recommendations shall be shared with the Labour Relations Forum, Mancom, and HRC, en- route to Council for consideration and approval.

6.4.3 Employee relations and relationship with the unions

We are pleased to report that after careful consideration of the operational standards, stability of the institution, and the well-being of the university officials, the university Executive Management has resolved to implement the general annual salary increase for the period 01 January 2022 to December 2022 as guided by *Council Resolution CM 2/12/21*.

The general salary annual increase of 6.5% across the board for Peromnes levels 4 to Peromnes levels 18 will be implemented during the salary run of 25 February 2022, and backdated to 01 January 2022.

We are also pleased to report that for the period under review, the Labour Relations Forum (LRF) as an institutional forum created for Management and unions to consult and engage on issues of mutual interest, managed to resolve all long-outstanding matters which remained on the LRF agenda for the period of more than two (2) years. This is a clear indication that the relationship between Management and the unions is healthy and cordial as we aim to work constructively towards achieving our institutional deliverables.

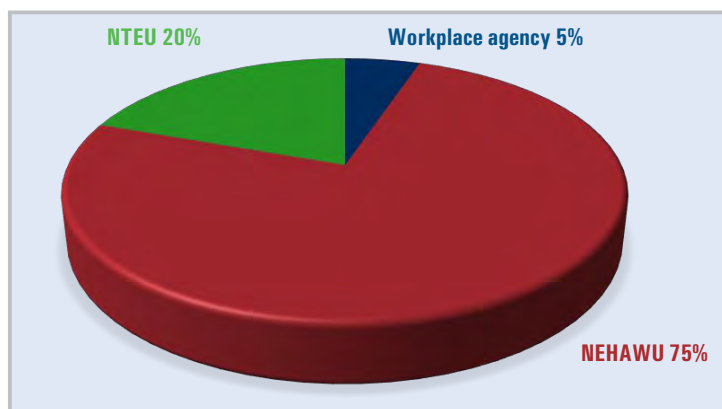


Figure 7: Union membership as at December 2021

a) Revised disciplinary code and procedure, grievance procedures and Poor work performance procedures

As part of the initiative to review and revise all Human Resources-related policies and procedures in line with an integrated HR policy framework that is aligned to legislation, the following procedures were approved by Mancom:

- disciplinary code and procedure;
- grievance procedure; and
- poor work performance procedure.

Sensitisation sessions on the revised procedure commenced last year with Organised Labour and HR consultants. Training sessions for line managers will commence in 2022.

Capacitation of Senior Management/Middle Management to chair internal matters will result in cost savings for the institution. Management nominees have been selected and will be upskilled in 2022.



Figure 8: Overview of disciplinary and grievance cases

For the period under review, and as reflected in the graphical summary above, we had four (4) disciplinary hearings, of which two (2) resulted in two employees being issued with one- and two-months suspension without salary, respectively. One (1) case is still pending the finalisation. Three (3) grievances were received for the period under review, and all three (3) grievances are still in progress.

Currently no active CCMA cases are reported for the period under review. One matter has been settled at labour court, and there are currently five (5) active litigation cases pending before the labour court.

6.4.4 Facilities and infrastructure

Progress on the facilities and infrastructure plans of the institution for the period under reporting is as follows:

- A final submission was made to the Minister of Higher Education, Science and Technology to approve the Free State Sport Science Institute (FSSSI) and Cecelia Park land exchange agreement. The Minister has acknowledged receipt, and has requested further information, which is currently being processed.
- The Estates and Infrastructure Section continues to seek solutions and accelerate refurbishments at the campuses. To address the ever-increasing backlog in deferred maintenance, long-term refurbishment projects have been incorporated as part of preventative and corrective maintenance. This also allows the Project Office to focus on the

delivery of the mega projects, whilst ensuring the execution of long-term maintenance. Two temporary project managers have also been appointed for a twelve-month period, to assist with the implementation of backlog DHET infrastructure upgrading projects.

- The establishment of the CUT framework agreement for project management services has been finalised, and the task orders for various mega projects will be finalised in November 2021.
- Concurrently, the establishment of other CUT framework agreements for various professional disciplines is in progress, with a number currently in the evaluation stage for the appointment of consultants. This includes the appointment of cost controllers, electrical engineers, traffic engineers, mechanical engineers, etc. for a period of three years.
- The establishment of a sports field at the Welkom campus was completed in August 2021. Provision has been made for two soccer/rugby fields, as well as an overlaying cricket field. This facility boasts rainwater harvesting; an underground water storage tank; irrigation; grassed banks to provide for spectator seating; changing facilities; as well as two storage containers converted into stands. A further phase will follow in 2022 for the installation of floodlights for the main sport field.
- The replacement of the Hotel School Atrium roof and various other renovations at the Hotel School building were completed in July 2021, with the installation of the solarium at the front veranda planned to continue in November 2021.



Before left, and after on the right



Solarium

- The replacement of the air-conditioning system at the Bethuel Setai Library and Information Services (LIS) building was completed in August 2021. The air-conditioning system at the Welkom campus library has also been indicated as a priority, and the appointment of the required engineers are currently in process.
- Site handover has been established for the construction of the Product Development Laboratory facility, as well as for the Maxillofacial Facility. Construction is currently in progress for both projects, for completion in December 2021.
- Upgrading of the Science Park building is currently in progress, for completion early in November 2021.
- The Stage 4A reports for the Welkom residence, the Bloemfontein residence, the Multipurpose Hall, the Teacher Education Building, and the Jewellery School have been completed.
- A programme has been activated to mitigate against any further delays in the delivery timelines of the mega projects.
- The task orders generated from the SPU framework agreements for the required professionals' services are currently being implemented.
- CUT successfully procured, and is currently implementing, the framework agreement for the provision of project management services.

6.4.5 Integrated security system

Progress on the integrated security system (ISS) for the period under reporting is as follows:

- The ISS in Welkom continues to be fully functional, with appropriate access control measures and biometric readers, and video surveillance and monitoring on a continuous basis.
- The Welkom campus ISS (phase one) is completed, and the cameras are up and running, the electronic card swiping/access control system is fully implemented for all the staff and students at all entrances to the campus, including the residence. The new dedicated
- control room in M-Block is fully operational, and the cameras are monitored on a full-time basis by Protection Services officers.
- The Bloemfontein campus procurement (SCM) process has been initiated for the second phase of the Integrated Security System to cover the relevant buildings as well as critical areas identified.
- The position of CCTV Operator for the Bloemfontein campus has been approved, all necessary documentation has been compiled and completed, and the vacancy on P14 (after the evaluation) is due for recruitment processes.
- Recruitment processes have been initiated for the position of CCTV Operator. The position was internally advertised late in September 2021, with a closing date of 1 October 2021. It is expected that the process will be concluded early in 2022.
- Extensive delays are experienced in the supply chain management (SCM) processes related to the ISS at the Bloemfontein campus due to capacity challenges experienced by the Procurement Unit.

6.4.6 Occupational health and safety (OHS)

The following progress regarding OHS can be reported for the period under reporting, for both the Bloemfontein and Welkom campuses:

- The health, safety and environmental management policy and procedure, and the roles, responsibilities and authorities' procedure, were accepted and approved by Mancom.
- Mancom supported the health, safety and environmental policy, and recommended it to the Audit, Risk and ICT Governance Committee (ARIC), en route to Council for approval.
- Injury on duty: one injury of a staff member who required medical treatment was reported during the reporting period.
- Energy sustainability: The replacement of the library's heating, ventilation, and air-conditioning (HVAC) system was completed successfully. An estimated 40% of energy will be saved, especially in winter, as the new system uses heat pump technology for heating, instead of the electric resistance elements of the old system.



- The number of COVID-19 cases reported and recorded per campus from the beginning of June 2020 to 2 November 2021, is indicated below:

a) Staff members

Category indicators	University total	Bloemfontein Campus	Welkom Campus
Positive cases	116	101	15
Recoveries	112	98	14
Fatalities	4	3	1

b) Students

Category indicators	University total	Bloemfontein Campus	Welkom Campus
Positive cases	67	57	10
Recoveries	64	55	9
Fatalities	3	2	1

- Training: Legally required training [OHS Act Section 8(2)(e)] was conducted to ensure employees' compliance, and health and safety at work. A total of 216 employees attended.

Course	Bloemfontein Campus	Welkom Campus
First aid training	29	14
Fire safety training	44	15
Health and safety representative training	39	11
Legal liability training	17	0
Safety management training	34	13

6.4.7 IT systems and services

The following systems and services were implemented within the ICT environment during the period under reporting:

- The Integrated Tertiary Software (ITS) standby systems were moved to the Disaster Recovery Data Centre at the Welkom campus, to mitigate the risk of losing all ITS systems, should a disaster happen at the Bloemfontein campus' data centre.
- Hyperconverged equipment was delivered to the CUT Bloemfontein campus. The implementation is scheduled to start on 8 November 2021.
- A fibre replacement assessment has been completed, and a budget was requested for the replacement of all identified old fibre that gives a throughput of 1 GB, with a 10 GB throughput.
- The Wi-Fi improvement project is in the adjudication phase. Approval is awaited.
- Implementation of a project intake process from ICT, to have one central repository, and all business cases attached with project requests.
- The automation of subject recognition, which is used by the Assessment and Graduations Unit (AGU) in recognition of exemption for, or accreditation of, subjects.
- Automation of the declaration of interest form (LS 245).
- Development of the IT Strategy 2021 – 2025.
- Oracle Vault implementation, to improve ITS database security, as well as compliance with PoPIA, by:
 - providing controls to prevent privileged accounts from being exploited by hackers and insiders to access sensitive application data;
 - protecting application data from unauthorised access; and
 - database activity monitoring (DAM) and auditing.
- Automation of the travel forms for Finance, and the declaration forms for recruitment for HR management.
- Development of the IT Support WhatsApp Chatbot, with the aim of improving the accessibility of the IT Service Desk, and thereby improving end-user satisfaction.
- Implementation of the first phase of Teams Voice Migration, through which 100 CUT staff members can receive and utilise telephone services anywhere, anytime, using any device.
- Provision of data for 18 920 students per month, for academic purposes.
- Received and distributed 114 laptops for part-time lecturers.
- Received 2 000 laptops for non-NSFAS students.
- Implementation of privilege access management (PAM) accounts for system administrators.
- Implementation of the automated IT Security Awareness Training system, which will improve the cyber security posture of the university.
- Completed a Data Governance Workshop with the proposed Data Governance Steering Committee.

6.4.8 Condolences

It is with great sorrow that we bid farewell to three colleagues, TM Thobeka (Temporary General Assistant); JL Hattingh (Head of Department (HoD): Tourism and Events Management) and M Kleynhans (Financial Officer: PDTs), who have sadly passed away during the period under reporting. The university's thoughts and prayers are with the family and loved ones that remain behind.

6.5 THE ADEQUACY OF STAFFING LEVELS IN CRITICAL AREAS

By December 2021, 12,9% of the Council approved permanent positions of the university was vacant. This figure is significantly lower than the year-on-year comparison of 14,1% in December 2020. The filling of vacancies in critical and scarce skills areas remains a challenge that is continuously being addressed. In 2020 and 2021, specifically, recruitment efforts were hampered by the global pandemic, although CUT also implemented an applicant tracking system, SkillsMap, and changed its recruitment approach resulting in a marked increase in the number of applications received. Currently, the challenge with this increase is that the quality of applications has not necessarily increased concurrently, and strategies need to be devised to improve this.

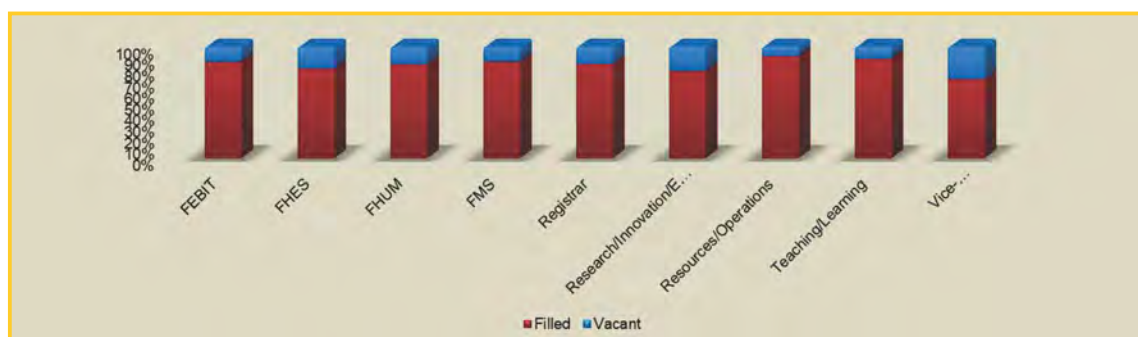


Figure 9: Vacancies per faculty / division

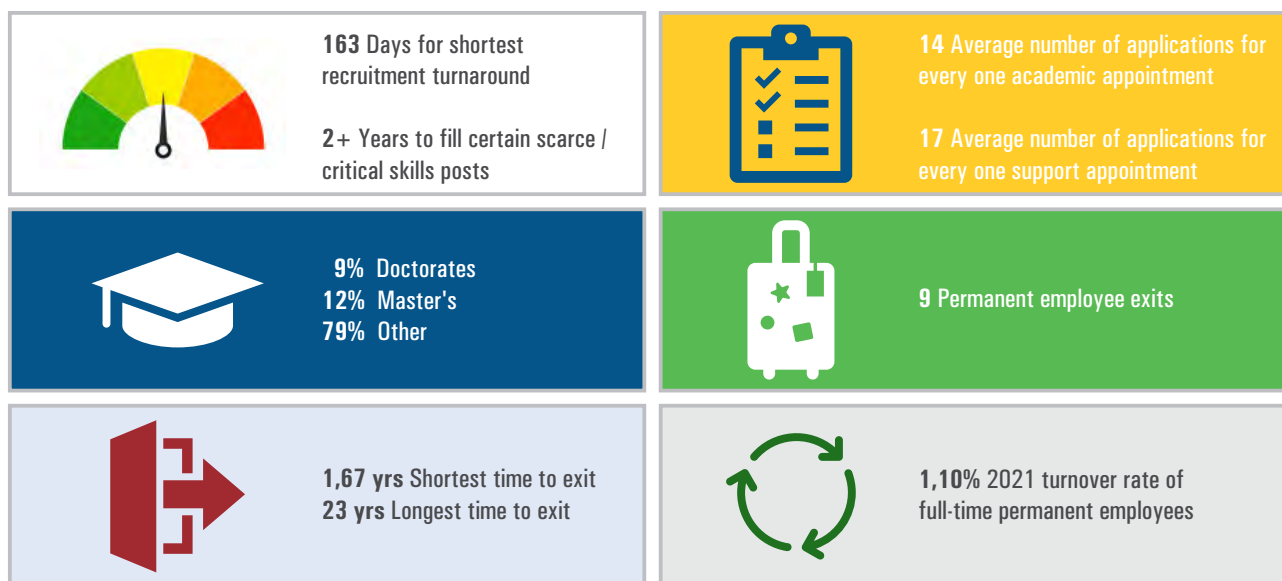


Figure 10: Overview of employee metrics

6.6 THE EXTENT TO WHICH EQUITY TARGETS IN THE WORKPLACE HAVE BEEN REALISED, INCLUDING GENDER TRANSFORMATION

The university's current Employment Equity (EE) Plan was approved in 2020 after a compliance review by the Department of Employment and Labour. The following tables provide a summarised comparison against the EE Plan, in terms of percentages, of the representation of each of the designated and non-designated groups of employees, as compared to the numerical targets for 2021:

Table 40: EE figures - actual vs. 2021 targets

Target vs. actual	African male	Coloured male	Indian male	White male	African female	Coloured female	Indian female	White female	Foreign national	Foreign national
2021 numerical target (%)	33,5	2,6	0,4	8,5	34,8	3,6	0,4	10,5	3,7	2,2
Actual as in December 2021 (%)	34,2	1,9	0,2	6,0	41,0	3,0	0,3	8,3	3,2	2,0
Gap between target and actual	0,7	-0,7	-0,0	-2,5	6,2	-0,6	-0,1	-2,2	-0,5	-0,2

Note: Staff from the designated group represent **88,9%**, whilst staff from the non-designated group represent **11,1%**.

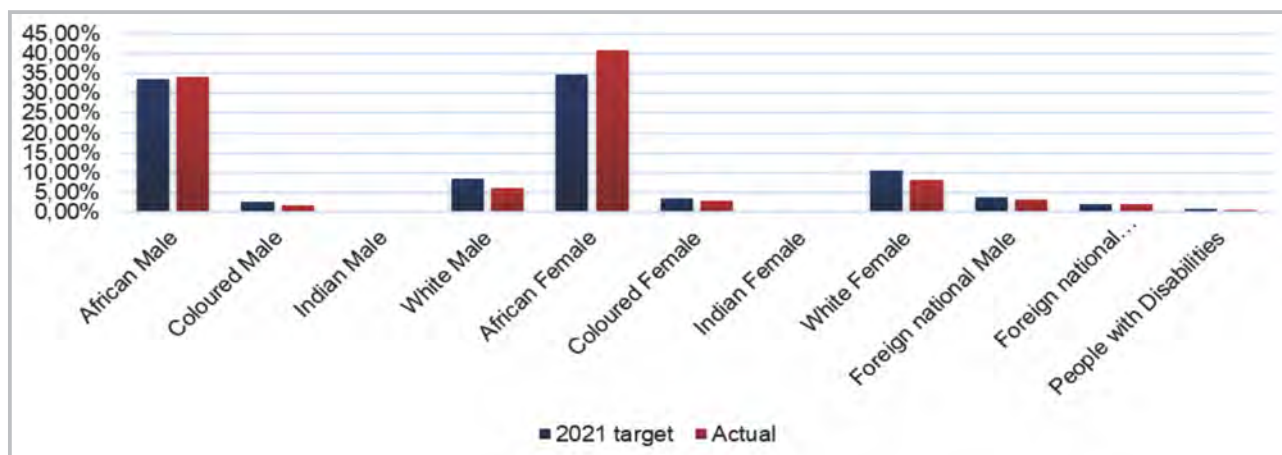


Figure 11: CUT workforce composition by race and gender

Table 41: EE figures for top 2 occupational levels (ex faculties)

Peromnes level	African male	Coloured male	Indian male	White male	African female	Coloured female	Indian female	White female	Foreign national	Foreign national	Total per level
P1	0	0	0	0	0	0	0	0	0	0	0
P2	1	1	0	0	1	0	0	0	1	0	4
P4	2	0	0	1	1	0	1	0	0	0	5
P5	6	1	0	2	4	0	0	1	0	0	14
P6	8	2	1	2	13	1	1	2	1	0	31
Total	17	4	1	5	19	1	2	3	2	0	54

Note: Staff from the designated group represent **87,0%**, whilst staff from the non-designated group represent **17,9%**. Females at these levels represent **46,30%**.

Table 42: EE representation in faculties

Faculty management	African male	Coloured male	Indian male	White male	African female	Coloured female	Indian female	White female	Foreign national	Foreign national	Total per level
Dean (P4)	1	0	0	2	1	0	0	0	0	0	4
Assistant Dean: RIE	2	0	0	0	0	0	0	0	2	0	4
Assistant Dean: TL	1	0	0	1	0	0	0	2	0	0	4
Head of Department	4	1	0	4	2	0	0	6	4	1	22
Total	8	1	0	7	3	0	0	8	6	1	34

Note: Staff from the designated group represent **58,8%**, whilst staff from the non- designated group represent **41,2%**. Females at these levels represent **35,3%**.

From the above, it is clear that gender distribution at all levels of Management remains a challenge. It is for this reason that the independent study to be conducted by the Commission for Gender Equality (CGE) has been introduced, and that all vacancies at Senior Management level have been earmarked to be filled by female candidates, were possible.

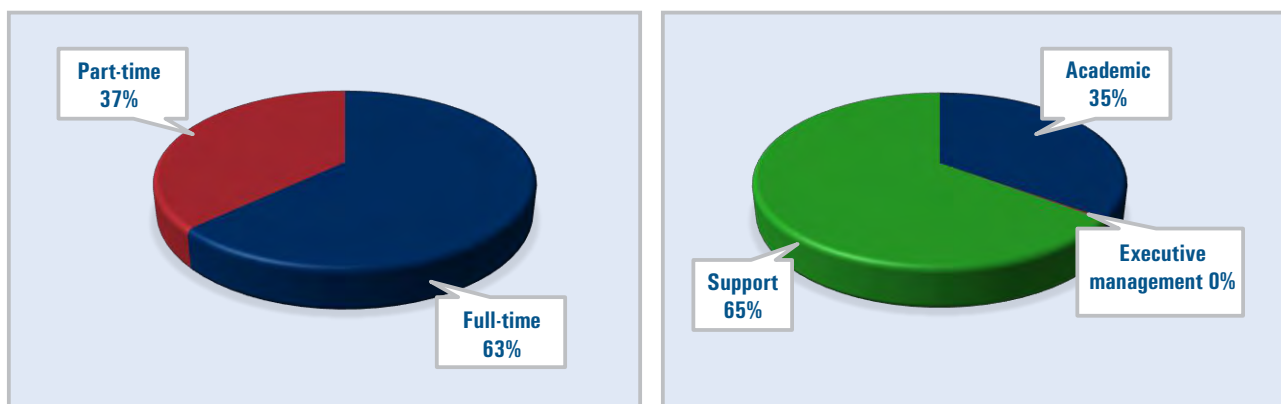


Figure 12: Composition of workforce

6.7 THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT, AND THE ADMINISTRATIVE PROCESSES INVOLVED

The Valpac submissions scheduled for 2021 include the 2020 Higher Education Management Information System (HEMIS) staff submission that was concluded on 18 February 2021; the 2020 HEMIS postdoctoral submission that was concluded on 18 March 2021; the 2020 HEMIS student – second submission that was concluded on 30 April 2021; the 2020 HEMIS space submission, which was concluded on 25 May 2021; and the audited 2020 HEMIS student submission – third submission that was concluded on 26 July 2021, as per the schedule from the DHET. The first 2021 student submission was submitted on 31 October 2021.

During the Senate Workshop held on 4 August 2021, a presentation was delivered about the types of errors on the CUT ITS operational database, and the impact on the HEMIS submission, followed by a discussion about possible remedies. The monitoring reports for the first and second semester, namely the Size and Shape Report, and the Application and

Admissions Report, formed part of the ongoing project in 2021 relating to the first-time entering (FTEN) student profile, applications, admissions and registration monitoring, and the graduate survey report. A special review on these areas was conducted and concluded. Remedial actions, including the development of the quality improvement plans, are being taken by divisions to address the key findings of the report. Institutional Research's student tracking project produced a list of undergraduate FTEN students at risk of dropping out. CILT, together with the assistant deans for T&L, are working on special interventions.

6.8 STUDENT SERVICES AND EXTRACURRICULAR ACTIVITIES

6.8.1 Assessment and Graduations Unit (AGU)

The following activities related to the AGU for the period under reporting are noteworthy:

- The Vice-Chancellor announced that the internal audit of AGU did not take place. IPQE informed the unit that the audit will be conducted later in the 2022 academic year.
- Assessments for the second semester of 2021 will be conducted online across the institution, with a few special subjects being written on campus.
- The Graduator Management System was implemented with support from Adapt IT. The system is still not operational due to challenges related to academic structures.

CUT held the Spring Graduation Ceremony virtually during the month of October 2021. CUT considered physical graduations in view of the adjusted lockdown level, but, upon consultation, Management felt that risks associated with the COVID-19 pandemic were still eminent, and therefore resolved to proceed with the virtual graduations. The figures are stipulated in the table below:

Table 43: Bloemfontein and Welkom Spring Graduation statistics

FACULTIES	Undergraduate Bloemfontein	Postgraduate Bloemfontein	Undergraduate Welkom	Postgraduate Welkom	TOTAL
ENGINEERING, BUILT ENVIRONMENT AND IT	197	14	15	0	226
HUMANITIES	134	7	26	2	169
MANAGEMENT SCIENCES	327	6	63	1	397
HEALTH AND ENVIRONMENTAL SCIENCES	11	20	0	0	31
Grand Total	669	47	104	3	823

6.8.2 Registrations 2021

Matters related to registration for the period under reporting include the following:

- Five newly approved qualifications were received for the 2022 intake, captured, and opened for online applications.
- Applications for international applicants for the 2022 cycle opened on 15 June 2021, and closed on 31 October 2021.

Local applicants have until 30 November 2021 to apply. The total headcounts of applications received, per campus and faculty, are indicated below:

Table 44: Total number of applicants received as at 2 November 2021

FACULTIES	Bloemfontein Campus	Welkom Campus	TOTAL
ENGINEERING, BUILT ENVIRONMENT AND IT	12 975	1 023	13 998
HEALTH AND ENVIRONMENTAL SCIENCES	17 150	-	17 150
HUMANITIES	31 488	8 950	40 438
MANAGEMENT SCIENCES	19 647	2 880	22 529
Grand total	81 260	12 853	94 115

- Second-semester registrations took place from 6 to 11 September 2021, with additions, cancellations and course control taking place until 17 September 2021.
- There were new intakes for higher certificates in FEBIT, as approved by Mancom, to increase the 2021 enrolment figures. The figures are included in the table below.
- The current enrolment figures are indicated in the table below, per campus and faculty:

Table 45: Total enrolments as at 2 November 2021

FACULTIES	Bloemfontein Campus	Welkom Campus	TOTAL
ENGINEERING, BUILT ENVIRONMENT AND IT	6 825	604	7 429
HEALTH AND ENVIRONMENTAL SCIENCES	1 943	-	1 943
HUMANITIES	3 927	2 791	6 718
MANAGEMENT SCIENCES	4 766	2 026	6 792
Grand total	17 461	5 421	22 882

6.8.3 Ikusasa Student Financial Aid Programme (ISFAP)

The following events are reported related to ISFAP:

- For the 2021 academic year, ISFAP funded a total of 28 students from the 2018, 2019, 2020 and 2021 intakes at CUT, and they are already receiving wrap-around support.
- 26 returning students were onboarded: 19 students from the 2018 cohort; one student from the 2019 cohort; six students from the 2020 cohort; and two students from the 2021 cohort.
- A total of nine students from Cohort 1 and Cohort 3 completed their studies in the 2020 academic year, and graduated during the 2021 Autumn Graduation ceremonies.
- ISFAP made a call for an additional course to support at CUT, and the BEng Electrical Engineering programme was selected.
- An agreement has been established with a local driving school to provide discounted prices for ISFAP-funded students who want to take learners' licence and driving lessons or tests.
- On 15 July 2021, the ISFAP Executive Committee met with the CUT-ISFAP team, alongside the Dean of FEBIT and the Registrar, to welcome the new ISFAP Chief Operating Officer (COO), and chart a way forward about the funding.
- The students took part in a South African Institution of Mechanical Engineering (SAIMEchE) CUT Workshop, with the aim to launch a student chapter in Bloemfontein. The Department of Mechanical Engineering advised that the chapter should be launched early in 2022.
- R829 257.00 has been allocated to cover the 2021 tuition fees of 28 ISFAP-funded BEng Mechanical and Electrical Engineering Technology students.

- On 28 October 2021, ISFAP-funded students attended a work-readiness webinar entitled, “Learn how to make your LEAP into the world of work”, organised by ISFAP, in partnership with PPS financial services.
- ISFAP-funded students took part in the Transport Month Webinar by the Transnet National Ports Authority (TNPA), titled “TNPA Logistics Supply Chain & Maritime Engineering”, on 28 October 2021.
- A virtual examination preparation to cover examination tips and motivation was held with Mo Malele on 8 November 2021.
- Students conducted a site visit at C3 Auto Academy on 3 December 2021 as part of their industry exposure and community engagement activity.
- The ISFAP Year-End Function and award ceremony will take place on 10 December 2021.

6.8.4 Student life: student services with maximum impact and outcomes

The following highlights of the Governance and Student Life Section are worth noting:

- The continuous partnership between CUT FM, in collaboration with the Wellness Centre, addressed topics related to stress coping strategies and assessment preparations under the new normal of the COVID-19 pandemic.
- The SRC Strategic Planning Session for the 2021/2022 term of office was held from 21 to 23 August 2021 at Maselspoort.
- Semester assessments were concluded successfully, without any challenge of unrest, and this could not have been possible without constant engagement with the SRC, as a critical stakeholder. The unit will increase this kind of engagements with the SRC, to pick up any challenges and mitigate accordingly.
- The SRC Terms of Reference Workshop went ahead as planned, with the services of alumni member Adv. Masihleho on a pro bono basis.
- The incumbent SRC attended the South African University Students (SAUS) National Executive Committee (NEC)'s induction at the University of Mpumalanga from 13 to 14 August 2021.
- The SRC, together with the Carnival Committee, are currently assisting students with NSFAS applications for the current cycle, which is scheduled to close on 3 September 2021.
- The unit, in collaboration with the SRC and student organisations, celebrated Youth Day on 16 June 2021 through virtual dialogue and dance, whilst Women's Month was characterised with epic events of celebrations and awareness.
- As part of the introduction of the Institutional Registrar, the Acting Dean: Student Affairs lead a mission on both campuses to introduce the Institutional Registrar to the SRC. She was welcomed by both campuses' SRCs.

6.8.5 Sporting activities

The highlights of CUT Operational Sport for the period under reporting include the following:

- **Rugby** – The CUT Rugby Team has appointed two new coaches for the season 2021 – 2022, namely Mr Braam van Straaten as Head Coach, and Mr Lubabalo Lento as Forward Coach. The pre-season extended until 15 December 2021.
- **Netball** – The CUT Netball Team participated in the University Sports South Africa (USSA) Netball Tournament in Pretoria from 19 to 26 September 2021, and won the C- section. The pre-season for the Crinums Telkom National League will commence on 25 October 2021.
- **Cricket** – The CUT Cricket Team participated in the MCA Leagues from October to November 2021. CUT Cricket also participated in the USSA Cricket Tournament in December 2021, which was held in Gqeberha.
- **Hockey** – The Free State Hockey League continued until November 2021 because of COVID-19. The CUT men's and ladies' teams participated in the USSA Hockey Tournament in Johannesburg in September 2021.
- **Cricket** – CUT Cricket participated in the MCA Leagues from October to November 2021. CUT Cricket also participated in the USSA Cricket Tournament in December 2021 in Gqeberha.
- **Golf** – Mojalefa Xaba competed in the Annual Captain's Cup at the Bloemfontein Golf Course, and won the overall title with his partner. CUT Golf's former team captain, Keenan Ayson, came in second in the competition. Mr Xaba was also

selected for the Free State Mid-Amateur team. He represented the Free State Union from 11 to 15 October 2021 at Elements Private Golf Reserve near Bela Bela, and was voted the Free State's most valuable player.

- The CUT Golf A-team attended and played at the intervarsity in Mossel Bay from 22 October 2021 to 24 October 2021. Darian Fortune was selected as the best player, and ended in 6th place.
- **Athletics** – CUT participated in the USSA Cross Country Championships at UFS. The CUT athletes participated in the ASA Cross Country Championship in KwaZulu-Natal. The team also attended the USSA Athletics Annual General Meeting (AGM) held at UFS. CUT athletes continued to participate in the AFS track and field leagues. CUT initiated a CUT Bloemfontein and Welkom time trail, to provide more opportunities to student athletes, and to prepare for the USSA Cross Country Championship. The team continues to hold club meetings.
- **Ladies' football** – CUT's ladies team completed the Sasol Provincial League. They played 14 league matches, won 11, lost two, and drew one. The team ended in second position in stream A. The team continues to hold club meetings.
- **Men's football** – The team is competing in the ABC Motsepe League that started in October 2021, and CUT Football is drawn in Stream A. The team organised and participated in several tournaments as part of preparation for the new football season. The team played only two matches recently. The team also played in the Nedbank Cup in September 2021. The team hosted a Campus League Referees Workshop, which was facilitated by Mr Enoch Molefe.
- **Basketball** – The CUT Basketball Club participated in friendly home and away matches against CUT Welkom as part of keeping the players competitive. The team attended the USSA Basketball AGM in Gqeberha. The team hosted CUT's first Annual Basketball Tournament on 16 October 2021, for which invitations were extended to other teams within the province. The team held a Basketball Club meeting on 7 September 2021, in preparation for the tournament.

6.8.6 Staff and student wellness

The highlights of the Wellness Centre for the period under reporting included the following:

- Close collaboration with Higher Health on GBV, mental health, COVID-19 protocols, and training of the CUT Peer Educators continued.
- Continuation of online COVID-19, anxiety, and depression support groups.
- Online counselling services continued, with preloaded cellular phones manned by psychologists and social workers, to give on-demand support, whilst the centre also has a psychiatrist on standby for any emergency cases warranting related intervention.
- There were weekly posts on anxiety and depression, COVID-19, self-care, pandemic fatigue, and examination preparation workshops on the Wellness App for students (StuComm) and CUT's Facebook page.
- A dedicated Wellness CUT e-mail address (wellness@cut.ac.za) was created, for purposes of providing direct, speedy assistance to all students experiencing distress. Thus far, 631 e-mails were received from students requesting assistance with matters related to their well-being.
- 24-hour helplines were created for students on the StuComm App; Higher Health, via the South African Depression and Anxiety Group (SADAG), at 0800363636; and ER24 at 084 124. In addition, CUT WhatsApp and Facebook profiles were created.
- The Wellness Centre continued to support needy students on both campuses. 89 students were allocated funds to their bank accounts, at a total value of R388 500.00, for the period 4 January to 31 October 2021.
- 895 students were assisted during 1 645 counselling sessions during the period 4 January 2021 to 31 October 2021 (both campuses).
- Primary healthcare: The CUT Wellness Centre, via the CUT Medical Centre, continues to provide needed medical information and services. A total of 5 323 services were rendered at the Bloemfontein campus for the period 4 January 2021 to 31 October 2021, whilst a total of 1 272 services were rendered at the Welkom Campus during the same period. 6 595 services were rendered in total at both campus during this period.
- Mental health awareness campaigns continued in 2021, in conjunction with the Welkom campus.
- Wellness talks were incorporated as part of CUT FM to enhance the well-being of students. Ten talks were held,

focusing on students' mental health and well-being during COVID-19, substance abuse, the MMC procedure, and the dos and don'ts of rape-related cases.

- Various GBV and LGBTQIA+ dialogue sessions were offered, in collaboration with the IRE Office.
- Community engagement included the Pregnancy Crisis Clinic in Willows; and a virtual career information interactive presentation to Grade 12 learners from Rosenhof High School in Bloemfontein.
- 20 wellness workers were appointed. They continue to assist with a plethora of wellness-related projects located in the Wellness Centre.
- The office of the Social Worker continues its partnerships with the Premier's Office, the CGE, and the Tshepong Victim Empowerment Centre to assist with GBV-related issues.
- The Annual Wellness and Student/Staff Behaviour (WASB) Week was successfully held online from 23 to 27 August 2021.
- The second Health Week and two vaccination drives took place from 21 to 30 September 2021. 648 staff and students were vaccinated.
- Four sessions on staff health were hosted, in collaboration with 4D Health and Bestmed. The following topics were presented via the online platforms: men's health, women's health, girl power, and attention deficit hyperactivity disorder (ADHD).

6.8.7 Student residences

The university's Residence Unit continues to provide a conducive living and learning environment for students, by ensuring that residences are properly maintained and managed within the context of the notion of a home away from home. The following are some of the initiatives implemented during the period under reporting:

- Due to the COVID-19 pandemic and the national lockdown, all the social activities in the residences were suspended, including the letting of residences during the recess period. Each residence conducted their own programmes, but no inter-residence activities are permitted.
- During the fourth term, only one activity was allowed to boost the morale of students, namely the normal Annual Formal Function per residence, with Level 1 COVID-19 protocols observed.
- The semester 2 registration cycle was successfully completed. The registrations were done online, as a pilot of the online registration system, following the implementation thereof in the first semester.
- The accreditation of external accommodation has commenced with the assistance of the Purchasing Consortium (PURCO), as the university's appointed service provider with the technical know-how of the Higher Education sector and related services. To date, the university has 7 343 accredited beds.

ACCREDITATION SITE VISITS PER CAMPUS	Bloemfontein	Welkom	TOTAL
Before PURCO	2 026	320	2 346
PURCO first phase	1 865	649	2 514
PURCO second phase	800	0	800
PURCO third phase	1 626	57	1 683
Grand total	6 317	1 026	7 343

- The Residence Mentorship Programme (RAMP) will continue until the final assessment commences.

6.8.8 Alumni Association

The following are some of the activities and initiatives implemented during the period under reporting:

a) Alumni Association Executive Committee Strategic Planning Session:

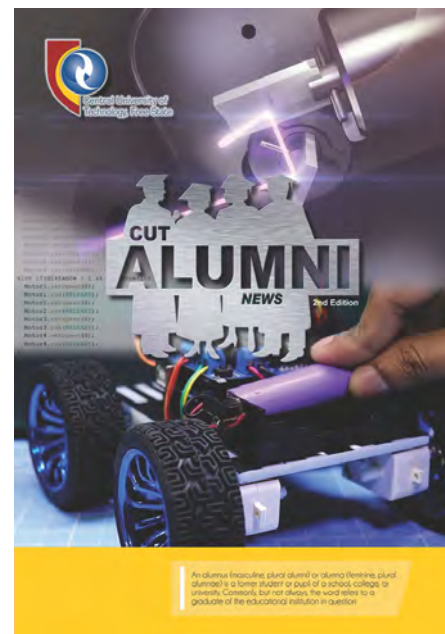
The Executive Committee of the Alumni Association held a Strategic Planning Session at the Welkom Campus on 1 and 2 October 2021. The event was hosted both physically and virtually. The purpose of the two-day session was to discuss ways to revamp the experience of the CUT alumni. The sessions also focused on re-evaluating the purpose of the association, and ensuring that it is aligned with the strategic objectives of the university. The event was supported by the Chairperson of Council, the Acting VC, and the Institutional Registrar.

b) Alumni e-newsletter – 2nd edition:

The second edition of the alumni e-newsletter was released on 29 October 2021. The second edition focused more on graduates who studied at the Welkom campus. However, the publication also highlighted the achievements of other alumni who studied at the Bloemfontein campus and the university. The purpose of the alumni e-newsletter is to engage with CUT graduates, keep them connected to the institution, and raise awareness on fundraising initiatives. Hence, engaging with alumni through the newsletter offers readers the relevant news and information they are looking for, whilst sharing ways for them to give back to the university.

c) Alumni Crowdfunding Campaign as part of the “Release of Graduate Certificates” Campaign:

The Alumni Crowdfunding Campaign, in partnership with FEENIX, to assist students with historical debt to raise funds to obtain their academic certificates, was piloted on 21 September 2021. This campaign forms part of the Alumni Association's “Release of Graduate Certificates” fundraising campaign. Three targeted students were onboarded by FEENIX, to equip them with the necessary skills, prior to the launch. The vetted students are required to be committed to the campaign, and to conduct their own crowdfunding. The CUT platforms have been utilised to actively engage with internal and external stakeholders to also support the campaign.



d) Benchmarking with MUT:

The Convocation Executive Committee (Convexco) of MUT invited the CUT Alumni Association Executive Committee to undertake a benchmark visit on Saturday, 6 November 2021, to learn from the CUT Alumni Association Executive Committee how they conduct the business of the institution. The session was held both physically and hybrid to allow other participants to join virtually.

The MUT Convexco envisaged the outcome for the benchmark exercise to be the following:

- learning how the CUT Alumni Association works;
- exploring the relationship set-up between the Alumni Association and the CUT Alumni Affairs Office;
- benchmarking projects that are led and conceptualised by the CUT Alumni Association; and
- discussing the kind of financial support/seed funding that CUT provides to the association for the running of their activities/programmes (if any).

6.9 RELATIONSHIP WITH THE COMMUNITY IN TERMS OF ACADEMIA AND SERVICES RENDERED

The highlights of the Community Engagement (CE) Section for the period under reporting included the following:

- The Vice-Chancellor's Excellence Awards: Community Engagement was held on 25 June 2021, and the recipient of the award is Ms Ida Kershia Sebelego, a Lecturer in Radiography.
- A funding proposal was submitted to Agra Value 4 HER Innovation for Women Farmers.
- The Faculty of Humanities held a discussion with several academics and included CE in the plans to develop gifted education at CUT.
- The Northern Cape Province Department of Education has partnered in the EMYC 2021, and the competition will be inclusive of Grade 11 learners from the Northern Cape.
- A three-year memorandum of agreement between CUT and the South African Institute for Physics (SAIP) was signed. CUT will conduct teacher training workshops for Physics teachers in the Free State from October 2021. The purpose of the training is to equip teachers in content knowledge, as well as pedagogy of teaching the subject. The project is fully funded by the SAIP at an amount of R233 117,50.
- Funding from Old Mutual to the tune of R164 760 was received for robotics, and R350 000 for extra classes at Lenyora La Thuto, which commenced on 07 August 2021.
- Shoprite provided meals to about 576 learners at Lenyora la Thuto every Saturday to the value of R45 000.
- The training for Robotics with 20 learners commenced on 23 August 2021 for a three-day workshop at Tlotlanang Combined School.
- The Eskom Expo prize-giving ceremony took place virtually on 26 August 2021. 31 finalists received 3D trophies manufactured by the CRPM at CUT.
- The Free State Department of Education, in collaboration with CUT, hosted a lecture in commemoration of Charlotte Maxeke on 27 August 2021 via a hybrid mode.
- The prospect of NEMISA engaging with Nogas Post to offer courses on computer literacy was explored.
- The Enactus Virtual National Competitions took place from 19 to 23 July 2021. The CUT ENACTUS team won several prizes in the following categories:
 - Thematic Awards: Element 1: first place: the award was given to the team that considered the prevailing economic, social and environmental factors. Triple bottom line: sustainability: sponsored by Nedbank.
 - Element 2: first place: the award was given to the team that applied business, economic concept, and business solutions for community development. Entrepreneurial approach. The project was sponsored by Harmony Gold Mining Company limited.
- 2021 Harmony Local Economic Development (LED) Enactus Challenge: second place was obtained.

- 2021 Ford C3 Cycle 8 competition: the award is given to teams that use entrepreneurial action to find innovative, creative, and unique ways to address an urgent, unmet social need or problem in the local community, empowering the community to become a more sustainable place to work and live. Enactus CUT won the grand fund of \$5000.
- 2021 MTN ICT challenge: The award was given to the team that managed to solve challenges in the spheres of Education, Health, and Agriculture. Enactus CUT was one of the winners who received a grant of R80 000 for business development of the solution.
- 2021 Enactus CUT advancing to final round: Enactus CUT came out as the second runner upper (3rd place) out of all the universities in South Africa.
- The unit is engaging with the Department of Government Management to develop the diploma course in Community Development, in collaboration with the National Department of Social Development.
- A funding proposal was submitted to Agra Value 4 HER Innovation for Women Farmers. The response is still awaited.
- Two funding applications were submitted to the Czech Republic Embassy based in Pretoria. These applications were made in respect of the SMART Village initiative at Noga's Post.
- Training was provided to Physical Sciences teachers, in partnership with the South African Institute of Physics, from 4 to 8 October 2021. The training took place at both campuses of CUT, as well as online.
- The Eskom Expo International Science Fair (ISF) took place virtually on 8 October 2021. CUT-sponsored laptops were awarded to two top learners in the ISF.
- 28 school learners were hosted at the i-Gym on 27 October 2021, in partnership with the American Consulate. The purpose of the visit was to share information on STEM careers with the learners. The learners also visited the FabLab and the CRPM.
- The computer literacy classes could not take place at Noga's Post due to data and device challenges.
- The unit presented training on community engagement to ENACTUS on 11 September 2021.
- ENACTUS has completed training on worm farming and vermiculture. They are ready to implement this training.
- The unit has been active in adjudicating innovation projects by school learners for the Innovation Challenge hosted by the i-Gym.

6.10 CHANGING PATTERNS IN THE PROVISION OF ACADEMIC COURSES

6.10.1 Student enrolments

A total of 4 239 FTEN undergraduate students were registered at CUT for the 2021 academic year, which was 91.3% of the DHET target of 4 644 students (as at 25 October 2021).

One of the main reasons for the lower FTEN undergraduate student intake, is the limited number of school leavers with a 50% achievement in Mathematics and Science at Grade 12 level. The overall headcount was 22 235 students, compared to 21 103 in 2020, representing an increase of 5.4%. The Bloemfontein campus recorded an increase of 3.4% in the number of students (16 821 students in 2021, compared to 16 274 in 2020), whilst the Welkom campus recorded an increase of 12.1% (5 414 students in 2021, compared to 4 829 in 2020).

6.10.2 New academic programmes

There were no new developments on the new academic front as far as accreditations or registrations are concerned. The list below provides the latest developments that took place during quarter three of 2021.

The South African Qualifications Authority (SAQA) registered the following new academic programmes on the National Qualifications Framework (NQF), 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 (HEQSF), during the period under reporting:

- Bachelor of Engineering Technology Honours in Civil Engineering (118151);
- Bachelor of Engineering Technology Honours in Mechanical Engineering (117980);
- Master of Philosophy in Management Sciences (112995); and
- Doctor of Philosophy in Management Sciences (118150).

It is worth noting that the master's and doctoral qualifications are ready to be rolled out, as the applications for, and registration of, those programmes is an ongoing process, as opposed to the applications for undergraduate programmes, which have time limits.

6.11 REPORT ON THE WELKOM CAMPUS

The following activities are related to the Welkom campus for the period under reporting:

- The sports fields have been completed and duly handed over to the Welkom campus. The resurfacing of the netball and tennis courts is also underway.
- A Memorandum of Agreement was signed between CUT and the Lejweleputswa Municipality.
- There are still ongoing meetings between local Management, end users and the Project Coordinator regarding the three (3) upcoming new buildings, i.e. the Multipurpose Hall, the residence, and the Education building.
- The Welkom repositioning consultative engagements with different stakeholders facilitated by Dr Seale commenced, and are regarded as having been successful.
- The Welkom Campus Women's Soccer Club are once more the Provincial Champions of the Sasol Women's Soccer League.
- Prof. Makola served on the task team responsible for restructuring the Griffons Rugby Club. A report was presented to the union on 30 October 2021.
- The first COVID-19 vaccination drive was held on from 13 to 15 September 2021, in partnership with the Lejweleputswa Department of Health. A total of 254 students and staff were vaccinated.
- A second COVID-19 vaccination drive took place from 6 to 8 October 2021, also in partnership with the Lejweleputswa Department of Health. 179 students and staff were vaccinated.
- A roundtable discussion on GBV was held on 26 October 2021, during Wellness Week, with guests from Correctional Services, the South African Police Service (SAPS), and Department of Social Development.
- The campus provided water to community members when there was no water in Matjhabeng for a week. Respective members of the community expressed their gratitude for the kind gesture.

6.12 FINANCIAL SUSTAINABILITY OF THE UNIVERSITY: CURRENT AND FUTURE STATUS

The university's net cash-flow position decreased with R17 million during 2021, and we continued to invest surplus funds in short-term investments to earn the maximum amount of interest. These investments include the payments from NSFAS, and the earmarked grants received from the DHET.

The expected credit losses (bad debt provision) increased by 26.3%, amounting to R152 million (2020: 14.6% amounting to R75 million). Bad debts to the amount of R5,5 million were written off during 2021.

The operating expenditure decreased by 7.8% (2020: 43% increase). If the impact of the following expenses are excluded, the operating expenditure increased by 105% compared to the adjusted amount of 2020. The adjusted amount for 2020 is a decrease of 53% compared to 2019. The adjusted 2021 expense is 3% less than the 2019 expenses.

Movement in expected credit losses of student debt – R158 million (2020: R200 million).

Bad debt written off – R5.5 million (2020: R125 million).

Accommodation allowances paid to the students – R36,5 million (2020: R70,9 million).

Leave accrued – R30,5 million (2020: R34,3 million)

The decrease in the expenditure can mostly be attributed to the impact of the COVID-19 pandemic. The COVID-19 pandemic resulted in Management developing a CUT Business Continuity Financial Plan, and by using the plan, various cost-containment measures were identified to manage the 2020 financial year. The pandemic resulted in some additional costs, but also in savings in some areas. These additional costs and savings continued in 2021.

The impact of the COVID-19 pandemic on CUT's future grants will only be seen with the 2022 and 2023 grants. CUT will manage the financial challenges by putting cost-saving measures in place, and by reviewing the 2022 budget during the year, to ensure the university's financial sustainability.

Refer to Section 9, "Annual Financial Statements", for more details about this aspect.

6.13 OTHER DEVELOPMENTS AT THE UNIVERSITY

6.13.1 Roll-out of Vision 2030

The CUT situational analysis, including a review of Vision 2020 and the Strategic Plan 2016 – 2020; Vision 2030, including high-level strategic indicators/targets for 2030; and 2021 – 2025 Strategic Plan, and the 2021 – 2025 Transformation Plan, have been finalised, approved by Council, and submitted to the DHET. We are currently in the process of rolling out Vision 2030 to all stakeholders, which commenced amongst internal stakeholders. Through the Strategic Plan and the Institutional Operational Plan which are presented annually as the Annual Performance Plan (APP), staff members have drawn their performance management plans and form a basis for evaluating their contributions to Vision 2030.

6.13.2 COVID-19 – challenges and progress made

The COVID-19 pandemic had a negative impact on the 2020 academic year, which could only be completed in May 2021. As the consequence of this, the 2021 academic year started around May 2021, and its disruptive effects are visible in the performance on quarter four results.

a) Academic activities

Progress with the proctoring software initiative which was indicated in the quarter three report is at an advanced stage, and it is expected that the software will be in use during quarter one of 2022.

Activities related to WIL proceeded smoothly during quarter four, mainly due to the lowering of the restriction associated to the COVID-19 pandemic. More companies accepted our students, and we are almost at the pre-pandemic levels in terms of placement of deserving students.

Student engagement in online classes continued to be the main teaching delivery during quarter four. For this reason, classes are linked in the faculty, for purposes of extending lecturing capabilities, and to enlarge classes to cope with COVID-19 regulations.

In the Faculty of Health and Environmental Sciences (FHES), students returned for practical, simulation and WIL sessions, whilst adhering to COVID-19 protocols. This situation continued in quarter four, as it is based on the Health Professions Council of South Africa (HPCSA)'s guidelines, which require students to also participate in on-campus assessment. It is evident that students enjoy the campus facilities and value face-to-face contact.

Education students went on teaching practice from 6 September to 1 October 2021.

Challenges

- Online activities during the pandemic.
- No communication from students, and low online attendance.
- Students complain about the workload for test week.
- Poor networks in some parts of the country, load-shedding, and data connectivity have posed problems for students and staff in some cases.
- Monitoring of online assessments to prevent malpractices by students proved to be a challenge.
- Students struggle with basic mathematical and engineering concepts. They are not able to comply with instructions and adhere to deadlines. Students might struggle to cope with closed-book tests and examinations when returning to face-to-face classes. Most students indicated that they do group work and rely on each other to pass an evaluation.
- Tests and examinations must be time limited, although it is available for eight hours.
- Lecturers must receive training on how to compile online tests and papers. Mentoring must be provided.
- Support on how to manage rude students is urgently needed, as well as proper guidelines within a faculty related to sick tests, extensions, etc.
- Students' Representative Council members must not be allowed to directly contact staff and intimidate them. Communication must be improved between Management, lecturers, and students.
- The “blaming culture” must change, and the need to return respected. Most students do not trust lecturers anymore. Lecturers are overworked and scared, and take it out on the students.
- The administrative workload of academic staff is extremely high, and not sustainable. We need to get order back in the learning environment.
- Rampant cases of students cheating/copying assignments/tests have increased two-fold during the online assessment modes. The slow process of handling these cases by CUT's attorneys is also a problem.

Progress

- Attempts to ensure reliable online assessments are ongoing.
- Using online teaching efficiently.
- The use of collaboration on eThuto has become an effective tool for teaching and learning. It has become more user-friendly to both students and staff.
- The project for implementing remote access to computer laboratories is now complete. 500 computers (400 and 100 in laboratories in Bloemfontein and Welkom, respectively) will be remotely accessible to students from 1 November 2021.

b) Campus readiness plans and infrastructure

A Campus Readiness Plan, which meets the requirements of the various health and safety directives published by the Department of Employment and Labour on 29 April 2020 (*Government Gazette No. 43257*) to respond to the COVID-19 pandemic, was compiled. Furthermore, a Workplace Plan was developed, consulted with organised labour, approved by Mancom, and submitted to the HR Committee (HRC) for noting. Other important strategies and protocols included the following:

- Isolation and quarantine facilities were prepared, and protocols for any staff or students who presented with symptoms, or tested positive, were developed and publicised.
- A risk assessment for the return of employees and students, in line with the regulations for each campus/site of delivery, was prepared.
- All institutions must have a COVID-19 response task team in place, in line with regulations. To ensure responsiveness to ongoing matters, the CUT Incident Management Task Team: COVID-19, involving organised labour and the SRC presidents, was established.
- Measures were put in place to prevent the issuing of fraudulent permits.
- Teaching of large classes, with no more than 50% people in a venue, is prohibited throughout.
- The maximum percentage per residence identified for the level is adhered to, and all health and safety protocols are in place.
- Students and staff in residences will have to sign a code of conduct to ensure that they adhere to the strict regulations in place.
- The Chief Risk Officer (CRO) was appointed as Compliance Officer for COVID-19, and developed a Compliance/Risk Register, to ensure that CUT meets all the regulations in the Ministerial gazette, the Department of Employment and Labour Government Gazette No. 43257, and the regulations of Higher Health.
- The university continues to ensure that strict health and safety protocols remain in place during each level of the lockdown, to protect the safety and well-being of all staff, students, and stakeholders, and has factored in measures to manage possible cluster outbreaks.

The COVID-19 national lockdown resulted in several challenges and delays in operations. The following challenges and progress of Estates and Infrastructure, OHS, Protection Services, and ICT must be noted:

- DHET mega infrastructure projects: The projects have commenced, with the appointment of the various professionals involved in the design of the structures. Progress reports are submitted to Management, the PFRC and Council.
- With the outbreak of the COVID-19 pandemic, access to online learning materials by staff and students from off campus became a critical issue. Resources required for online teaching and learning are hosted both on the university premises, as well as on the cloud (learning management systems (LMSs), MS Teams, Office 365, etc.). Access to online resources is dependent on users having to traverse the various mobile network operator (MNO) networks. For some staff members, remote working was a challenge, as they did not have laptops to work from home.

c) Research activities related to the pandemic

Under the **7th CUT and UFS Joint Research Programme**, the following research collaborative projects related to the COVID-19 pandemic were supported for further investigation:

- **The role of cell-derived microparticles in the haemostasis-inflammation cycle of COVID-19 infection.** This project has its origin from interdisciplinary studies between several departments within a haemostasis focus area in the health sciences faculties at UFS and CUT. The infrastructure exists by the principal investigators. Comprehensive clinical research facilities are situated at the Department of Cardiothoracic Surgery. This study has access to the NRF Micro Flowcytometry National Equipment Programme, which is managed by the principal investigator of the UFS.

Outputs: MIT study, two BSc (Hons) students, one MSc or MMed student, and one PhD student. A total of at least three publications in high-impact international journals is envisaged. One international congress, one national congress, and the local faculty forum will be attended to. A total of five presentations will be given at these conferences. An annual workshop will be organised for all participants.

- **In-vitro antiviral and antituberculosis activities of medicinal plants used by Basotho people in Free State to treat respiratory tract infections.** This project involves collaboration between an emerging researcher and an established researcher, a SARChI Chair, and a vector-borne and zoonotic viruses research group. The project focuses on medicinal plant/drug discovery research (IKS) – the phytochemical properties of different drugs to treat tuberculosis (TB) and COVID-19. It involves the investigation of traditional medicinal plants' novel antiviral and anti-TB activity against COVID-19 and MDR-TB, respectively. The active ingredients will be isolated, their efficacy will be tested, and their chemical structures will be determined to enable the future development of a synthetic compound without exploiting the medicinal plants. The identification of a product that can be proposed for use as an antiviral or antibacterial agent will be a product of shared efforts between CUT and UFS.

Outputs: Two master's and one PhD, and the social impact of the discovery.

- The sudden impact of the COVID-19 virus has led to healthcare institutions in the Free State and nationally being unable to procure and supply the required personal protective equipment (PPE) for healthcare workers. There is a worldwide shortage of appropriate PPE for clinicians in a high-viral load environment due to the COVID-19 pandemic. In the early stages of the COVID-19 pandemic, the PDTS, CRPM and Free State Department of Health together recognised that there would be a shortage in the supply of PPE due to the global shortage, resulting in limited import options, as well as a gap in locally produced medical devices. Successful developments by the CRPM and PDTS include the development; successful certification with the National Regulator for Compulsory Specifications (NRCS); South African Health Products Regulatory Authority (SAHPRA) registration; and mass manufacturing of the clinician respirator. In addition, the entities successfully developed in-line and ambient filter housings, including certified and approved filters for mass production, for the Council for Scientific and Industrial Research (CSIR)'s L.I.F.E. NVP contract. The outcome of the application to the GIZ-SIPS fund was successful, and a draft contract was sent to CUT. This funding will support the development of a second-generation FMP2 half-mask respirator, which would be able to accommodate a wider range of facial forms, especially keeping gender into account. The proposed development will follow from a clinical evaluation by the UFS' Department of Anaesthesiology, which will provide the input parameters for the version 2 respirator mask.
- In addition, through a collaborative effort by the CRPM, PDTS, and the Icam Chair, a successful bid was made to merSETA to participate with VUT, Tshwane University of Technology (TUT), the University of Johannesburg (UJ) and NWU in the merSETA Virovent Skills Challenge Programme. UJ was contracted by merSETA as Project Manager, with subcontracts to the rest of the consortium. The total contract value is R30 524 963, of which R7 796 874 was assigned to CUT. Following from the success achieved, the consortium decided to apply for follow-up funding from merSETA for the commercialisation stage.

d) Student services during the pandemic

Student support is in line with the CUT S1.2.1 to: “Provide student-centred psycho-social support and services, focusing on the five wellness principles: psychological, emotional, intellectual, physical, and financial”.

Related interventions include individual or group sessions through the effective usage of the tailor-made CUT Wellness App; social media; infographics; and on-air broadcasting through CUT FM, to inform, update and provide broader wellness-related tips and on-site interaction for those who can access the campus. Wellness also assisted needy students with some meal vouchers.

(More details on the aforementioned are reported under section 8.6, “Staff and students wellness”).

Regrettably, one of the CUT students suffered a serious blaze at the compartment he/she shared with some UFS students, which burnt down everything (clothes, food, and leaning material). Interventions were sought, which included assistance with meals by the Wellness Centre. The centre is still embarking on other interventions, whilst the FMS donated R5 000 through its third-stream income to augment the support.

6.13.3 Challenges currently faced by the university

The following are a list of ten challenges currently faced by the university:

- **The COVID-19 pandemic:** Although the third wave of COVID-19 seems to have subsided, it still poses risks to CUT, particularly for staff and students who have not yet been vaccinated. Renewed strategies were implemented to ensure the safety and health of staff and students, whilst continuing with the 2021 academic year. To safeguard the academic year, academic activities resumed partially by means of alternative delivery modes, and limited students on campuses. Access to appropriate technology and the internet has been a significant challenge due to the deep inequalities between students. We are still awaiting the issuing of laptops by NSFAS, and we have ordered 2 000 laptops from CUT resources.
- **Compliance with PoPIA:** CUT Management has implemented various measures, in collaboration with the CUT Council, to ensure compliance with PoPIA. The risk assessment on the readiness of CUT for compliance with PoPIA was augmented with an audit by the Internal Audit Unit in ensuring full compliance. Controls that flowed from the audit findings are currently being strengthened.
- **DHET mega infrastructure projects:** The delays in the mega infrastructure projects (i.e. residences and academic buildings) were addressed, and most projects are at stage 4 or 5, for on-site construction to commence towards the end of 2021 and early in 2022. The DHET, at a meeting held on 4 August 2021, confirmed that they are satisfied with the progress thus far. Furthermore, the DHET confirmed that CUT will be prioritised during the CUT 6th IEG cycle application, with the focus mainly on digital transformation and limited infrastructure projects. We envisage an allocation of approximately R200 million, to be finalised during the fourth term of 2021.
- **FSSSI-CUT land exchange:** According to Section 40(3)(ii) of the Higher Education Act, the Minister of Higher Education, Science and Innovation must approve the purchasing of immovable property, and therefore Council approved that Management may continue with the purchasing application process to the DHET, which will be done by mid-June 2021. Various meetings and engagements were held with officials at the DHET, and we are confident that feedback will be received towards the end of this year, or early in 2022.
- **Inability to reach the new FTEN undergraduate student target in 2021:** A total of 3 958 FTEN undergraduate students are registered at CUT for the 2021 academic year, which is 85.2% of the DHET's target of 4 644 students (as at 1 June 2021). We are planning a second intake of FTEN students in selected academic programmes during the second-semester registrations of 2021, to increase our enrolments at first-year level.
- **NSFAS student fees matters:** There are challenges within the Fees and Financial Aid (FFA) Unit related to student fees and financial aid, with specific reference to NSFAS matters. We have embarked on a review process to strengthen the processes, systems and capacity in the FFA Unit. A specialist was appointed to assist the university to enhance the effectiveness and efficiency of our student fees processes, which includes the reconciliation of student accounts and fees with NSFAS. Furthermore, a specialist in NSFAS processes was appointed to enhance capacity in the unit. A forensic audit is currently underway, following various whistle-blowing reports and other submissions from stakeholders. The Acting CFO now has weekly meetings with NSFAS and the SRC to address ongoing challenges.

- **Difficulty in recruiting top academics:** Difficulties are still experienced in recruiting senior managers; senior researchers, particularly research professors; and nGAP lecturers. CUT Management has embarked on several initiatives to address this matter, including a possible dual appointment of specialised professors with other universities.
- **High staff/student ratio:** The large student numbers affected the staff/student ratio negatively, and added tremendous pressure on our staff, resources, and the Assessments and Graduations Unit. Although Council approved new academic positions for 2021, the staff/student ratio at CUT, which increased from 25:1 in 2013, to 40:1 in 2020, remains high. Currently, CUT has 1 080 permanent positions, of which only 317, or 27%, are academic posts. The ideal is that this should be at least 40%. Therefore, new academic and academic support positions must be prioritised, going forward.
- **Increasing student debt:** The total outstanding student debt by the end of December 2020 was recorded as R1,237 billion in the 2020 Audited Financial Statements of CUT. Furthermore, Management is working tirelessly to raise funds to support our students. As reported in Section 3.3.5, we have secured approximately R11 million during the period under reporting to support our students.
- **Ongoing student protests:** The university experienced student protests at both campuses during early July 2021, which led to an early recess period. Various engagements were held with the SRC, Senate and organised labour to resolve the issues and ensure stability on the campuses. Both campuses have been stable since then.

6.13.4 STATEMENT OF SELF-ASSESSMENT OF THE ACHIEVEMENTS OF THE VICE-CHANCELLOR IN ATTAINING THE OBJECTIVES SET FOR THE PERIOD UNDER REVIEW

Although the period under reporting was another challenging term for the university, which created much stress and many challenges, Management, in collaboration with all stakeholders, kept the university operational, and ensured that the academic activities continued albeit under difficult circumstances.

The unexpected departure of the former Vice-Chancellor and Principal created new challenges, particularly in filling his position and the cascading effect that this brought to the system. However, amidst these difficulties, Management and the CUT Council provided the much-needed support and remained committed to enhance the university and ensure smooth operations. Several meetings were held online during the period under reporting. Furthermore, regular meetings and engagements were held with organised labour and the SRC.

I would like to acknowledge the Chairperson of Council and the entire CUT Council for their guidance and support during this period. Thank you also to the Management team for their hard work and dedication, and to all staff and students, including the unions, Senate, the Institutional Forum (IF), student leaders and our alumni, for your commitment and support while we are navigating through this pandemic.

6.14 CONCLUSION

It is evident from this report that CUT offers a holistic learning experience. Our students' learning is not limited to academic learning, as there are other important skills that we are developing for our students. Now more than ever, it is important to develop graduates with not only academic acumen, but also emotional intelligence and creative, critical and entrepreneurial skills. The new dynamics brought about by the Fourth Industrial Revolution requires us to pay special attention to the future of work and develop graduates who will not fit into specific jobs, but will be flexible enough to be relevant for the new skills that are currently not yet known.

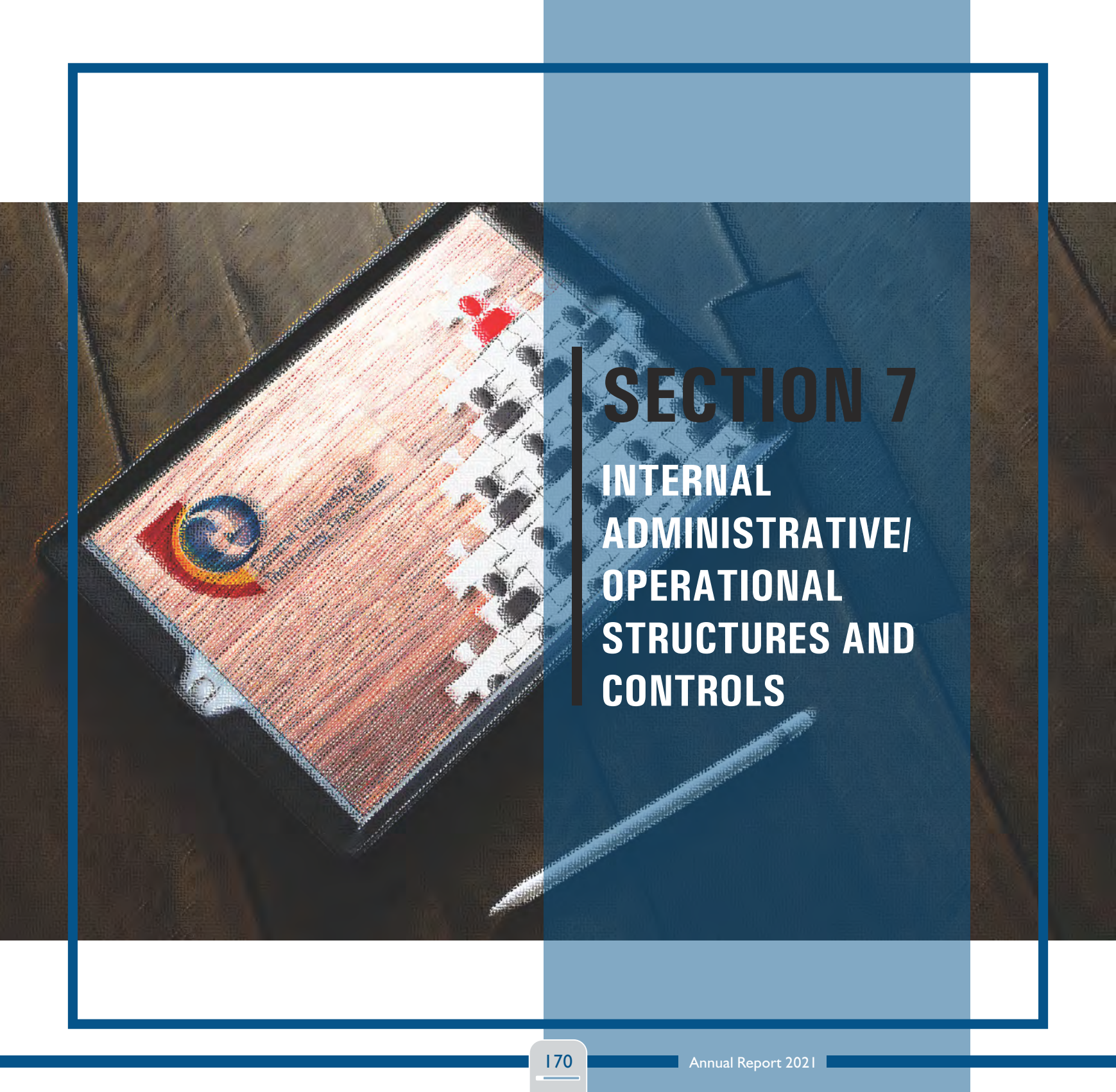
Furthermore, we are committed to fostering a dynamic organisational culture, as we value our employees and students, and want to create an enabling environment for them to flourish. Thus, we aim to uproot all forms of unfair discrimination, whilst embracing diversity, non-racialism, non-sexism and human dignity for all.

In conclusion, despite a few challenges, CUT is indeed a stable and healthy university that adds so much value, in a number of positive ways, to our stakeholders and society at large. We rely on all stakeholders to join us on our journey towards Vision 2030, which states that: "By 2030, Central University of Technology, Free State will be a leading African university of technology, shaping the future through innovation".

SIGNED BY:



PROF. AB NGOWI
ACTING VICE-CHANCELLOR AND PRINCIPAL



SECTION 7

INTERNAL ADMINISTRATIVE/ OPERATIONAL STRUCTURES AND CONTROLS

7.1 HUMAN RESOURCES

The Human Resources Department creates, encourages, and maintains an environment that supports, develops and sustains the well-being of CUT's employees, students, and the broader community.

Human Resources (HR) is one of the most strategic business partners to any institution or business. We have to ensure that we optimise the use of existing HR methodologies, adapt, and design the desired future state, and identify ways to achieve it by remaining up to date with changing technology and ever-changing business processes, with the view to further enhancing our ability to support the institution by partnering with key stakeholders to achieve Vision 2030. Strategic partnering entails developing a vision and crafting competitive strategies with the view of creating a healthy and productive workforce.

With the COVID-19 pandemic we had to adapt some of our HR processes in order to ensure we deliver on our mandate as HR, which includes, but is not limited to integrated talent management, the Integrated Performance Management System (IPerMS), skills development, implementation of a Human Resources Information System, employee relations and the relationship with the unions, employee wellness and engagement, remuneration, the adequacy of staffing levels in critical areas, and the extent to which equity targets in the workplace have been realised, including gender transformation.

Human Resources aspires to be the model for excellence and leadership in human resources, emphasising strategic and progressive human resource practices, high quality service, efficiency, employee growth and enrichment. We will seek to implement human resource best practices and innovative human resource solutions. We will maintain a dedicated focus on customer service and continuous improvement, and we will remain committed to fostering a healthy and productive environment in partnership with key stakeholders.

We are pleased to announce that HR has made significant strides in addressing some of the following burning issues:

- LRF progress to date on addressing long outstanding matters on the agenda dating back more than two years.
- Capacitating the Welkom campus with HR/ER resources to assist with quicker turnaround times and increased presence at the campus to assist staff on site.
- Improving staff morale - "Brag pieces - Humble beginnings" aimed at acknowledging the success of staff who have progressed through the ranks. Weekly publication in the CUT Newsletter is one of the many other initiatives we will be exploring to improve staff's morale.
- Introduction to succession planning, career pathing, and the competency framework.
- Exceeded employment equity targets in relation to designated groups as per our Employment Equity Plan submitted to the DOL, with the exception of the differently abled staff component, which will be a focused approach linked to the recruitment strategy.
- POPI compliance - proactive approach. HR is the custodian of highly confidential employee data and has on-boarded POPI compliance experts to assist us to ensure compliance to the act.

7.1.1 Executive and Senior Management

There were no movements at Executive and Senior Management levels during the fourth quarter of 2021.

Regarding managerial and administrative positions, 20 of the 27, or 74%, of the positions at Executive and Senior Management level were filled in quarter four of 2021. These five vacant positions include the following:

- | | |
|---|--|
| ■ Vice-Chancellor & Principal | ■ Senior Director: Legal Services |
| ■ Chief Financial Officer | ■ Senior Director: Estates & Infrastructure |
| ■ Deputy Registrar: Academic Administration | ■ Senior Director: Research Development & Postgraduate Studies |
| ■ Dean: Student Affairs | |

The recruitment process applicable to executive positions has been initiated by Council for the Vice-Chancellor and Principal and by the Human Resources Committee for the Chief Financial Officer. Of the remaining five positions at Senior Management level listed above, the Senior Director: Estates & Infrastructure has been appointed and will commence duty in January 2022, and a temporary appointment has been made for the Senior Director: Legal Services position. Recruitment for the remaining three positions is ongoing.

In light of the university's transformation agenda, women represented 33,33% (nine) of the staff complement at Executive and Senior Management levels during quarter four of 2021. Specific Senior Management positions were earmarked to be filled by female candidates, and these vacancies have been advertised as such.

7.2 FINANCIAL MANAGEMENT

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 cost-saving culture at the university, some cost-containment measures were implemented since 2018, and CUT achieved the target set for the past years. Furthermore, CUT also budgeted for a reserve growth to make provision for the uncertain future. The amount was not transferred to the long-term investments during 2020 and 2021.

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. A new biological asset management policy and procedures were developed and approved. No policies were revised during 2021, and Finance will continue to revise the outdated policies in 2022.

CUT is a member of the Purchasing Consortium of South Africa (PURCO). In order to ensure that the university 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. CUT also strives to use the suppliers that form part of the PURCO contract in order to increase the benefit.

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

The procurement team underwent a skills audit, and training plans were established for them.

Debt collection measures were implemented to improve the cash flow and reduce the outstanding debt.

7.3 MANAGEMENT INFORMATION SYSTEM (MIS)

For purposes of information management, 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 updated with 2021 targets and used during 2021 registration. 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. The institutional research students tracking project produced a list of undergraduate first-time entering students at risk of dropping out. CILT, together with assistant deans: teaching and learning introduced special interventions.

During the past few years, 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.

7.4 INTERNAL FINANCIAL CONTROLS

The university has an independent and objective, co-sourced Internal Audit function to provide information and assurance to the institution's Senior Management, the Audit, Risk and ICT Governance Committee and relevant other subcommittees of Council on the effectiveness of governance, risk management and internal control processes of the institution. To develop the year's audit plan, the Internal Audit function assessed the significant contexts that have a bearing on the institution's risk landscape, including results of investigations conducted and how such results affected the risks faced by the institution, risks of non-compliance with laws and regulations, fraud risks, business processes risks and industry-related risks.

Internal Audit assists in providing reasonable assurance regarding the achievement of Management's objectives, assessing related risks and evaluating the adequacy and effectiveness of control measures to mitigate such risks, thereby increasing the likelihood that institutional goals and objectives will be attained. Assurance is also provided on Management's assertions related to the following:

- achievement of the institution's goals and objectives that align to its mission;
- reliability and integrity of financial and operational information;
- effectiveness and efficiency of operations and programmes;
- safeguarding of assets; and
- compliance with laws, regulations, policies and procedures and contracts.

On a quarterly basis, the Internal Audit function assessed governance, risk management, control processes and the institution's compliance with laws, regulations, policies, procedures and contracts, and reported findings related to these assessments to Management, ARIC, PFRC, HRC and the institution's Council, together with relevant recommendations on corrective measures which are necessary to address control weaknesses, and to improve the governance, risk management and control processes of the university.

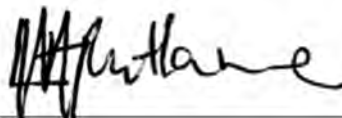
In accordance with the International Standards for the Professional Practice of Internal Auditing, the Chief Audit Executive (CAE) is independent and reports administratively to the Vice-Chancellor and Principal of the university, and functionally to the Audit, Risk and ICT Governance Committee.

The Audit, Risk and ICT Governance Committee continually monitors the implementation of internal control recommendations by the internal and external auditors, to ensure that such implementation takes place timeously. The committee held at least 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. The committee is satisfied with the extend of assurance provided on governance, risk management and control processes of the institution.

SIGNED BY:



MRS ML RALIKONYANA
CHIEF AUDIT EXECUTIVE



CLLR L MONYAMANE
CHAIRPERSON: AUDIT, RISK AND ICT GOVERNANCE
COMMITTEE OF COUNCIL



SECTION 8

REPORT ON EXPOSURE, ASSESSMENT AND MANAGEMENT OF RISK

8.1 ENTERPRISE RISK MANAGEMENT (ERM) STATEMENT

Risk governance and management activities at the university were carried out in accordance with best practice and the Enterprise Risk Management Framework of the university. The enterprise risk management processes within the university were effectively and efficiently carried out, and risk-related documents are continually developed and maintained. These documents are prepared in accordance with the CUT's ERM system i.e. framework, policy and procedures in order to assist various governance structures to make risk-based decisions and monitor the implementation of the appropriate risk responses to enhance the control environment.

The Risk and Compliance Advisory Committee provided support to the university's objectives and the enterprise risk management deliverables, and has added meaningful value to the risk-related activities of the university. The committee provided a key platform for members of Management to provide input to the institutional reports and risk mitigation measures as well as dealing with any risk-related matters.

In order to enhance the risk maturity level, Council and ARIC provide oversight of the strategy and carry out risk governance responsibilities to support Management in achieving strategy and institutional objectives, with the relevant Management structures to support this. Furthermore, the Chief Risk Officer is directly involved in decision-making with the gravitas to challenge exposures, support institutional leadership, and to provide advice to the institution based on insightful and forward-looking analysis of internal and external information.

8.2 RISK MANAGEMENT MODEL

8.2.1 Risk identification and assessment

Risk assessment is conducted annually at the Council risk workshop and sessions with Management of the university. The risk assessment is conducted based on CUT's strategic goals and the events identified against each strategic goal. The developed institutional Risk Register incorporates various elements, i.e. significant risks, opportunities, impact, likelihood, risk owners as well as the control measures that should be implemented to mitigate the identified risks. The risk assessment process includes a review of external and internal audits reports, historic data analysis, interrogation of trends in key performance indicators, Management's perceptions and other methods in order to identify and evaluate risks and facilitate the development of the relevant institutional and operational risk registers and reports.

A key factor for effective enterprise risk management is the ability to navigate a dynamic risk landscape that changes ever more rapidly and often materialise in unexpected ways. On a quarterly basis, an emerging risk and incident register is presented to Management and ARIC to highlight various emerging risks that are newly developing or re-emerging as a result of trends or events that occur suddenly. This register is prepared and continuously maintained in order to recognise the risks that may materialise and may affect the institution adversely.

8.2.2 Mitigating measures and controls

As part of managing the business of the university, CUT's Management is responsible for continuously controlling risks the university is exposed to in order to provide reasonable assurance to governance structures that risks are effectively and efficiently managed. The risk reports submitted to governance structures highlight various controls that are implemented by Management to either mitigate, avoid, transfer or accept the identified risks. In instances where risks are mitigated, the effectiveness of such measures is monitored periodically to recommend areas that require improvement and further monitoring.

The university takes the appropriate measures to ensure that the risks taken to achieve its vision and advancement of the institution are within the set risk appetite and tolerance levels. The enterprise risk management approach followed by the institution to achieve its ideals is deemed effective to minimise the potential negative impact of risks and maximise the potential benefit of opportunities.

8.3 SIGNIFICANT RISKS AND OPPORTUNITIES

The university's enterprise risk management processes are continually improved to ensure that significant risks are proactively managed and opportunities realised. Significant risks that may have a considerable impact on the organisation's ability to achieve its objectives are identified and assessed, and the implementation of mitigating measures is monitored on a periodic basis. The risks are ranked based on their residual risk rating after taking into account the probability of occurrence, possible impact and the controls in place. The significant risks are reviewed as and when required, depending on internal and external developments and changes incorporated accordingly in the institutional risk register. The Management of the university has been committed to the management of risks and exploitation of opportunities to achieve organisational goals and cultivate a risk culture. The following are the significant risks for the reporting period:

8.3.1 COVID-19 pandemic

The risk is caused by the continued presence and spread of the COVID-19 virus in the country and globally. The COVID-19 pandemic and related consequences caused significant disruption to university academic programmes and operations, as well as an increase in compliance requirements. The university continuously reviewed the measures implemented in alignment with various requirements to ensure that the measures were adequate and effective.

The pandemic will continue to adversely affect a majority of university activities and strategic goals. The university has adapted to the "new normal" and implements the relevant protocols in line with the recommendations of the Incident Management Task Team established in accordance with the Business Continuity Plan. Despite a significant number of risks presented by the pandemic, measures implemented provided the university with the opportunity to, for instance, enhance its ICT infrastructure, automate some business processes, strengthen health and safety measures as well as to enhance business continuity arrangements.

Renewed strategies were implemented to ensure the safety and health of staff and students, whilst continuing with the 2021 academic year. To safeguard the academic year, academic activities resumed partially by means of alternative delivery modes, and limited students on campuses. Access to appropriate technology and the internet had been a significant challenge due to the deep inequalities between students. In order to adequately provide support to students and ensure that the academic year is not adversely impacted, various resources such as data and portable devices were provided to students from CUT's financial resources while waiting for NSFAS and public sector interventions.

8.3.2 Student unrest

In the Higher Education sector, student unrest causes significant disruption to university activities, compromises the safety and health of individuals and cause destruction of assets. In addition to ongoing structured engagements between Council, Management and the SRCs through the appropriate governance structures, Management had several meetings with the Students' Representative Councils (SRCs) at both the Bloemfontein and Welkom campuses in order to address their demands, resolve the issues and ensure stability on campuses.

As student unrest is a recurrent risk event, Management endeavored to engage with SRCs, SAUS, NSFAS and other relevant stakeholders on a continuous basis to ensure that harmonious relations are maintained and improved. These measures were at times effective, and in the event of disruptions, the appropriate security measures were deployed accordingly to ensure the safety of staff, students and university assets.

8.3.3 Governance and ethical leadership

The university identified that the risk that governance and leadership practices may not always be consistent with good corporate governance principles and not in the best interest of the organisation, which may adversely affect the operations and reputation of the institution. The CUT Council and Management endeavoured to promote an ethical culture through initiating the establishment of a Social and Ethics Committee, aligning the terms of reference of governance structures with the King IV principles and guidelines as well as facilitating training interventions.

8.3.4 Financial sustainability

The national government has had to reprioritise public funding for the Higher Education sector, which resulted in fewer financial resources being availed to universities. CUT does not generate sufficient funds from alternative streams such as endowments, income-generating entities and activities to sufficiently sustain its operations without subsidisation. The increase in student debt and non-recoverability thereof increased the financial risks of the institution, and cost-containment measures are implemented to mitigate the adverse effects.

The university has increased efforts to generate third-stream income, and it is notable that the plans and reports of CUT Innovation Services (CUTIS), the commercial entity established to stimulate and grow third-stream income to support operations of the university through commercialisation of its resources, intellectual property, fundraising activities, indicate that the organisation will generate income in the near future, which will assist with the institution's sustainability. The initiatives of the university to generate third-stream income are also supported by the Unit of Development and Fundraising in the Vice-Chancellor's Office, and by faculties.

8.3.5 Compliance and litigation

The promulgation of new regulations such as POPIA and its onerous requirements impact on the compliance obligations of the university. Due to POPIA breach being deemed inevitable in the Higher Education sector, the university formed a task team that plays a key advisory role to assist on matters pertaining to POPIA compliance. Enhancing monitoring and performing risk analysis has assisted the institution to identify mechanisms to mitigate the material impact that this risk poses. Compliance management is an important imperative, and the risks of non-compliance with new regulations tend to be high; hence the university is taking steps to ensure that all the requirements are met.

All the regulatory requirements have been identified together to form the regulatory universe of the institution. The institutional policies that have been included are sourced from the Institutional Regulatory Code (IRC), which serves as a central source of policies, procedures, regulations, forms, manuals and constitutions which are accessible by staff and students. The document has been updated with various legislation as per the information published by the government on official platforms, and provides for the inclusion of the most pertinent legislation impacting on the university. Institutional policies and procedures are periodically reviewed and updated to ensure alignment and consistency with best practice.

8.3.6 Reputation and stakeholder relations management

The nature of reputational risk is that it is adversely affected by other risks and events that expose the university to negative publicity and negative stakeholder perception, with notable events of the past year that have exposed the university to continuous negative publicity. The university has engaged with various media platforms to ensure that the reputation of the institution is appropriately enhanced. The Brand Enhancement project was undertaken to assist the university to develop more appealing strategies and campaigns and the CUT outdoor branding project that was concluded has assisted with enhancing the brand of the institution.

8.3.7 Skilled employees and human capital

Due to various factors, the university may not be appropriately positioned to attract and retain high level skilled employees or provide a conducive environment to enable the growth and development of employees. To mitigate the associated risks, the human resources policies related to recruitment, remuneration, talent management and conditions of employment were reviewed, consulted with labour unions and endorsed for implementation. The university also facilitated training and employee wellness programmes to contribute to employee development, retention and well-being.

8.3.8 Environment and infrastructure

The university faced the risk of not having a conducive environment and adequate infrastructure to provide a holistic student experience. Several improvement projects were initiated and implemented targeted at maintaining or enhancing existing infrastructure, improving Wi-Fi and connectivity capability, facilitate backup power supply and provide water storage solutions.

8.3.9 Performance management

Performance management is critical to ensuring that the university achieves its goals and objectives. There was a risk that inadequate planning, implementation, monitoring and evaluation of performance targets may compromise the performance of the organisation. Measures were taken to ensure that the planning documents of the university were developed according to DHET regulations, reviewed by governance structures, monitored and reported on periodically, and that portfolios of evidence are submitted to support the assertions related to the achievement of targets.

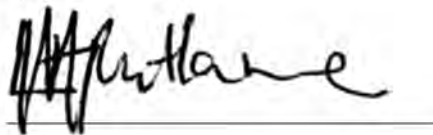
8.3.10 Academic integrity

The remote learning interventions implemented to mitigate the effects of COVID-19 exposed the university to the risk of failures in controls and quality management over learning and assessment activities. There was a notable increase in instances of academic misconduct and plagiarism, which resulted in consequence management. The assessment policy was revised to address new developments, integrity-related matters and proctoring of online assessments.

SIGNED BY:



MR TK MOTHUDI
CHIEF RISK OFFICER



CLLR L MONYAMANE
CHAIRPERSON: AUDIT, RISK AND ICT GOVERNANCE
COMMITTEE OF COUNCIL

The background of the page features a collage of financial-related items. On the left, a silver calculator with a black keypad is prominent. Below it, a blue pen with a silver clip lies diagonally. The background is filled with various financial charts, including bar graphs and line plots, some in blue and others in orange. A pair of glasses is also visible in the upper right. The entire scene is overlaid with a semi-transparent blue rectangle that serves as a backdrop for the section header.

SECTION 9

ANNUAL FINANCIAL STATEMENTS

9.1 OVERVIEW OF THE BUDGETING PROCESS

The budgeting process for all Council-controlled funds commences with the appraisal of the Ministerial guidelines and 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- and/or under-expenditure are 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.

9.2 THE UNIVERSITY'S FINANCIAL STATUS

The institution's primary strategic goals were defined in Section 1 as:

- institutional advancement;
- teaching and learning;
- research and innovation;
- university life; and
- financial sustainability.

A brief discussion of the last goal (financial sustainability) is presented below.

9.2.1 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. Furthermore, the institution has annually implemented cost-containment measures and budgets for a contingency fund, as well as for reserve growth, to ensure future financial sustainability.

The institution's financial performance was positive. The net surplus decreased from R372 million to R123 million in 2020, and increased to R470 million in 2021. The unrestricted funds surplus decreased from a surplus of R360 million in 2019 to R93 million in 2020, and increased to a net surplus of R440 million in 2021. An analysis of the results indicated that this was because of the skewed income and expenses due to the following:

- R98.6 million tuition income charged in 2020 was recognised in 2021 due to the extension of the academic year up to February 2021;
- movement of expected credit losses, increase of R200 million in 2020 and R158 million in 2021 (21% decrease);
- student debt written off: R125 million in 2020 and R5.5 million in 2021;

- accommodation allowances paid to students, funded by CUT: R70,9 million in 2020 and R36.5 million in 2021; and
- leave accrual adjustment of R34,3 million in 2020 and R30,5 million in 2021.

Cost-containment measures were also implemented to mitigate the risks of the COVID-19 pandemic. The institution remains committed to upholding these measures.

9.3 FINANCIAL AID TO STUDENTS

Financial aid totalling approximately R615 million was provided to students in 2021. This amount comprised CUT funds, NSFAS grants, and externally funded bursaries and scholarships. Financial aid was awarded to students based on academic performance and financial need.

- **CUT funding:** In 2021, the university allocated R21,723 million of the Council-controlled funds towards student bursaries.
- **NSFAS loans and bursaries:** Approximately R864 million was claimed from NSFAS.
- **Other donors:** Additional funding to the value of approximately R31 million was received from various funders, with varying conditions. These funds were either actively sourced by CUT, or via external funders.

9.4 INCREASE IN STUDENT FEES

9.4.1 Background

CUT reviews student fees on an annual basis. Student fees contributed approximately 33% of the total income of the institution.

The university 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). All stakeholders, including the Students' Representative Council (SRC), are represented on the SFC. Several factors contribute to the increase in costs, such as the following:

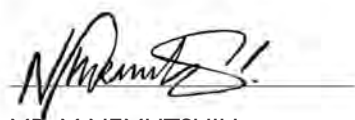
- higher education is expensive, and the cost of providing such education usually increases at a higher rate than that of general inflation;
- maintenance of the physical campus and the expansion of the range of options for classrooms and research laboratories form a major part of the costs involved in providing higher education at a university of technology;
- costs are affected by the demand for additional facilities; and
- costs are associated with addressing matters pertaining to health and safety.

9.4.2 Percentage annual fee increment for the 2020 academic year

Regarding the gap grant to cover the fee increment for missing-middle students, CUT received R12,805 million from government during 2021.

The fee increments for 2021 were 4.7% for tuition fees, and 6.7% for residence fees. The fee increment was based on the proposed fee compact received from the DHET.

SIGNED BY:



MR. M NEMUTSHILI
ACTING CHIEF FINANCIAL OFFICER



CLLR DR MS SEFIKA
CHAIRPERSON: PLANNING, FINANCE AND
RESOURCES COMMITTEE OF COUNCIL



SECTION 10

REPORT OF THE AUDIT, RISK AND ICT GOVERNANCE COMMITTEE (ARIC)

SECTION 10

ARIC is delegated by Council to be responsible for oversight over combined assurance, risk management, ICT and compliance. The membership of the committee is constituted by suitably skilled and experienced individuals, and the committee is chaired by an independent, non-executive member of the governance body.

The committee is important in providing advice to Council and direction to Management regarding assurance and risk-related matters at the university. The Chief Risk Officer (CRO), the Chief Audit Executive and assurance service providers are afforded unrestricted access to the committee and its Chairperson.

ARIC has ensured that there is adequate oversight over the independence of external and internal auditors. It performs an annual evaluation of assurance service providers, monitors the Finance Department regarding skilled key staff and the implementation of the required accounting practices, and oversees the risk management function to ensure that it is discharging its responsibilities effectively.

10.1 COMPOSITION

ARIC comprises two parts, namely the Audit part, and the Risk and ICT Governance part.

The Audit part of ARIC consists of the following standing members:

- Four external Council members, of which one – not the Chairperson of Council – shall be the Chairperson. The Chairperson of Council may, however, attend meetings by invitation.
- The committee should be complemented by invited members of Executive and/or Senior Management, such as the Vice-Chancellor and Principal, the Deputy Vice-Chancellor (DVC): Resources and Operations, the Chief Audit Executive (CAE), Chief Risk Officer (CRO) and the Chief Financial Officer (CFO).
- The following parties will be in attendance:
 - internal auditors;
 - external auditors; and
 - a representative from the Office of the Auditor-General of South Africa.

The Risk and ICT Governance part of ARIC consists of the following standing members:

- Four external Council members, of which one – not the Chairperson of Council – shall be the Chairperson. The Chairperson of Council may, however, attend meetings by invitation;
- the Vice-Chancellor and Principal;
- the DVC: Resources and Operations; and
- The Chief Risk Officer.
- The CAE will be in attendance.

Council will appoint the Chairperson and Deputy Chairperson of the Committee. The Chairperson of ARIC should be independent and knowledgeable of the status of the position; should have the requisite business, financial and leadership skills; and should not be a political office bearer.

The Registrar shall serve as Secretary of the committee.

No official who is involved in the day-to-day management of the institution, or who was involved therein at any time during the preceding financial year may be a member of the Audit part of the committee.

No prescribed officer or full-time employee of CUT, or an employee of a related enterprise, or a person who has served as such at any time during the preceding three financial years may be a member of the Audit part of the committee.

No material supplier or customer of the institution – in respect of which any reasonable and informed party would conclude that his/her integrity, impartiality or objectivity would be compromised by the relationship that exists with the institution – nor any person related to such a supplier or customer may be a member of the Audit part of the committee.

Committee members should have a collective understanding of integrated reporting, including financial reporting, internal financial controls, external and internal audit processes, corporate law, risk management, sustainability matters, ICT governance, and institutional governance.

All committee members must meet certain requirements in terms of skills, competence and experience, so as to be collectively proficient in making in-depth enquiries and keeping abreast of key developments affecting their required skills set.

10.2 ROLES AND RESPONSIBILITIES

ARIC plays a vital role in governance at CUT, ensuring the university's sustainability. The responsibilities of the committee include independent oversight over the following:

- Enhancement of the control environment of the university through oversight regarding the effectiveness of the organisation's assurance functions and services, with a particular focus on combined assurance arrangements, including internal and external assurance service providers, as well as the risk and finance functions.
- The integrity of information contained in the Annual Financial Statements and other external reports issued by the organisation, and consideration of the sustainability of the institution, with reference to matters in the integrated report.
- Risk governance that adds value to the university, and the monitoring of the implementation of effective and efficient risk management processes and progress regarding the risk maturity of the university.
- The monitoring of compliance with applicable laws and adopted, non-binding rules, codes and standards in a manner that supports the university's imperatives to be an ethical and good corporate citizen.
- The committee has discharged its responsibilities regarding internal and external audits, risk management, compliance, and integrated reporting in an effective and efficient manner, in accordance with the expectations of the CUT Council, the ARIC Terms of Reference, the King IV Report, and relevant policies and regulations.

10.3 KEY RESOLUTIONS

The committee convened meetings as per the recommended frequency per annum, and, consistent with their functions, the committee considered and resolved on the following key matters in 2021:

10.3.1 Policies and guiding documents

a) Compliance management policy

ARIC recommended the revised compliance management policy to Council for approval. The purpose of the policy is to ensure that the university meet its legal and organisational compliance obligations, and that it conducts its activities lawfully and responsibly, as well as embed compliance in the culture of the university through awareness creation and monitoring of CUT's compliance with its regulatory obligations. Furthermore, the policy seeks to ensure that appropriate controls are implemented to mitigate compliance risks exposed to the university and realise any opportunities associated with the identified risks. **(RESOLUTION ARIC 17/21/05)**

b) Health, safety and environmental (HSE) policy

ARIC recommended the health, safety and environmental policy to Council for approval. The purpose of this policy is to comply with the Occupational Health and Safety Act (Act No. 85 of 1993) and relevant regulations and other regulatory requirements. **(RESOLUTION ARIC 6/21/05)**

c) Revised ethical governance policy

ARIC recommended the revised ethical governance policy to Council for approval. The purpose of this policy is to ensure that CUT staff and third parties are committed to the highest standards of openness, probity and accountability, and to encourage employees and third parties who have reason to believe that they have discovered malpractice or impropriety, to report such acts without fear of victimisation. **(RESOLUTION ARIC/21/04)**

d) Social and Ethics Committee of Council

ARIC recommended the Terms of Reference of the Social and Ethics Committee to Council for approval, provided that they are reviewed one year after approval by Council. **(RESOLUTION ARIC 9/21/04)**

e) Draft CUT POPIA policy

ARIC recommended the PoPIA policy to Council for approval, provided that the policy be reviewed six months after implementation, to see if there are any gaps in the policy that should be addressed. The draft policy is about regulating the implementation of PoPIA in the Central University of Technology, Free State (CUT) and promoting compliance with the Act. **(RESOLUTION ARIC 16/21/03)**

10.3.2 Audit and assurance services

a) Audit Planning Memorandum for the year that ended on 31 December 2020

Council approved the extension of the contract of SNG-Grant Thornton as the external auditors for the external audit for the year ending December 2021, as well as the agreed-upon procedures to be executed in 2022. Council resolved that the end date for SNG-Grant Thornton's extended contract, and the date on which the newly appointed external audit service provider's services should commence, should be clear, so that the two contracts do not overlap. **(RESOLUTION CM 33/21/11)**

b) Close-out report on the Internal Audit Strategic and Operational Plan 2020

ARIC approved the Close-out Report on the Internal Audit Operational Plan 2020, and the need to review systems and process flows. **(RESOLUTION ARIC 5/21/02)**

c) Internal Audit Strategic and Operational Plan: 2021

ARIC recommended the Internal Audit Strategic and Operational Plan 2021 to Council for noting, subject to the amendments stipulated below.

- Page 2 should be updated to reflect the name of the new Chairperson of ARIC.
- The wording of section 1.4 should be corrected to indicate that the CAE reports functionally to ARIC, and administratively to the Vice-Chancellor and Principal, whilst the external service provider of internal audit services reports to the CAE.
- Page 12: “ ... to a total of 80 hours for attendance of CUT Audit and Risk Committee meetings and quarterly reports” should be updated to indicate that it includes meetings that are held with each section that is being audited, and the discussion of reports with each Line Manager.
- The plan that will be submitted to Council should be a more specific/detailed plan.

(RESOLUTION ARIC 2/21/03)

d) External auditors' reports

ARIC approved and recommended the external auditor's reports to Council for approval.

10.3.3 Risk governance

a) Risk Management and Strategic Projects Section's Strategic and Operational Plan 2021-2023

ARIC recommended the Risk Management and Strategic Projects Section's Strategic and Operational Plan 2021 – 2023 to Council for noting. A status report of the plan should be submitted to ARIC meetings on a quarterly basis. The report should indicate activities that had been completed, and challenges, if any, in completing activities within the planned timelines. The document is a three-year rolling plan that outlines the different deliverables of the Risk Management and Strategic Projects Section outlining the strategic intent of enhancing ERM to promote good governance. **(RESOLUTION ARIC 15/21/03)**

b) Risk Management and Strategic Projects Section's Annual Report 2020

ARIC recommended the Risk Management and Strategic Projects Annual Report 2020 to Council for noting. The purpose of this document is to report to ARIC and stakeholders the progress of the unit as well as the challenges encountered during the year, and its mitigating measures to create an enabling and empowering environment for integrated, effective and efficient enterprise-wide risk management. **(RESOLUTION ARIC 12/21/03)**

c) Risk appetite and tolerance levels 2021

ARIC recommended the risk appetite and tolerance levels 2021 to Council for approval. **(RESOLUTION ARIC 19/21/05)**

d) Institutional Risk Mitigation Report 2021

The institutional risk mitigation progress report for the third quarter of 2021 was recommended to Council for noting. The report provides a summary of the risk controls and responses implemented during the fourth quarter of the year to address the risks identified in the risk assessment session. **(RESOLUTION ARIC 14/21/05)**

e) 2021 Institutional Risk Register

ARIC recommended the revised Institutional Risk Register 2021 to Council for approval. The Institutional Risk Register 2021 provides a summary of the identified risks, controls and responses to be implemented during the year, and to highlight the risk ratings that have been revised due to the current developments within the university. **(RESOLUTION ARIC 5/21/03)**

f) Draft Institutional Risk Register 2022

ARIC recommended the Draft Institutional Risk Register 2022 to Council for approval. The document provides a summary of the identified risks, control and responses to be implemented during the year 2022. **(RESOLUTION ARIC 21/21/05)**

g) CUT Fraud Risk Register

ARIC recommended the CUT Fraud Risk Register to Council for approval. The fraud risk register highlights and identifies significant fraud risks and mitigating measures to prevent, deter and detect incidents of fraud as well as related misconduct. **(RESOLUTION ARIC 20/21/05)**

h) Governance risk profile

ARIC recommended the governance risk profile 2021 to the joint ARIC and PFRC meeting of 01 June 2021 for discussion, and to Council for noting. The report serves as a presentation of events that have taken, or may take place that could have a potentially negative effect on achieving organisational objectives related to good governance. **(RESOLUTION ARIC 13/21/03)**

i) Key plans, registers and reports:

The following key plans, registers and reports were discussed or noted by the committee:

- CUT Combined Assurance Plan
- Business Continuity Management (BCM) Progress Report
- Enterprise Risk Management (ERM) Maturity Progress Report
- Emerging Risk and Incident Register
- Insurance Report

10.3.4 Compliance

a) CUT Regulatory Universe

ARIC recommended the updated CUT Regulatory Universe to Council for approval. To provide continual monitoring of the regulatory environment, the CUT Regulatory Universe is updated and maintained to incorporate all relevant regulatory requirements applicable to the institution, as well as to support internal policies and procedures. **(RESOLUTION ARIC 14/21/05)**

10.3.5 ICT governance

a) Strategic ICT projects

The following strategic ICT projects were undertaken in 2021:

- Digitising of business forms
- Project summary
- The aim of the digitisation of business forms and elimination of paper-based forms is to:
 - enhance the ability and effectiveness of staff to perform their jobs;
 - eliminate the need for employees to route paper from one physical location to another for work processes or approvals;
 - facilitate compliance for repeatable processes;
 - use less paper and reduce costs; and
 - improve control of documents.
- On completion of this project user(s)/the business must be able to request a service or apply for a service using an electronic form. A user must also get e- mail notifications regarding the progress and the outcome of the request.

The following processes were automated under this project in 2021:

- LS 17.2: Assets Removal
- LS 120.3: Application for the Re-Issuing of a Certificate/Diploma/Degree
- LS 124.3: Application for Re-Marking of Assessment
- Application to Graduate in the Upcoming Graduation Ceremony
- LS 345 A: Declaration of Interest in The Recruitment & Selection Process and Non-Disclosure (Confidentiality) Agreement
- LS 345 B: Declaration of Interest in The Recruitment & Selection Process and Non-Disclosure (Confidentiality) Agreement
- Travel Form
- Tender Committee - Declaration of Interest
- Request For Financial Confirmation for Tenders
- New ICT Project Request
- Only software licensing costs were incurred to the value of R486 450.00.

10.3.6 Finance

a) Annual Financial Statements

ARIC approved and recommended the revised Annual Financial Statements for the year ending 31 December 2021 to Council for approval.

10.4 CONCLUSION

ARIC has executed its oversight role over assurance, risk and ICT governance in an effective and efficient manner, in accordance with its Terms of Reference and the principles of good corporate governance.

The committee confirmed that it was satisfied with the contents of this Annual Report, and recommended it to Council for approval.

SIGNED BY:

A handwritten signature in black ink, appearing to read 'L Monyamane', written over a horizontal line.

CLLR L MONYAMANE
CHAIRPERSON: AUDIT, RISK AND ICT
GOVERNANCE COMMITTEE OF COUNCIL

A handwritten signature in black ink, appearing to read 'M Rantso', written over a horizontal line.

CLLR M RANTSO
CHAIRPERSON OF COUNCIL

SECTION 11

TRANSFORMATION REPORT



EXECUTIVE SUMMARY

The Institutional Renewal and Transformation (IR&T) Unit's Annual Report 2021 provides an overview of the successes and challenges observed and experienced during the 2021 academic year. The Central University of Technology, Free State (CUT) prides itself on progress with institutional transformation issues within the context of the Higher Education sector. The experiences and challenges of 2021 were not that different from those of the 2020 academic year, which was heavily characterised by uncertainties such as the COVID-19 pandemic, with the exception that nations across the globe were (still) driving vaccination campaigns. Nonetheless, the IR&T Unit made crucial progress in terms of the following strategic interventions and special projects identified for the year 2021:

- Driving the review process of the 2016 – 2020 Transformation Plan: Parallel to this process was the compilation of the 2021 – 2025 Transformation Plan and high-level strategic indicators/targets for 2030.
- Promoting the approved 2021 – 2025 Transformation Plan through transformation roadshows.
- In realising CUT's Vision 2030, the IR&T Unit continued to engage in various strategic partnerships and engagement with some leading universities within the continent.
- In collaboration with Human Resources (HR), continue to monitor and support the full implementation of the Next Generation Women in Leadership Programme, which has led to two important appointments, namely Dean: Faculty of Humanities and Acting Senior Director: Research Development and Postgraduate Studies.
- Continuing to enhance the multilingualism project at CUT, in collaboration with the Registrar and the Deputy Vice-Chancellor (DVC): Teaching and Learning (T&L), by rolling out the online Conversational Sesotho course to the CUT community. The university launched its Lexicon Project Booklet, which contains more than 500 technical terminologies, mostly in Engineering and Health Sciences, which were translated into Sesotho.
- Continuing to promote, in collaboration with the executives, the notion of decolonisation across the university's systems and processes, not only focusing on the curriculum.
- In collaboration with the DVC: Teaching and Learning, DVC: Resources and Operations (ResOps) (staff) and Registrar (students), analysing the current support systems and processes for staff and students with disabilities, and strengthening our strategies and operations in this area.
- Enhancing the process of naming buildings and facilities, in collaboration with the DVC: Research, Innovation and Engagement (RIE), as an important element of the transformation project and institutional culture, and ensuring that all buildings are attended to.
- Promoting an institutional culture where people are valued, and where all forms of unfair discrimination are uprooted, whilst promoting a culture that embraces diversity, non-racialism, non-sexism and human dignity for all. This includes the study conducted by the Commission for Gender Equality in 2021 on institutional culture and low staff morale, the design of interventions, and the implementation thereof. The findings of the study were reviewed and extended to an independent supplier, for them to carry out an in-depth study in the first semester 2022.
- In collaboration with all executive and senior managers, driving and maintaining EE targets and gender objectives.
- Preparing to host, for the first time, the King Moshoeshoe I Memorial Lecture from 10 to 11 March 2022, in collaboration with NLU, LCE, Lerotholi Polytechnic and Motheo Technical Vocational Education and Training (TVET) College, as part of implementing relevant strategies and objectives set in the 2021 – 2025 Transformation Plan.
- Embarking on a special project to address the needs of the lesbian, gay, bisexual, transgender and intersex (LGBTI) community at CUT.
- Ensuring the full implementation of the institutional effectiveness and efficiency project.

11.1 INTRODUCTION

This report presents various sections that provide an overview of activities and interventions that transpired via the IR&T Unit within the Office of the Vice-Chancellor and Principal (VC) in the year 2021. It discusses initiatives that are supported by the Office of the VC, specifically in terms of CUT's female employees, who are positively impacted by the implementation of multiple transformative and transformational programmes that the Central University of Technology, Free State (CUT) has made available to staff in general.

11.1.1 University Transformation Advisory Committee

The University Transformation Advisory Committee (UTAC) held a meeting on 15 September 2021. The Terms of Reference of UTAC were revised, finalised, and submitted to the Management Committee (Mancom) meeting of November 2021.

11.1.2 Study on the organisational culture at CUT

The CUT Council, at its meeting of 17 September 2021, noted the Commission for Gender Equality's report, and resolved to implement the recommendations that are in line with CUT's Transformation Plan, and to subsequently appoint an independent service provider to be utilised to conduct an in-depth study to test CUT community members' perceptions about the matters contained in the Commission for Gender Equality's report, to ensure its reliability and credibility, using data-collection instruments and methods such as questionnaires and focus group discussions, respectively.

A service provider was procured, and a meeting with the service providers was scheduled for Thursday, 4 November 2021. The intention is to appoint one service provider who will combine both the Commission for Gender Equality's report analysis and CUT's organisational culture. Two service providers showed interest, but a proposal was received from only one service provider. The documentation related to the proposal was submitted to the Procurement Unit, for verification and appointment of the service provider.

11.1.3 New Generation of Academics Programme (nGAP)

The nGAP Lecturer: isiXhosa position remains unfilled, as the recommended candidate had obtained 69%, and not 70% as required by the Department of Higher Education and Training (DHET). The position was readvertised, with an advertisement being circulated to the Eastern Cape Provincial Department of Education and Western Cape Provincial Department of Education (as these provinces have a larger pool of isiXhosa educators), as part of broadening the recruitment processes. Similarly, both the nGAP Lecturer: Mathematics Education and the nGAP Lecturer: Setswana positions were also readvertised, with a closing date of 5 November 2021.

11.1.4 Policy on gender-based violence (GBV) and sexual harassment

CUT initiated the process of developing a specific policy on GBV and sexual harassment for both students and staff, as part of preventative measures against the scourge of this violence. One of the main purposes of crafting such a policy was to enhance CUT's institutional culture, so that women, female students and members of the LGBTQIA+ community are always protected, and feel safe on the CUT campuses. The policy was approved by Council in September 2021. The IR&T Unit would organise awareness campaigns across two campuses on its implementation procedures for both staff and students.

11.1.5 Next Generation Women in Leadership (nGenWiL) Programme

a) Programme goals and objectives

The nGenWiL programme is a concerted effort on the part of CUT to develop female leaders for the future. Through this programme, the university aims to establish a pool of high-performing female employees, and offer development and support, to enable them to gain the skills, experience and qualifications needed to equally compete for leadership (supervisory to senior level) roles as they become vacant.

To expedite the development of female leaders, the nGenWiL programme is aimed at accomplishing the following:

- improving candidate self-awareness, and allowing for learning through relationships;
- offering leadership workplace experience; and
- offering formal classroom training.

b) Programme sustainability and contributions by cut

The university has committed R1 million per annum from its strategic fund, for a five-year period, to the nGenWiL programme.

Through continued programme funding, the institution plans to take in a new cohort of ten candidates at the conclusion of each development cycle (two years).

c) Resignations for the period

Of the ten candidates, one, Dr Olga Ndlovu, resigned from CUT during November 2021, due to family commitments.

d) NGenWiL programme status summary

Development activities through the nGenWiL programme started in September 2019, although there was a further intake of candidates after this date. Accordingly, the development period for candidates who formed part of the first intake will come to an end during December 2021 and March 2022 for those on the middle to senior leadership development track, and December 2022 for those on the supervisory track (see table 4). A summary of the activities for the period and planned closing-off activities is provided below.

e) Implementation of programme objectives

Improving candidate self-awareness, and allowing for learning through relationships and leadership workplace experience

The mentorship relationship is a key component of learning through relationships and gaining exposure in terms of leadership roles. Mentorship agreements through the programme entail engagement between the mentor and mentee for a twelve-month period, with scheduled mentorship meetings at least once per term. Job shadowing opportunities are encouraged throughout the mentorship period. This relationship is guided by the principles of the mentorship agreement.

Mentorship activities for candidates on the middle/senior leadership development track were conducted remotely via platforms such as MS Teams, Zoom, etc., to limit physical contact during the COVID-19 pandemic. Mentorship agreements ended during August 2021 and November 2021, whilst one will end in March 2022.

Mentorship of the three candidates on the supervisory leadership trajectory has also continued virtually, via platforms such as MS Teams and Zoom. Two of the agreements ended during December 2021, whilst one will end in January 2022.

Offering formal classroom training

The NQF Level 8 Postgraduate Diploma in Leadership Development programme commenced on 1 February 2021 and ended in December 2021. Certificates of completion should be made available prior to graduation in March 2022. The following candidates completed the PGDip in Leadership Development:

- Wendy Setlalto
- Laurika van Straaten
- Ntsoaki Malebo
- Freda van der Walt

The following candidates are busy with a PhD or master's qualification:

- Edith Sempe (PhD)
- Somari van Heerden (master's)

f) Activities still to be conducted

One Arbing session remains for the group of candidates in the supervisory to senior leadership development track, and a mentorship closing session for the mid-senior leadership development trajectory. These initiatives will be conducted early in 2022, with the closing mentorship session for the cohort of ladies on the mid- to senior leadership level planned for March 2022. Activities for the supervisory group include competency training, as well as the continuation of efforts to pursue higher education qualifications, including Adult Basic Education and Training (ABET), a diploma and a postgraduate qualification.

g) Financial expenses

Table 1 details the expenses for the period July to September 2021. No costs were incurred during the period October to December 2021.

Table 1: Expenses for the period July to September 2021

Description and timeline	Amount per candidate	Total amount (ZAR)
n/a	n/a	n/a
Costs from January – March 2021		359 818,16
Costs from April – June 2021		22 998,00
Costs from July – September 2021		31 782,72
Total expenditure as on 31 December 2021		414 598,88

11.1.6 The King Moshoeshoe Memorial Lecture Project

In realisation of the institutional Vision 2030 and strategic objectives – particularly internationalisation and improving external stakeholders' relations within the region and continent – the Vice-Chancellor and Principal advanced an important agenda item, namely **The King Moshoeshoe I Lecture Series**, to the Planning, Finance and Resources Committee (PFRC). In line with the approved CUT Transformation Plan 2021 – 2025, the university wants to introduce Sesotho as a language of teaching and learning through its multilingualism project, in collaboration with the University of the Free State (UFS). King Moshoeshoe I was well known for embracing language and culture as part of building the Basotho nation, and it is crucial that such historical lessons are embedded in our revised curriculum transformation.

To do this more effectively and efficiently, the Director in the Office of the Vice-Chancellor, Prof. Sepeng, was requested to develop a brief report on the matter, and the role that CUT can play in terms of introducing this prestigious and high-level

public lecture, and to submit the matter to the Mancom meeting of 3 August 2021, and the PFRC meeting of 13 August 2021 for discussion. Desktop research was conducted by the IR&T Unit in the Office of the VC, and it was found that UFS had hosted similar lectures between 2013 to 2018. Through engagement with UFS, gaps were observed, amongst others that this prestigious lecture was hosted without the involvement of Lesotho-based institutions of higher education. As such, different versions regarding the history of King Moshoeshe I regrettably emerged.

RESOLUTION MANCOM 40/21/17

The matter on the King Moshoeshe I Memorial Lecture is work in progress, as the Director: Office of the Vice-Chancellor and Principal should further engage the University of the Free State (UFS) and National University of Lesotho (NUL) prior to the resubmission thereof to the Mancom meeting of 07 September 2021. Hence, Mancom recommended it to the PFRC for noting.

As part of executing the Mancom resolution stated above, the IR&T Unit, in collaboration with senior directors representing Institutional Planning and Quality Enhancement (IPQE) and the Centre for Innovation in Learning and Teaching (CILT), embarked on a trip to the Southern African Development Community (SADC) region, starting with the Kingdom of Lesotho, to initiate collaboration in teaching and learning, community engagement, research, transformation in higher education, institutional planning and quality assurance.

Ultimately, CUT intends to use the King Moshoeshe I Memorial Lecture as a stimulus for other opportunities that could enhance the development of the Sesotho language in academia (and operations such as HR), and work towards establishing a specialised Communication (Sesotho) Unit in the next five years. Currently, the NUL and LCE have Sesotho departments. Hence, it is imperative to establish sustainable partnerships within the region and continent.

The engagements with three institutions of higher learning in Lesotho were fruitful. The team received a positive response for the King Moshoeshe I Memorial Lecture 2022. The institutions agreed to co-host the public lecture with CUT on a rotational basis, with the first lecture to be hosted in April 2022. This event will be organised in collaboration with historian Prof. Mothibe, an advisory to King Letsie III. The engagement further indicated potential collaboration in the areas of professional development (of academic and support staff, and sharing of best practices), curriculum renewal and transformation, research (focusing on the Scholarship of Teaching and Learning (SoTL)) and student exchange. The team recommended the following for approval:

- The King Moshoeshe I Memorial Lecture to be held in April 2022 (organised by the IR&T Unit).
- The Centre for Global Engagement to confirm existing memoranda of understanding (MoUs) with the visited institutions.
- A formal engagement to be arranged between CUT's executives and the three institutions (LP, LCE and NUL), to either renew or establish MoUs, focusing on:
 - academic and professional staff exchanges (to share best practices on teaching, learning, curriculum, quality assurance, research (and SoTL), transformation, learning technologies, and support of differently abled students);
 - student exchanges (in areas of work-integrated learning (WIL) in education and engineering); and
 - decolonisation of the curriculum, focusing on the development of Sesotho as a language of teaching and learning.

A high-level meeting, involving CILT; the Centre for Global Engagement; IR&T; the Faculty of Humanities (FHUM); WIL and Skills Development; Communications and Marketing (C&M); the Registrar; Research, Innovation and Engagement (RIE); IPQE; etc., to draft possible MoUs between CUT and the Lesotho-based institutions was scheduled for Friday, 5 November 2021. It was agreed that collaboration between CUT and the three institutions based in Lesotho would focus on the King Moshoeshe I Memorial Lecture, and that it will later be opened for faculty collaborations.

On 15 December 2021, there was another meeting between CUT and three Lesotho-based institutions. The purpose of

the meeting was to discuss the King Moshoeshoe I Memorial Lecture to be hosted by CUT, in collaboration with NUL, LP and LCE, from 7 to 8 April 2022 at the CUT Bloemfontein campus. This was the first combined meeting after the CUT delegation visited the individual institutions of higher learning from 23 to 27 August 2021 in Maseru, Lesotho. The meeting focused on the following agenda items:

- MoU;
- draft 2022 programme; and
- logistics.

a) Memorandum of Understanding (MoU)

It was mentioned that key points arising from the meeting regarding the memorial lecture, as well as how the memorial lecture will be framed (including the logistics), will form part of the bilateral MoU agreement between three institutions (NUL, LP and LCE) and CUT. CUT presented an MoU template, which is standard for all agreements, and shared it with all stakeholders.

CUT proposed that agreements emanating from the discussions of the meeting on how we are going to collaborate and roll out the memorial lecture should be captured as key points in the MoU.

The second proposal was to formalise the MoU, looking at possible areas of collaboration identified when the CUT delegation visited Lesotho in August 2021.

Comments and suggestions from other members included the following:

- Clear time frames are needed, with the undertaking of the King Moshoeshoe I Memorial Lecture as the main area of collaboration.
- Other areas of collaboration at a faculty level will follow, whilst the memorial lecture will remain a central focus of collaboration.
- It was agreed that a draft MoU will be forwarded to all stakeholders for further comments and inputs by early **January 2022**.

At this stage, the MoU has been modified, and returned to all partner institutions' legal services for review, after which the signing process will be initiated.

b) Draft 2022 programme

CUT representatives shared the draft programme, seeking additional inputs from the stakeholders involved (see the attached draft programme). It was mentioned that the memorial lecture series are traditionally academic in nature. However, as CUT's approach to this memorial lecture is informed by its transformation agenda, a need was identified to decolonise our processes and Africanise the memorial. It is expected that attendees will wear their Basotho attire instead of academic regalia. The proposed programme will run over two days: the memorial lecture will take place on the first day, whilst a workshop and other celebration activities will be held on the second day. CUT is proposing a workshop on what the philosophy of Se-Moshoeshoe entails. Provision should be made to allow internal stakeholders to reflect on the memorial lecture; what the way-forward should be; how the ideas could be used to inform our curriculum renewal and transformation; and whether any pedagogies that we can introduce into our teaching and learning emerged.

Comments and suggestions from other members included the following:

- Three institutions should agree on the theme, namely whether it will be sustained as an annual theme (for example, the 2022 theme is around Se-Moshoeshoe), and if not, themes could be developed annually.
- Although King Moshoeshoe I memorial lectures have been held by other institutions, this one is unique in the sense that institutions want it to be sustainable and rotational by nature.

- It was proposed that it would be politically correct to launch the memorial lecture, given the stature of King Moshoeshoe, with greater implications beyond the institutions. Therefore, invitations should be extended to important people (e.g. The Royal House in Lesotho and government officials from both South Africa and Lesotho), to highlight the significance of this prestigious lecture and to sustain the lecture beyond 2022.
- The programme can commence with the launch (ceremony), followed by the keynote lectures by the historians or contributors in workshop style, and allowing people to engage on the keynote lectures.
- The theme should be framed around Se-Moshoeshoe as a philosophy that we want to embrace as Basotho. Prof. Mothibe is expected to introduce this philosophy, what it means, how we live, what King Moshoeshoe did, and what we can take from his values and principles to inform our practices/pedagogies/economies/education/international relations and diplomacy/peace. This can remain annual central themes.
- It was also mentioned that the King Moshoeshoe Lecture has taken a national status. Therefore, collaboration between South Africa and Lesotho is crucial.
- The discussion needs to be escalated to the institutional heads, as the custodian of Se-Moshoeshoe remains with the royal family. The VCs should approach the royal family about the objective of the lecture, and request their involvement.
- The VCs should approach the palace, and request King Letsie III to launch the memorial lecture.
- There is a need to develop a concept document around the memorial lecture, including the theme of Se-Moshoeshoe, and to engage the royal family on this concept document.
- There is a need to facilitate the meeting with institutional heads, and it was agreed that this meeting should be held in January 2022. The meeting should be utilised to prepare the manner in which the royal family will be engaged on the concept document; when it will be presented; and the plan pertaining to how to meet with the royal family to sell this idea.
- It is important to sell the idea of celebrating this event from 7 to 8 April 2022, and His Majesty's ideas will be incorporated into the final programme for 2022.
- The establishment of a working team or local organising committee should be prioritised, so that they can start working on the logistic arrangements, funding, invitations, etc. The committee should also propose a funding model to the VCs.
- The Moshoeshoe I Institute of Peace and Leadership has a concept document, which may require some refinement and alignment with current deliberations, so that it can be an instrument used by the VCs. Prof. Mothibe will need two weeks to refine the document.
- Regarding the launch of Se-Moshoeshoe, we need to get its background, and check if it was under the flagship programme, and introduced to strengthen the programme at NUL.
- It was also highlighted that the launch should take place in Lesotho, with the involvement of the royal family. CUT will be an invitee in this regard.

c) Logistics

- The main host should be responsible for the marketing and communication of the event. All institutions involved should share their official logos with the hosting institution for marketing purposes.
- The keynote speaker and respondent should be taken care of by the hosting institution, for financial support related to the event.
- The hosting institution will also be responsible for providing catering services to all attendees.
- Therefore, it is expected that all visiting institutions take care of their expenses, and this should be included in the MoU as well.
- Finally, other institutions in the Free State province should be persuaded to participate in this prestigious lecture, which will be done through collaboration across the borders. However, this should not delay the current progress, but attempts should be made. Initiatives such as this will create more strategic partnerships in teaching and learning. This incredible initiative will require strength, commitment and dedication in terms of implementing the first King Moshoeshoe I Memorial Lecture to be hosted by CUT.

11.1.7 Strategic partnerships and engagements

In the realisation of Vision 2030 and the institutional strategic objectives in terms of internationalisation and improving external stakeholder relationships through partnerships, the IR&T Unit will embark on a second trip to the East African region, starting with Kenya and Tanzania, respectively, to initiate various MoUs regarding collaboration in teaching and learning, community engagement, research, transformation in higher education, student governance and affairs, and institutional planning and quality assurance.

It is for this reason that the IR&T Unit, in collaboration with the Senior Director: CILT and the Acting Dean of Student Affairs will be participating in the partnership trip scheduled from 24 to 30 January 2022. This trip was informed by the recent visit (18 November 2021) of the Kenya High Commission to South Africa's Education Attaché, Mr Adnan Mohammed, to CUT. It was established that CUT does not have any footprints in Kenya. Therefore, the Kenya High Commission facilitated and coordinated the visit on behalf of CUT, via the Office of the Principal Secretary: State Department of University Education and Research in the Ministry of Education. The following universities, which are ranked as the best in the region and in Africa, were selected by the Principal Secretary:

- University of Nairobi;
- Kenyatta University;
- Jomo Kenyatta University of Agriculture and Technology;
- Co-operative University of Kenya;
- Technical University of Kenya; and
- Multimedia University of Kenya.

Furthermore, given the proximity of Kenya and Tanzania, as well the close relationship between the South African and Tanzanian governments, especially in terms of the new development around the Kiswahili language, CUT's delegation extended invitations to the best universities to be visited across Tanzania, namely:

- Dar Es Salaam University College of Education;
- University of Dar Es Salaam (flagship);
- Sokoine University;
- Mzumbe University; and
- Ardhi University.

Finally, in terms of the MoU between CUT, LP, LCE and NUL, the strategic partnership with these three institutions in Lesotho is already at an advanced stage. The areas of mutual interest include:

- the annual hosting of the King Moshoeshoe I Memorial Lecture on a rotational basis;
- staff and student exchange programmes;
- joint research and publication programmes; and
- joint curriculum development, and the exchange of teaching and learning information and materials.

The MoU, which was drafted by all mentioned partner institutions, is currently with Legal Services, for vetting purposes.

11.1.8 Transformation roadshow at CUT

The IR&T Unit has commenced with its first transformation roadshows, targeting all sections within CUT. The first session targeted service workers at both the Bloemfontein and Welkom campuses. The main objective was to create awareness of the newly approved Transformation Plan 2021 – 2025 as a living document that needs to be understood and implemented across all levels.

The transformation roadshow was conducted on two consecutive days, namely 4 and 5 October 2021, at the Bloemfontein and Welkom campuses, respectively. One hundred and ninety-eight (198) and 45 service workers were in attendance at the Bloemfontein and Welkom campuses, respectively.

The employees were given an opportunity to share their experiences at CUT, as part of turning those challenges into positive stories that will eventually add value to CUT's Vision 2030. The following important issues were raised, amongst others:

- Employees are not treated well by their supervisors on site.
- Occupational health and safety issues are not adhered to by the employer, as other employees do not have protective gear.
- There is no procurement of new uniforms.
- A lack of professional development linked to their low socio-economic status. For example, they are currently attending Basic Computer Literacy programmes, yet do not have personal computers to actualise and practice the skills learnt.
- Workers are using broken machines, whilst others are sharing tools of trade.
- The work model for residences is not transparent and fair, as one employee is expected to clean alone.
- Young recruits with matric and computer literacy hope to further their studies.
- There are salary discrepancies in Garden Services positions pitched at the same post level.
- The deep cleaning done by external contractors is problematic, as they always leave sites untidy.
- Contract workers are marginalised, and are not treated with respect.

More and more transformation roadshows will be arranged in the 2022 academic year, targeting all other sections.

11.1.9 Human Rights and Freedom Day celebrations at CUT

a) Webinar: The Year of Charlotte Maxeke – Promoting Human Rights and Freedom Day in the Era of the COVID-19 Pandemic:

South Africa celebrated the months of March and April 2021 under the theme “**The Year of Charlotte Maxeke: Promoting Human Rights and Freedom Day in the Era of the COVID-19 pandemic**”. *We honour her as a religious leader, activist, and community leader who boldly defied social limitations imposed on women at the time, becoming the first African woman to obtain a Bachelor of Science degree in America more than 100 years ago*. CUT hosted a webinar in the form of a roundtable discussion to reflect on the meaning of human rights and Freedom Day in the new South Africa. Questions such as: “What are the pressing issues that women around the world are still confronted with?”, and: “How free are they when their human rights continue to be violated and marginalised?”, were the basis of this robust discussion, which took place virtually via Zoom and the CUT Facebook page on 20 May 2021. The VC ushered our honourable guest speakers, including the CUT community, with a warm welcome. Both Ms Mpho Mbeo and Ms Maraka Lefera co-facilitated this robust discussion. The dialogue was a success, with high-level participation from South African female political activists and academics, including:

- Prof. Kasturi Behari-Leak, Interim Director: Academic and Professional Staff Development, University of Cape Town;
- Ms Bathabile Madela, Mangaung Metropolitan Municipality Public Relations Councillor;
- Dr Mantoa Molete, Lecturer in Communication Sciences at the CUT Welkom campus;
- Dr Connie Mphojane, Lecturer in Education at the CUT Welkom campus; and
- Hon. Fasiha Hassan, Gauteng Provincial Legislature, MPL.

11.1.10 Women's Month celebrations

South Africans annually celebrate national Women's Day on 9 August 2021, commemorating the heroic women who marched to the Union buildings in 1956 to fight in the struggle against Apartheid.

In 2021, Women's Month was celebrated under the theme **“Generation Equality: Realising Women's Rights for an Equal Future”**. The concept of generation equality is a global campaign, and links South Africa to global efforts to achieve gender equality by 2030. The generation equality campaign demands equal pay; equal sharing of unpaid care and domestic work; an end to sexual harassment and all forms of violence against women and girls; healthcare services that respond to their needs; and the equal participation in political life and decision-making in all areas of life. The IR&T Unit approached 2021's female celebrations differently by inviting young and powerful women from the *Mail & Guardian* Young 200 South Africans, representing different professions and organisations, namely:

- Dr Anya Howbuth, medical doctor at the Lusaka Apex Medical University in Zambia;
- Ms Charita van der Berg, Managing Director: Media Beat;
- Ms Aishah Carriem, Investigative Journalist: Independent Media (Pty) Ltd in Cape Town;
- Dr Koketjo Tsebe, Lecturer in the Department of Psychology at Unisa;
- Ms Nandisa Mpanza, Agripreneur and Director: Maliyeza; and
- Ms Ntokozo Mchunu, Senior Planner: CUT.

The panellists did not only contribute their youthfulness to the dialogue, but solid and thought-provoking discussions around current challenges facing women from different spheres across South Africa, and how they managed to synchronise these challenges as possible plans of action. Both Ms Charlene Geduld (Lecturer in Clinical Sciences at the Bloemfontein campus) and Ms Daphne Mkhize (Lecturer in Accounting at the Welkom campus) facilitated this robust, interactive and engaging dialogue.

11.1.11 The 3rd Annual Transformation Summit

GBV in our societies, workplaces and country remains high on the transformation agenda of CUT. Although GBV emanates from the societies in which women live, universities, as an extension of the communities, also encounter cases of GBV at the workplace. For this reason, CUT stands against all forms of GBV within the university structures; embraces women; and acknowledges their capabilities to build a better society. CUT rallies behind national campaigns such as the President Summit on Gender-Based Violence Declaration November 2018 and the 16 Days of Activism, which all seek to raise national awareness, and empower women to recognise, protect and prevent the surge of GBV.

To demonstrate our commitment to this national campaign, the 3rd Annual Transformation Summit 2021 was hosted under the theme **“Gender-Based Violence and Gender Equality”**, with stimulating subthemes – including digital transformation, decolonisation of the curriculum, internationalisation of the curriculum, academic leadership for women, women in leadership across different levels, and perspectives of support staff on the transformation agenda. The summit has attracted high-level profile speakers, namely:

- Prof. Hlengiwe Mkhize, Honourable Deputy Minister of Women, Youth, and Persons with Disabilities, as keynote speaker;
- Prof. Thuli Madonsela, the Law Chair at the University of Stellenbosch, as respondent;
- Hon. Nqabayomzi Kwankwa, Member of Parliament, as second respondent;
- Prof. Siphamandla Zondi from the University of Johannesburg, as lead discussant of the pre-summit.
- To keep the momentum high, the Local Organising Committee (LOC) secured two facilitators for the summit, namely:
- Dr Thandi Mgwebi, DVC: Research, Innovation and Internationalisation at Nelson Mandela University (NMU), due to her recent participation in the 2020 Ministerial Task Team Report (DHET); and
- Prof. Percy Sepeng, Director in the Office of the VC at CUT.

11.1.12 Dialogue on the LGBTQIA+ community

In collaboration with the Wellness Centre, Centre for Global Engagement, Governance and Student Life, HR and Organised Labour at CUT, the IR&T Unit hosted a virtual dialogue on the LGBTQIA+ community on Thursday, 5 August 2021. The aim of this virtual dialogue was to ensure support, acceptance and integration of the LGBTQIA+ community within CUT. The university strives to reduce prejudice and discrimination (covert and overt), and to create an institutional culture that empowers everyone, including members of the LGBTQIA+ community.

The university embarked on developing a policy on GBV for both students and staff, targeting women and members of the LGBTQIA+ community, respectively. The policy was approved by internal governance structures and recommended for legal review. It is for this reason that dialogue of this nature was arranged, as a symbolic indication that CUT continuously strives to create a safe space for everyone, and stands against any form of discrimination on the basis of one's sexual orientation, beliefs, religion, etc. This year's event was planned in such a way that the panel was inclusive of very influential and powerful men representing civil societies, such as the South African Human Rights Commission (SAHRC), the South African National Aids Council (SANAC), and the Commission for Gender Equality. Ms Laila Nnyane, Station Manager at CUT FM, facilitated the dialogue in a most engaging and interactive manner. The following panel members were present:

- Commissioner Andre Gaum, SAHRC, Western Cape;
- Commissioner Chris Nissen, SAHRC, Western Cape;
- Mr Teff Lesetsa, Legal Advisor at the Commission for Gender Equality, Free State;
- Ms Mamello Matthews, Human Rights Attorney at the Commission for Gender Equality, Western Cape;
- Ms Steve Letsike, Deputy Chairperson: SANAC;
- Mr Morena Duncan Swarts, LGBTQIA+ activist and human rights advocate;
- Mr Thabo Lecoko, LGBTQIA+ activist and Media Liaison Officer: Free State Rainbow Seeds; and
- Mr Kgomotso Seage, CUT alumnus and former Supplementary Instruction leader.

As part of implementing some significant recommendations emanating from this robust dialogue, which was in line with CUT's transformational goals and initiatives, a proposal has been sent to the SAHRC and Commission for Gender Equality, to further engage with these organisations on establishing collaboration in matters related to human rights and social justice. On 21 September 2021, a meeting between CUT and the SAHRC was convened to discuss a possible MoU, with both organisations agreeing in principle to host an annual Human Rights Lecture, with a special focus on LGBTQIA+ issues and people living with disabilities. It was further mentioned that the SAHRC would invite CUT to form part of the Section 11 Committee that is currently working towards developing an online human rights course for students.

11.1.13 CUT Heritage Celebrations

IR&T Unit hosted the CUT Heritage Celebrations, via the Local Organising Committee, inclusive of representatives from Organised Labour, HR, C&M, the Students' Representative Council (SRC), Governance and Student Life, Facilities, and academic and support staff from both the Bloemfontein and Welkom campuses. The Local Organising Committee organised a successful CUT Heritage Celebration under the theme **"Paying homage to African languages and culture as part of embracing the CUT Transformation Plan 2021- 2025, consistent with Vision 2030"**. The keynote address was delivered by Prof. Tefetso Mothibe, the former VC of NUL, and advisor to King Letsie III. He is also one of the remaining historians in Lesotho.

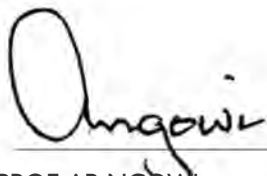
The event was scheduled for Friday, 19 November 2021 at the Bloemfontein campus. The event attracted over 700 CUT community members and external stakeholders, such as the Botswana High Commissioner of South Africa, and members from the Kenya High Commission in Pretoria, NUL, UFS, LP, the Pan South African Language Board (PanSALB), etc. CUT is indeed a home for all and will continue to embrace diversity.

11.2 SUMMARY

The CUT Council approved various initiatives to accelerate the advancement of female employees, with a special focus on Black female employees. Although it is academically heart-warming to observe the number of initiatives that strategically position female employees in a way that provides multiple opportunities for both academic and professional growth, and the intellectual space created for women to apply and compete for strategic and managerial positions at CUT, much still needs to be done in terms of implementing systems to monitor and evaluate the nature of the impact they have on women:

- The Executive Management of CUT should put systems in place to monitor the extent to which various divisions implement all programmes that aim to expedite gender transformation within the institution, by means of consequence management.
- The IR&T Unit in the Office of the VC should be allowed to be an independent space to drive issues that affect women and people from designated groups, towards reaching EE targets.
- Claims of subtle racism should be dealt with amicably by CUT Management, as and when they are reported. A clear mechanism should be put in place to allow employees to report any act of discrimination or violence against women at CUT, including against employees who are members of the LGBTQIA+ community.
- The CUT policies that advocate gender transformation in all spheres should be reviewed, and put into practice in every environment within the institution.
- A quota system should be adopted by HR in their recruitment and selection processes, towards recruiting, empowering and retaining female employees at CUT.
- A safe space should be created by CUT for female employees to have an opportunity to willingly submit their dissatisfaction with issues that affect them directly in the workplace.

SIGNED BY:



PROF. AB NGOWI
ACTING VICE-CHANCELLOR AND PRINCIPAL



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CHAIRPERSON OF COUNCIL



Central University of
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