

SOME ACHIEVEMENTS AT CUT DURING TENURE AS VICE-CHANCELLOR & PRINCIPAL (VC) (Acting VC: 1 October 2016 – 31 May 2017) and VC from 1 June 2017 to 30 September 2021

(Other than the normal day-to-day running of the University – focus is mainly to enhance transformation and improve institutional efficiency & effectiveness)

(Reporting until 31 December 2020 for some audited financials, and to 30 June 2021 and 30 September 2021 for the rest)

No.	INITIATIVE/ACTIVITY/DELIVERABLE
A	INSTITUTIONAL SUSTAINABILITY, INCLUDING FINANCIAL STANDING
1.	<p>The Annual Budget of CUT increased from R879,782 million in 2016, to R1, 320 billion in 2020, which is an increase of 50,1%; and the ‘audited surplus’ increased from R81,044 million in 2016 to R366,400 million in 2019, which is an increase of 352,2%. The net surplus for 2020 is R 123,455 million, which is an increase of 53,33% since 2016. However, the following interventions contributed to the lower audited surplus in 2020: (i) The tuition and other fee income were proportionally reduced with R 98.6 million due to the postponed revenue recognition in 2021 to be in line with the extended 2020 academic year into March 2021. (ii) Council approved Student Accommodation Allowances of R70, 883 million for December 2020 and January 2021. (iii) Furthermore, R 125 million student bad debt was written off during the year, as approved by Council. These three interventions totalled R294.483 million. If these be added to the net surplus, a total surplus of R417,483 could have been recorded for 2020. Refer to figure 1. <i>(Source: 2016 – 2020 CUT Consolidated Annual Financial Statements).</i></p>
2.	<p>Turned the financial position of CUT around from about R8 million cashflow available on 2 January 2018 for salaries and operations, to R470 million ‘surplus cashflow’ by June 2020. By 31 March 2021, the Cash Balance was R 139 million, and CUT had R 678 million invested in High-Income fund; Money Market account; and Investec Corporate Cash Manager account. It is important to note that the last grants from DHET were received in November 2020, and the university had to manage the cashflow carefully up to the end of March 2021, as the first grants from DHET for 2021 were only received in April 2021, as is the norm. <i>(Source: Management Financial Report to PFRC of 21 May 2021).</i></p>
3.	<p>CUT Block Grants (including Infrastructure Grants) increased from R409,087 million to R776, 249 million from 2016/17 – 2021/22, which is an increase of 89,75%. Refer to figure 2. <i>(Source: Award Letters by Minister of DHET, e.g. letter dated 24 May 2021).</i></p>
4.	<p>The long-term investments increased from R109,096 in 2016 to R167,3 million by 31 July 2021. This represented an increase of 53,35%. It was also decided to contribute at least one percent of the annual budget to the long-term investments from 2018 onwards, to enhance long-term institutional financial sustainability. <i>(Source: Management Investment Report to PFRC of 13 August 2021)</i></p>
5.	<p>Established the Unit of Development (Fundraising) in the Vice-Chancellor’s office in 2019, and enhanced non-commercial third-stream income from R6,407 million in 2016 to R102,619 million in 2020, which is an increase of 1 501,67 %. This includes funding from donors, SETAs, NRF, etc., other than subsidies from government and student fees. Refer to figure 3. <i>(Source: VC’s 2nd Term 2021 Report to Council).</i></p>

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6.	The total Student Financial Support, which include the National Student Financial Aid Scheme (NSFAS), CUT bursaries and scholarships, and third stream income for student support, increased from R494,383 million in 2018 to R849,987 in 2020, which is an increase with 71,9%. Refer to figure 4. (Source: Management Financial Report to PFRC of 21 May 2021).
7.	Strengthened Student Financial Support systems and process in ensuring effective support to students. This has resulted in an increase in funding awarded by the NSFAS to CUT of R222,88 million in 2017 to 785,833 million in 2020. This represents an increase of 252,57%. Refer to figure 5. (Source: Management Financial Report to PFRC of 21 May 2021).
8.	An Institutional Sustainability Framework was developed, approved by Council, and implemented since 2019.
9.	The Institutional Research & Innovation Fund was established in 2017 to support research development, postgraduate studies, and innovation (<i>a 1st at CUT</i>). In 2020, a total of R50,8 million was made available to support research, which included NRF and other grants. The bulk of this fund was contributed from a portion of the subsidy received for research outputs, which increased from R13 million in 2016 to R24 million in 2020.
10.	CUT Innovation Services (CUTis) (Pty) Ltd was established at the November 2018 meeting of Council, to enhance technological innovations and commercialisation, and the financial sustainability of the university.
11.	The CUT Solar 1 photovoltaic system (PV) installation, which can supply 10,4% of the current power of the CUT Bloemfontein campus, was established in 2018/19, is in full operation, and generates 400 MWh power in 2019, contributing to CO ₂ avoidance (carbon savings) of 323 ton (<i>a 1st at CUT</i>). A further R5 million has been set-aside for a similar solar plant at the Welkom campus during 2020/21, and the process to appoint the provider has commenced.
12.	Implemented specific strategies to address the spiraled bad debt of students, in collaboration with DHET and NSFAS, which included a revised Bad Debt Policy and Procedure, the written-off of millions of 'old bad debt', and the appointment of debt collectors. Furthermore, third stream income of at least R22 million was obtained in 2021 thus far, to assist students with outstanding debt. In addition, R5 million was made available from the university budget during 2019, and a further R3 million in 2021, to support, <i>inter alia</i> , students in need; students studying in the Advanced Diploma, PGCE, and Postgraduate Diploma programmes; and other categories which are not supported by the NRF. The outstanding student debtors by 31 December 2020, was R1,237 million. The NSFAS systems and processes were also strengthened at CUT, which include a special intervention to address student fees. Council, in collaboration with Management, are currently in the process to implement further strategies to address the outstanding student debt. (Source: 2020 CUT Consolidated Annual Financial Statements).
13.	CUT recorded great success in our applications to the DHET New Generation of Academics Programme (nGAP) over the past four years, with about 20 new academic posts with a total grant of R2,5 million per posts, equating to about R50 million.

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14.	The installation of LED light fittings in various buildings at both campuses, linked to the sustainability projects, have been completed during the past few years (<i>a 1st at CUT</i>).
15.	A Finance Turn-around Plan was implemented since 2018, in order to address some of the findings from the preliminary investigation report, as well as historical findings by the auditors.
16.	Implemented effective business principles at the University since 2018, and ensured cost-effective business processes, systems, and structures across the board. Some of these interventions included cost-containment measures supported by organised labour; and an Workload model for faculties approved by Senate (<i>a 1st at CUT</i>); furthermore, a study on the core curriculum modules, to consider their impact, and possible methodologies of these offerings in order to reduce their costing, was embarked upon in 2018, which resulted in the development of the PIM module as an online offering; and finally, a central timetabling office was established in 2017 (<i>a 1st at CUT</i>), and implemented across the academic division since 2018, in order to ensure the effective utilisation of resources and facilities.
17.	Converis, a Research Management Information System (RMIS), was acquired in 2019, and fully implemented in 2020/21, to enhance the research project at CUT (<i>a 1st at CUT</i>).
18.	Strengthened the collaboration between CUT and the Technology Innovation Agency (TIA), which resulted in a constant funding flow from the TIA Seed Fund Programme, e.g. R1,8 million was awarded in March 2019.
19.	Established and enhanced the Smart Campus project to ensure a sustainable University at both campuses, which included close collaboration with the National University of Singapore and various other role-players (<i>a 1st at CUT</i>).
20.	An e-Procurement System was implemented since 2017 to enhance the effectiveness and efficiency of procurement at the university (<i>a 1st at CUT</i>).
21.	The Department of Science and Technology (DST) High-end Infrastructure Funding Programme awarded funding of R72 million in 2019 as part of the DST's High-end Infrastructure Funding Programme for the establishment of a Medical Device Additive Manufacturing Technology Demonstrator at CUT. DST awarded only two such grants to universities in South Africa.
22.	CUT acquired DevMan3 in 2019 (<i>a 1st at CUT</i>), which is a comprehensive solution for organisations seeking to maximise their bursary and donor management potential, to empower CUT to be an active player in the global philanthropy industry. CUT has also subscribed to <i>Inside Philanthropy</i> , which offers the most in-depth analyses of foundations and major individual donors found anywhere in the world; and <i>FundsforNGOs Premium</i> , an information service for finding local and international donors, and more.
23.	Various strategies and interventions were implemented during the past few years to strengthen fundraising at CUT, which included a special intervention by Dr Saleem Badat, former Programme Director of the International Higher Education and Strategic Projects programme at the Andrew W. Mellon Foundation, who have facilitated a Workshop on Development and Fundraising to all Managers at CUT on 11 February 2020.

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B	INSTITUTIONAL TRANSFORMATION
1.	Enhance transformation to position CUT as a transformational and transformative university, which included the establishment of the Unit of Institutional Renewal & Transformation in 2019 (<i>a 1st at CUT</i>). This Unit replaced the Unit for Constructive Engagement and Transformation, established in 2017, to enhance the transformation process at the University. This Unit facilitated a number of interventions related to diversity, institutional culture, racism, sexism, forgiveness, responsible citizenship, gender transformation, etc.
2.	The CUT Transformation Plan 2016 – 2020 was fully implemented since 2017 with great success, which led to the review of this plan and the development of the CUT Transformation Plan 2021 – 2025, during 2020, involving all stakeholders.
3.	Established the Next Generation Women in Leadership Programme (nGenWiL) in 2019 (<i>a 1st at CUT</i>), with a R1 million contribution per annum from the Institutional Strategic budget, and a R1 million contribution from the ETDP-SETA, approved on 15 October 2020. Prof. Wendy Setlalentoa, a participant of this programme, has been appointed as the Dean of the Faculty of Humanities, with effect from 01 May 2021.
4.	Annual CUT Transformation Summits, involving all stakeholders, were introduced since 2018, to ensure an inclusive approach towards institutional transformation (<i>a 1st at CUT</i>). The 1 st CUT Transformation Summit was held on 10 May 2018, where we focused on the Transformation of the Academic Project, Student Experience, and Support Services. The 2 nd CUT Transformation Summit was held on 19 November 2019, where we focused on Revisiting the Recommendations of the Soudien Report, which was facilitated by Prof Crain Soudien himself, the 2016 – 2020 Transformation Plan, and Gender-based- Violence. The 2020 Summit was postponed due to COVID-19. The 3 rd Annual Transformation Summit 2021 under the theme “Gender-Based Violence and Gender Equality”, was held on 9 & 10 June 2021 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 – are underway. This year’s summit has attracted high-level profile speakers which included Prof. Hlengiwe Mkhize, Honourable Deputy Minister of Women, Youth, and Persons with Disabilities, as a keynote speaker.
5.	Implemented and enhanced the ‘Human Project’ since 2017 to date at CUT (<i>a 1st at CUT</i>), with various focus areas, which included amongst other, roll-out of Talent Management Policy; effective communication channels; continuing to embrace innovation across the University; empowering all employees at all post levels; involve people in non-managerial positions in strategic decisions; repositioned the Vice-Chancellor’s Staff Excellence Awards; expanding the policy on sabbatical leave to support staff; and strengthening the feeding scheme for poor students at both campuses.
6.	Gender-neutral bathrooms were established at both campuses in 2018 (<i>a 1st at CUT</i>).
7.	The transformation project is on track, and good progress has been made in this regard, as was confirmed by the Institutional Forum (IF).

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8.	An online Conversational Sesotho course was developed in collaboration with the University of the Free State, for which R450 000 was budgeted for. This was done to enhance multilingualism at CUT, in collaboration with the Registrar and DVC: Teaching & Learning (T&L), by rolling out the online Sesotho Conversational course to the CUT community in 2020 (<i>a 1st at CUT</i>). The revised CUT Language Policy was approved by Council on 17 September 2021, which enhances multilingualism at CUT.
9.	The first Women's Summit at CUT took place on 14 February 2019, whilst the 2 nd CUT Transformation Summit was held on 20 November 2019 (<i>a 1st at CUT</i>).
10.	Employment Equity was enhanced during the past four years. The profile of permanent, contract and temporary employees changed from 2016 to 2019 as follows: Employees from the non-designated group declined by 8,8% (from 340 to 310); White and Foreign National Employees declined by 12% (from 623 to 548); White employees declined by 16,2% (from 499 to 418) (<i>Source: CUT Annual Equity Reports EEA2 submitted to Department of Labour</i>). Furthermore, from a comparison of African females at the various employment levels between the Higher Education sector and CUT by June 2019, it became clear that CUT has recorded great progress in this regard. Refer to figure 6. The CUT Employment Equity Plan: 2020 – 2024, was approved by the Department of Labour & Employment in 2020.
11.	There are currently 26 filled posts at Peromnes levels P1 to P5, of which 17 (66%) are filled by males (11 BM & 6 WM), and 9 (34%) are filled by females (8 BF & 1 WF). The vacant positions of CFO, Deputy Registrar: Academic Administration, and Senior Director: Legal Services have been earmarked to be filled by females. A position that is currently filled, but that has been earmarked to be filled by a female, is the SD: RD&PGS (1 October 2021). We will then have 13 positions (42%) positions filled by females by 1 January 2022, compared to 17% in 2017; thus, we are firmly on track to achieve the 50% target by 2023.
12.	CUT has declared a zero-tolerance approach to gender-based harm, and progressive policies are in place to ensure that perpetrators are dealt with decisively. We pledged a commitment to ensure that the university is free of incidences of sexual harassment and gender-based violence, and as an indication of a preparedness to empower women, and to build a caring, respectful community.
13.	Embarked on the Naming of Buildings and facilities as part of the transformation project, with about 30 name changes approved by Council and implemented during 2018 to date (<i>a 1st at CUT</i>).
14.	Embark on a special project in 2019/20 to address the needs of the lesbian, gay, bisexual, transgender and intersex (LGBTI) community at CUT (<i>a 1st at CUT</i>).
15.	Established a Senate Language Committee to promote multilingualism at the institution (<i>a 1st at CUT</i>).
16.	Contracted the Commission on Gender Equality (CGE) in 2019 to conduct an independent study on women at CUT and the challenges that they are experiencing (<i>a 1st at CUT</i>). The CGE Report was released on 27 May 2021.

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17.	Measures were put in place to promote BBBEE spend. The total year to date procurement expenditure (excluding State entities) for the quarter ended 31 March 2021 was R 52 234 855. The total BBBEE spend for the period was 96.43% (2020: 66.82%) of which 87.57% (2020: 52.16%) was procured from BBBEE service providers contributor Level 1 – 4; and 8.86% (2020: 14.66%) was procured from BBBEE service providers contributor Level 5 – 8. The total BBBEE spend apportioned to rating for the period was 96.73%. This means that CUT over achieved target of 80% by 16.73% for the quarter ended 31 March 2021. There is an improvement of 35.56% if compared to 65.17% of BBBEE procurement spend of the previous year's quarter ended 31 March 2020.
18.	One of the defining characteristics of CUT is to create incubation platforms for small-, medium- and micro-sized enterprises (SMMEs) in the manufacturing and agricultural sectors. Our total expenditure for the 3 rd quarter of 2020 was R 61 348 745 and of this R16 102 274 (26.25%) of our expenditure was procured from SMME service providers. This is an increase of 2.79% in SMME procurement, if compared to the third quarter of 2019. The total SMME procurement for the period ending 30 September 2020 also increased during 2020 compared to 2019 from 27.30% to 29.03%.
19.	Established the independent Whistleblowing and Ethics Hotline for staff and students effective from 1 September 2017, with the appointment of Whistleblowers (PTY) Ltd. (<i>a 1st at CUT</i>). All the Whistleblower Reports received were investigated, to which some led to disciplinary processes, dismissals of employees, suspensions of students, and improvements to university policies and processes. To date, according to my records, CUT has received 40 reports since 2017 (2017 = 3; 2018 = 16; 2019 = 9; 2020 = 10; and 2021 to date = 6).
20.	Investigated the establishment of a crèche for staff members' children at CUT Bloemfontein & Welkom Campuses in 2017/18, including a draft business plan and earmarked facilities and refurbishment. The outcome was an agreement reached with a crèche next to the Bloemfontein campus. The needs analysis at Welkom campus was not sufficient for a focussed intervention.
21.	Mancom approved that the project of Digital Transformation be added as part of the Transformation agenda since 2017 to date (<i>a 1st at CUT</i>).
22.	Institutional themes were introduced from 2017 to enhance unity and ownership of all stakeholders (<i>a 1st at CUT</i>). These included: 2016: <i>The Year of Innovation & Entrepreneurship</i> ; 2017: <i>The Year of the Human Project</i> ; 2018: <i>Reimagining CUT: Embracing Servant Leadership</i> ; 2019: <i>“Reimagining CUT: Living our values”</i> ; and 2020: <i>“Reimagining CUT: Co-creating V2030 – our people, our voices!”</i>
23.	The Centre for Innovation in Learning and Teaching (CILT) initiated the development of lexicons funded through the DHET Teaching Development Grant, e.g. 562 lexicons in Civil Engineering were developed by a team of lexicographers (<i>a 1st at CUT</i>).
24.	Various strategies and initiatives were implemented to enhance CUT as “ <i>one university - two campuses</i> ”, by strengthening and positioning the Welkom campus. Some of these included regular visits by executive and senior managers at Welkom campus, liked the first Mancom meeting held at the Welkom campus on 26 June 2017 (<i>a 1st at CUT</i>); the first Exco of Council meeting held at

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	the Welkom campus on 31 August 2017 (<i>a 1st at CUT</i>); and the Faculty of Management Sciences held its Faculty's Executive Committee meeting at the Welkom campus during 2020. Furthermore, Welkom campus representation on the Extended Management Committee (EMC) was extended to three representatives from the Welkom campus, as approved at the Mancom meeting of 2 May 2018, and the Campus Director remains a 'full' member of the revised terms of reference of Mancom. A portfolio on the CUT Council was also established for an external representative of the Welkom campus.
25.	Important national days were celebrated since 2018 to enhance the transformation project at CUT, which included the Human Rights Day; Freedom Day; Workers' Day; Youth Day; Nelson Mandela Day; Women's Day; and Heritage Day (<i>a 1st at CUT</i>).
26.	A University Transformation Advisory Committee (UTAC) was approved by Mancom on 2 May 2018, and fully established, to cater for a diverse community of students and staff to play a significant role (<i>a 1st at CUT</i>). The structure is chaired by the Unit of Institutional Renewal & Transformation, and comprised of academic and support staff, unions and students, who meet on a quarterly basis to discuss all matters related to transformation, and implement events and enhance the transformation projects of the University.
27.	Management implemented a special support programme on trauma counselling/traumatic life event debriefing as part of the CUT Employee and Students Wellness Programme in 2019, in order to support stakeholders following the developments during the #FeesMustFall campaign (<i>a 1st at CUT</i>).
28.	The NRF Customised Intervention Grant Programme for Development of Black Female Researchers has been introduced at CUT in 2018 (<i>a 1st at CUT</i>).
29.	A process was implemented since 2018 that the Annual Transformation Report be approved by the Planning, Finance and Resources Committee of Council (PFRC), Institutional Forum, and finally by Council.
30.	The Soudien Report was revisited in 2019, in collaboration with Prof. Soudien who was the Chairperson of the Ministerial Committee on Transformation and Social Cohesion and the Elimination of Discrimination in Public Higher Education Institutions. The purpose was to educate both internal and external stakeholders about the institution's Transformation Plan and commitment, as well as to give a broader reflection on what has been achieved in this regard. Critical issues, such as gender-based violence and the Soudien Report, were explored.
31.	A Task Team was established in 2020, to drive the special project on CUT's broader institutional renewal and organisational culture. The aim is to promote an institutional culture where people are valued, and all forms of unfair discrimination are uprooted, whilst promoting a culture that embraces non-racialism, non-sexism, and human dignity for all.
STRATEGIC PLANNING (FUNCTION) & REPOSITIONING (FORM)	
1.	Reviewed Vision 2020, the 2016 – 2020 Strategic Plan, and the 2016 – 2020 Transformation Plan during 2020. Parallel to this process was the setting of Vision 2030; the 2021 – 2025 Strategic Plan; the 2021 – 2025 Transformation Plan; and high-level strategic indicators/targets

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	for 2030, by using the 2020 – 2025 Enrolment Plan as reference. All internal and external stakeholders of CUT were involved in these processes during 2020 and the final documents were approved by Council at its meetings of September and November 2020.
2.	Strengthened the academic project with the implementation of Assistant Deans in 2017, namely Assistant Dean: Teaching and Learning, and Assistant Dean: Research, Innovation & Engagement for each of the four faculties (<i>a 1st at CUT</i>). Other changes included the establishment of the Centre for Innovation in Learning & Teaching (CITL) in 2017 and the Centre for Global Engagement in 2019.
3.	Split the Information Technology (IT) and Logistics section and established the Sections for Estates & Infrastructure and ICT and Computer Services in 2018, to enhance institutional effectiveness and efficiency in these areas.
4.	Revised the Resources and Operations division, which included a new ICT structure, the alignment of Infrastructure and Estates, Protection and Sustainability Services (IEPS), and a new structure for the Human Resources section.
5.	A fully operational accredited Primary Healthcare Clinic was established at the Welkom campus in 2019, which received accreditation from the District Department of Health (<i>a 1st at CUT</i>).
6.	Outdoor gymnasium facilities for staff and students were set up at both campuses at a cost of about R750 000 (<i>a 1st at CUT</i>).
7.	The unveiling of the DHET-sponsored infrastructure, totalling R340 million, took place at both the Welkom and Bloemfontein campuses during 2018.
8.	The Cafeteria at Welkom campus was upgrade at a cost of R7 million and officially opened in 2019.
9.	The CUT vehicle pool was upgraded during 2019, at a cost of R5,4 million.
10.	A special project was launched in 2017 to enhance the safety of staff & students on campuses and immediate surroundings. One such initiative was the implementation of an Integrated Security System at Bloemfontein campus during 2018/19 at a total cost of about R7 million, and a similar system is currently phased in at Welkom campus at a total cost of about R2 million (<i>a 1st at CUT</i>).
11.	A special project on institutional effectiveness and efficiency was launched and implement during 2019, in collaboration with St. Cloud State University in the USA. This project was driven by the Unit of Institutional Renewal & Transformation in 2019 and will be a new KPA for the DVC: ResOps in 2020 and onwards (<i>a 1st at CUT</i>).
12.	Strengthening the capacity in the Registrar's division, with various repositioning of positions in academic administration.
13.	CUT signed a Declaration of Intent with the Ministry of Sport and Recreation South Africa, Free State Provincial Government, National Department of Public Works, and the Free State Department of Public Works and Infrastructure, to make the National Training Centre and

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	Olympic Preparatory Centre a reality, and finalise the land exchange related to the FSSSI. CUT enjoyed extensive media exposure, including ETV News and SABC Radio.
14.	The Gym Hall at the Bloemfontein campus was redesigned and refurbished in 2018/19 to host the CUT <i>i</i> -Gym, which is an innovation and idea generation facility, to enhance entrepreneurship amongst students and staff at CUT, and the development of business ideas to be incubated into fully-fledged businesses (<i>a 1st at CUT</i>). The official opening of the CUT <i>i</i> -Gym at the Bloemfontein campus was held on 11 June 2021.
15	An <i>i</i> -Gym and FabLab was also developed at the Welkom campus, and the official opening of the CUT <i>i</i> -Gym & FabLab at the Welkom campus was held on 12 May 2021.
16.	Reposition the International Office in 2019 as the Centre for Global Engagement to enhance comprehensive internationalisation at CUT, which was derived from the newly approved CUT Global Engagement Strategy by Senate (<i>a 1st at CUT</i>).
17.	The Human Resources Information System (HRIS) has been acquired in 2019 and implementation is underway. (<i>a 1st at CUT</i>).
18.	The ICT Strategy, which was approved by Mancom in May 2018, was approved by Council during the June 2018 meeting. Various initiatives flowed from this strategy, which included online processes, solution for the implementation of a disaster recovery (DR) ICT site, a new telephone management system (TMS), etc.
19.	The CUT Council approved at its meeting of 18 September 2020, CUT's Organisational (re)structure at Executive levels aligned to Vision 2030, which included, <i>inter alia</i> , a direct reporting line of the CFO to the VC.
20.	Fully automated online business processes and systems were implemented at CUT. The following were implemented during 2020: Automation of online application process; Automated computer lab booking system; Application for Subject Recognition form; Upgrade of ITS system from Version 3.1 to Version 4.0; Automation of the monthly AR reconciliation report; LS 151 - student cancellation of subjects; LS 150A – Total suspension of studies; LS 150B - Suspension of residence accommodation; Finance: LS 17.2 - Application for removal and transfer of CUT Property; ICT and Computer Services: VPN request; Applications for telephone service, registration as internet User, ITS request; Applications for parking space and application for use of a vehicle; LS 151- student cancellation of subjects; LS 150B - Suspension of residence accommodation; Application for Learning Devices; Application for Student data; Incident reporting form; ITS test environment; Web app for COVID-19 screening at CUT gates; and Online payments.
21.	A fit for purpose sport facility is currently developed at the Welkom campus, which include soccer, cricket and rugby fields; changing rooms, and a pavilion, at a cost of R8,1 million. The project is almost completed and will be ready for use in January 2022.

EXTERNAL PARTNERSHIPS

1.	<p>Strengthen partnerships with local, provincial and national government, industry, business and community. The list below include some of these partnerships, with which many were first time collaboration for CUT: FSPG; Council for Built Environment; BankSETA, ETDPSSETA, CETA/CBE; MerSETA; ETDP Seta; EWSETA; CATHSSETA; HWSETA; BANKSETA; INSETA; CHIETA; MICTSeta; LGSETA; the South African Agency for Science and Technology Advancement (SAASTA); Central Media Group; ABSA; Standard Bank; First National Bank; Higher Health; Jacob G Zuma Foundation; National Youth Development Agency (NYDA); DHET; United States Agency for International Development (USAID); South African Weather Service; Lejweleputswa Education District; Tshikululu Foundation; Life Healthcare Group; Black Management Forum; Bloemfontein Business Chamber; The Carl and Emily Fuchs Foundation; Shanduka Black Umbrellas; Silverskin; Youth Managers' Forum (YMF); Interstate Bus Lines; US Consul General; Maccauvlei Learning Academy; Unashamedly Ethical; MedFM; South African Tyre Reuse Company (SATRUCO); Rapport Onderwys Fonds; British Council; Harmony Gold Mining Company; Retail Motor Industry Organisation (RMI); Mining Qualifications Authority (MQA); The Princess Gabo Foundation; Mangaung Metropolitan Municipality (MMM); Botswana Institute for Technology Research and Innovation (BITRI); Free State Gambling, Liquor and Tourism Authority (FSGLTA); the Free State Legislature; Institute of the South African Municipal Workers' Union (SAMWU); MTN; Reach Our Community (ROC) Foundation; Higher Education Partners South Africa (HEPSA); National Electronic Media Institute of South Africa (NEMISA); Free State Development Corporation (FDC); Dr Richard Maponya Institute for Skills and Entrepreneurship Development; National Health Laboratory (NHLS); MTN; Vodacom; National Disaster Management Centre; Huawei Academy; Cisco and Microsoft Academy; Kimberley International Diamond and Jewellery Academy; Public Service Commission; Abe Bailey Trust; Ivy Matsepe-Casaburri Educational Fund Trust; HB Webb Trust; Albert Wessels Trust; Ackerman Family Education Trust; Fuchs Foundation; South African Dental Association; Matjhabeng Municipality; Ubank; Swedish Foundation for International Cooperation in Research and Higher Education (STINT); Momentum Metropolitan; Aspen Pharmacare; and Sernick.</p>
2.	<p>CUT has broadened our footprint in Africa and globally, and embraced comprehensive internationalisation, with 80 active international agreements across the globe, including collaborative programmes with the Massachusetts Institute of Technology (MIT), under the auspices of the MIT-Africa Initiative. CUT became an active player in internal funding projects which included, <i>inter alia</i>, the Erasmus+ Capacity Building YEBO; <i>Erasmus+ EURYDICE Project</i>; and <i>Erasmus+ IKUDU Project</i>.</p>
3.	<p>CUT partnered with the Princess Gabo Foundation and the Moroka Royal Family in Thaba 'Nchu, resulting in the first partnership with a royal house (<i>a 1st at CUT</i>).</p>
4.	<p>The Deputy Minister of Higher Education and Training visited the Welkom campus on 4 March 2019. It was the first time in the history of the campus that such a senior official from government visited the campus (<i>a 1st at CUT</i>). Furthermore, the Deputy President of South Africa, the Deputy Minister of Higher Education and Training, and the Deputy Minister of Health visited the CUT Bloemfontein campus during 2020.</p>
5.	<p>CUT embarked on a special intervention to strengthen collaboration with the four Technical and Vocational Education Training (TVET) Colleges in the Free State province, and the Northern Cape College in Kimberley, related to, <i>inter alia</i>, articulation and general collaboration. MoUs</p>

	were signed between them and CUT (<i>a 1st at CUT</i>). A total of 2 505 students from TVET Colleges registered for the 2020 academic year.
6.	The Higher Education Regional Development Initiative of Central South Africa (HERDIC-SA) was established, with the aim of strengthening collaboration between universities and TVET colleges in the Central region of South Africa, in order to enhance their impact in society. CUT played an instrumental role in this regard, which include the draft Terms of Reference by the VC (<i>a 1st in this region</i>).
7.	The Engineering Council of South Africa (ECSA), in partnership with the Faculty of Engineering and IT, launched a satellite office in Bloemfontein, Central region on 6 March 2018, hosted at CUT (<i>a 1st at CUT</i>).
8.	The CUT & UFS Joint Research collaboration project was further enhanced resulted in the 4 th call during 2020 for joint research projects (<i>a 1st at CUT</i>).
9.	CUT partnered with Councillor Ms Numso Mosuwe, Managing Director of Letsete BEHUB, to establish an Innovation Hub at the Welkom campus (<i>a 1st at CUT</i>). The company invested R240 000, and CUT R200 000, to upgrade the facility to a fully-fledged incubator that could host incubated companies at the campus.
10.	The World Intellectual Property Organisation (WIPO), in partnership with the National Intellectual Property Management Office (NIPMO) and the Companies and Intellectual Property Commission (CIPC), selected CUT to host the WIPO-South Africa Summer School on Intellectual Capital Property and Transfer of Technology in 2018 (<i>a 1st at CUT</i>).
11.	The Vice-Chancellor was appointed as Chairperson of the Universities South Africa (USAf) World of Work Strategy Group (WSG); member of the Executive Committee (Exco) of USAf; and Deputy Chairperson of the South African Technology Network (SATN) during 2018/19.
12.	The British Council requested the university to host the FameLab Free State Province Competition and science communication training on 13 - 14 March 2019 (<i>a 1st at CUT</i>).
13.	Lonmin Plc/Western Platinum Refinery received a Silver Award for Industry Advancement for the development of 3D-printable pure platinum powder. South Africa is the first country to produce 99,9% pure platinum, and CUT was instrumental in developing the 3D-printing parameters to process this powder.
14.	Specific strategies were developed to enhance the collaboration between CUT and local and provincial government, which resulted in the signing of MoU with the Free State Provincial Government (FSPG), Mangaung Metropolitan Municipality (<i>a 1st at CUT</i>), and the Matjhabeng Municipality (<i>a 1st at CUT</i>) during 2018/19/20.
15.	Collaboration with Huawei was strengthened during 2019 which included the Huawei ICT Skills Development with the Huawei Academy; Cisco and Microsoft Academies; offering of short courses; and equipment that will be donated by Huawei.
16.	A special partnership was established between CUT and the Kimberley International Diamond and Jewellery Academy during 2019, to strengthen the Jewellery programme at CUT.

17.	An MoU between CUT and the Eskom Expo for Young Scientists to host the Regional Science Fair in 2019-2021 was signed (<i>a 1st at CUT</i>). The purpose of the science fair is to empower school learners by improving their technical and research skills in the fields of Science, Technology, Engineering and Mathematics (STEM).
18.	CUT, with a team of researchers from the University of Cape Town (UCT), the National Home Builders Registration Council (NHBRC), and Edinburgh Napier University in Scotland, won the Royal Academy of Engineering: Industry-Academia Partnership Programme with the value of the grant of £49 500 over a three-year period.
19.	The USAID-funded CUT-ITIKI Drought prediction tool received approval for a grant of USD500,000. Furthermore, Prof. M Masinde, leader of this project at CUT, represented the university at a high profiled World Bank Water Week in the USA in early April. Her attendance was featured by the Voice of America and subsequently, by many other national and regional media houses.
20.	CUT's performance during the National Ventilator Project (NVP) call, and the development of solutions to COVID-19-related challenges, resulted in the university being invited by merSETA to participate in the merSETA Viro-vent Skills Innovation Challenge. As merSETA emphasised consortium-based applications, the CRPM/PDTS' application was made in collaboration with UJ, TUT and VUT.
21.	CUT was instrumental in the developing of additive manufacturing ecosystems in Botswana, which included the SAIS project with UB and BITRI, and resulted in the first operation successfully executed by using custom-made (<i>a 1st at CUT</i>).
STAFF	
1.	Revised and expanded the sabbatical leave policy for academic staff in 2017, to include support services and administrative staff who could qualify for such leave, towards improving their qualifications at master's degree and doctorate levels.
2.	Stage 2 of Phase 2 of the salary anomalies process was implemented in 2019, at a total cost of R14 million.
3.	242 permanent staff are in possession of master's degrees, whilst 140 permanent staff are in possession of doctoral degrees, in 2020 (40% of academic staff holding doctorates). We are leading the UoT sector, with the highest number of academic staff holding doctorates. Only 99 academic staff holding doctorates in 2016, which is an increase of 41,4% to 2020.
4.	A special strategy was initiated in 2017 to create a culture of appreciation, characterised by high levels of trust and mutual respect, to enhance social interaction and networking of staff at both campuses and across campuses. One such initiative was for Management and our unions, Nehawu and Nteu, who have partnered to host an Employee Appreciation Day at each campus, which started in 2019 (<i>a 1st at CUT</i>).
5.	The relationship with both unions remains constructive and collaborative, with frequent bilateral discussions contributing to the relationship. The focus of deliberations remains " <i>what is best for CUT</i> ". Specific strategies were implemented to enhance the collaboration between

	Management and Organised Labour, which included a Lekgotla in 2019 (<i>a 1st at CUT</i>), and various strategic session that followed in 2020.
6.	As part of the insourcing drive, a total of 83 new employees were appointed with effect from 1 January 2019. It was indeed a historical day for CUT to welcome the insourced General Assistants: Grounds/Gardens and Cleaning as permanently employed CUT employees. Council also approved that 25% of Protection Services employees be insourced in 2020, and the rest by end of 2021. This will bring the total number of employees insourced over the past six years to almost 300, at a cost of about 10% of the total salary budget, and representing about 25% of the permanent support employees (<i>a 1st at CUT</i>).
7.	Management has implemented an Employee Assistance Programme, via Careways, for 2019/20, to enhance the well-being of our staff, which include additional professional support related to, <i>inter alia</i> , trauma, depression and mental health (<i>a 1st at CUT</i>).
8.	The annual Vice-Chancellor’s Staff Excellence Awards for academic staff was expanded to include categories of professional academic support staff and all categories of support staff, effective from 2017 onwards (<i>a 1st at CUT</i>).
10.	The Roll-out of a newly developed integrated talent management policy and procedure were rolled out to the CUT community. Talent Management Policy was done from 2019 (<i>a 1st at CUT</i>). It is important to note that everyone-every staff member at CUT-has talent. The focus is on applying talent management for all staff, to be guided by the Talent Management Policy. This is also linked to sensible and critically needed succession planning at strategic levels in the University.
11.	A Talent Competency and Capability Framework has been implemented in 2019, which included performance management sessions; a new exit feedback process; engagement and retention surveys; a 12-month onboarding process was introduced (<i>a 1st at CUT</i>); teambuilding sessions were conducted; and training programmes for all employees according to the different categories (Managers and Supervisors, lower-level employees, specialists, etc.) have been rolled out.
12.	Developed and approved a Framework on the categorisation of employees in accordance with DHET guidelines in 2018.
13.	The year-end function/long service awards were revised successfully with a better inclusive solution for these functions “celebrating the human service” aspect of both.
14.	Staff members achieved many accolades during the past four years. Some of these achievements include the following: Mr Jackson was the President of the International Education Association of South Africa (IEASA) in 2018; the CUT Craft Beer Team was awarded the Best Label Design at the 10 th Annual SAB Intervarsity Beer Brewing Championships 2017, amongst 16 participating universities, and received the award for the people’s choice product in 2018; Prof. Lues was appointed as Co-ordinator of the Advisory Team to MarlerClark Attorneys in the United States of America (USA), handling the group litigation claim regarding the Listeriosis food poisoning outbreak in South Africa; Dr Lewtak received an award amongst competitors from 94 countries to attend an Entrepreneurship course in Mexico; Dr Mnguni received an honorary award from the Gauteng PanSALB Office; Prof. Pieter Fourie was elected as the Vice-President of the South African Meatmaster Sheep Breeders’ Society; Mr Logan

Munsamy was awarded the Newton Fund Award of the British Council; Prof. René Haarhoff and Dr Johan Hattingh were national judges for the Lilizela South African Tourism Awards; Mr Gerrie Booysen was a finalist for the 2017/2018 NSTF-South32 Awards in the Innovation Awards: Corporate Organisation and Engineering Research Capacity Development Award categories; Mr George Mollo received the Academic Doctorate Advancement Project towards Transformation Scholarship; CUT sprinter coach, Mr Tshakile, was appointed as one of the coaches of the CUCSA Games in 2018; Mr Gerrie Booysen received the Gold Award for Scholarly Impact in AM for the work done by the Centre for Rapid Prototyping and Manufacturing (CRPM) around patient-specific titanium-printed facial implants; Prof. Willie du Preez received a special recognition for Scholarly Impact in AM for his lifelong contribution to Advanced Manufacturing; Prof. Van der Westhuizen was the Chairperson of the panel of adjudicators of the Agri-SA/Toyota Young Farmer of the Year Competition; Dr J Hattingh received the Runner-Up Golden Shield Heritage Award from the National Heritage Agency; Prof. Emuze and Ms Van Eeden were elected by the South African Council for the Project and Construction Management Professions to serve on the Building Inspectors Forum; Mr Johan Perkins won the Best Paper award at the 7th Annual Free State Provincial Health Research Day; Prof. MLE Monnapula-Mapesela was appointed as Deputy Chairperson of Umalusi Council; Prof. Theron was appointed as member of the ECSA Council; Dr N Mrwetyana, was appointed as a member of the USAf Legal Advisory Committee (LAC); CRPM won the 2018/2019 NSTF Innovation-Corporate Organisation Award; CRPM was awarded the prize for the best performing and best managed project at the Fuchs Foundation 50 Golden Years Gala Awards; Prof. F Emuze and Dr M Oladokun received the Academic Best Paper Award at the 11th Construction Industry Development Board (CIDB) Postgraduate Conference in 2019; The master's degree research of Mr Johan Perkins, Lecturer in Clinical Technology, won the Best Paper award at the 7th Annual Free State Provincial Health Research Day; Dr N Luwes received the award for Best Paper Presentation at the 2nd International Conference on Electronics Representation and Algorithm 2019; and Prof. Hesta Friedrich-Nel has been appointed as the International Society of Radiographers and Radiology Technologists' Regional Coordinator for Education in Africa.

STUDENTS & ALUMNI

1.	Related to the quality of first years, 73,80% (2 653 of 3 595) first-time entering undergraduate students with a 27+ M-score (excluding ECPs) enrolled against an annual target of 53.00% (2 216 of 4 182), were registered in 2020. Furthermore, 20,56% (739 of 3 595) with a 32+ M-score (excluding ECPs) enrolled against an annual target of 15%.
2.	Student headcount enrolment of 21 039 (115,25% of the DHET target) was achieved against the annual target of 18 255 in 2020. The 20 000 student mark was also exceeded in 2019 (<i>a 1st at CUT</i>). However, since 2020, CUT was unable to achieve the DHET target for new first-year students. In 2020, 3 975 first-time entering undergraduate students enrolled compared to the target of 4 515, which was 88.02 % of DHET target. Various strategies were implemented to address this matter.
3.	Students in the STEM academic programmes increased from 6518 in 2016 to 9724 in 2018, which is an increase of 49,2%, almost 50% and the highest ever at CUT (<i>a 1st at CUT</i>). The % STEM headcount enrolment in 2020 decreased to a total of 45.08% (9 484 of 21 039).
4.	We held 13 successful graduation ceremonies during 2019, at which a total of 4 852 students graduated, compared to 3 723 students in 2016; hence, an increase of 30,3%, including 61

	<p>master's degrees and 17 doctoral degrees. Owing to COVID-19 precautions, the Autumn and Spring 2020 graduations, and the Autumn 2021 graduation ceremonies for undergraduates, were held virtually. 4 689 students graduated, including 59 master's degree students. However, the doctoral candidates of 2020 and 2021 attended a physical graduation ceremony at the Bloemfontein campus on 28 May 2021. 41 graduands received doctoral degrees.</p>
5.	<p>The total Student Financial Support, which include the National Student Financial Aid Scheme (NSFAS), CUT bursaries and scholarships, and third stream income for student support, increased from R494,383 million in 2018 to R849,987 in 2020, which is an increase with 71,9%.</p>
6.	<p>CUT successfully participated in the Sasol Solar Car Challenge 2018 for the first time (<i>a 1st at CUT</i>).</p>
7.	<p>The CUT Cricket, Rugby and Soccer Teams qualified for the various Varsity Cup Competition (normally only 8 of the 26 universities). CUT Rugby Team also qualified to play in the A-division at the Varsity Cup Sevens. CUT Rugby team has beaten the UFS, Tukkies and Maties for the first time in the Varsity Cup (<i>a 1st at CUT</i>).</p>
8.	<p>The Football Ladies Team at our Welkom campus won the Free State Sasol League competition (<i>a 1st at CUT</i>).</p>
9.	<p>The CUT Thusanang (Poverty) Project, which supports needy students with food and living expenses, has been enhanced. For example, the feeding scheme for poor students at both campuses was augmented with a further R3 million contribution, as approved by Mancom in August 2017. Thereafter, R1 million was made available annually to support this programme. Furthermore, the CUT COVID-19 Fund was established in 2020, and R571 558 has been distributed to various students by June 2021.</p>
10.	<p>Management has implemented a Special Support Programme for Students, to enhance the well-being of our students, which include additional professional support related to, <i>inter alia</i>, trauma, depression, and mental health.</p>
11.	<p>The student satisfaction survey recorded a satisfaction amongst students of 91,3% in 2018 and increased in 2019 to 93,6%.</p>
12.	<p>The university continued to support our alumni, for purposes of deepening a lifelong relationship between CUT and its alumni, through opportunities that promote interaction and engagement with the university.</p>
13.	<p>CUT FM was continuously supported with an allocation of R500 000 per annum from the Strategic Budget to develop it into a fully-fledged Commercial Radio Station within 5 years.</p>
14.	<p>The CUT residences have been increased with 348 beds in 2017, with a total capacity of 1 085 beds (Bloemfontein 860 beds and Welkom 252 beds) - including the two new residences at the Bloemfontein and Welkom campuses. A further 200 beds at Bloemfontein and 400 beds at Welkom campuses are currently in the design phase, for completion in 2022.</p>
15.	<p>A comprehensive process was developed, including the approved policy for accreditation and provision of off-campus housing for CUT students, during 2018, and fully implemented in 2019/20.</p>

16.	CUT has been incorporated into the Ikusasa Student Financial Aid Programme (ISFAP) with effect from 2018, focussing on financial support to the missing-middle.
17.	<p>Students achieved many accolades during the past four years. Some of these achievements include the following: Zanele Matsane, a PhD: Construction Management student, won the regional FameLab Competition in 2017; Mr Lebohang Masheane and Ms Pelonomi won a gold medal in the Adult Latin Championship section in 2017; Ms Nomabhongo Masana, IT Master’s student, won the 2017 South African Women in Science Award (WISA); Mr Zuko Hlanjwa secured the 2nd position for top HR student National Excellence Awards hosted by South African Board for People Practice (SABPP) in 2017; Terry Tshesebe won the National 2017 Adzuna Graduate of the Year competition; four soccer players from CUT (two males and two females) were selected to participate in the World Student Games 2017 in Tapei, China; Gracious Nubian won the Innovation for Social Impact Award of the Global Cleantech Innovation Programme South Africa on 3 November 2017; Ms Zanele Rune was the runner-up in the category Best Performing Student in the Environmental Health Programme in South Africa; Sylvia Mokuoane won the 2018 Famelab Science Competition; the CUT Welkom campus Athletics Men’s Marathon Team were crowned champions in the Track and Field Championships 2018, which were held in Sasolburg; Ms Maraka Lefera, a master’s degree student, received the prestigious Enactus South Africa Junior Alumnus of the Year Award at the National Awards Ceremony on 12 July 2018; Ms Kamohelo Lebakeng secured second position as one of the best adjudicators at the 2018 SA National University Debate Competitions; CUT ladies’ soccer team members, Nomonde Nomtsheke and Choaro Khumisi, were selected for the USSA National Team, and participated in the 2018 CUCSA Games; three Design and Studio Art students were victorious in the 2018 Phatshoane Henney New Breed Art Competition, and scooped four of the five awards at the awards function held on 8 November 2018. Gereth Geriche, a student in Electrical Engineering, won the South Africa Institute of Electrical Engineers (SAIEE)’s Student Paper Competition on 22 November 2019; K. Senyarelo and A. Thele from the CUT Dance Club obtained the first position North West Super Stars Dance Competition in 2019; University Sports South Africa (USSA)’s eSports Competition was held for the first time at Stellenbosch University in September 2019. 88 of the best student gamers from 11 universities competed in the tournament championships. CUT’s eTitans (the CUT eSports Team) proved their worth by finishing in second place; Ms Kamohelo Lebakeng, a debate student and SRC member, participated in the Pan African University Debating Championships held at the University of Dar es Salaam, and performed exceptionally well, being ranked the third-best adjudicator in Africa. Students from 36 universities in Africa contended; Ms Lintle Tsiu received an award at the IPET Annual National Awards as the Top BTech Electrical Engineering Graduate; Masopha Porota at Welkom campus, was appointed as Vice-Chairperson of the Southern African National Universities Debating Council (SANUD) for the 2019/2020 academic year; Information Technology (IT) student, Mr Mike Natumanya, was part of the winning team in the national Standard Bank Challenge, which focuses on artificial intelligence and machine learning; eight students were selected to represent CUT at the regional rounds of the EDHE National Entrepreneurship Intervarsity Competition during 2020, where CUT competed against the University of the Free State, Sol Plaatje University and North West University. CUT managed to win all 4 categories (business idea, tech business, social impact and general business), and these students participated in the national finals that was held on 27 November 2020; and Sizolwakhe Mtetwa, CUT-Enactus President and third-year construction management student, won at the 2021 Global Young Innovators Programme.</p>

18.	<p>CUT Alumni achieved many accolades during the past four years. Some of these achievements include the following: Mr Theo Madoda Mxakwe was appointed as Chief Executive Officer of SABC; Ms Katleho Mafongosi, received a R5 000 cheque as recipient of the Best Paper Award at the 10th Construction Industry Development Board (CIDB) Postgraduate Conference; Ms Nneile Nkholise's durable breast prosthetic devices have come to the rescue of dozens of women whose breasts were removed due to cancer, and idea that came during her master's research work at CUT, in which she investigated the additives used in making facial prosthetics. In just two years, Nkholise has provided breasts, produced through iMed Tech, to more than 150 women, for as little as R900 to R3 300, depending on the size of the prosthetic. She was a finalist in the 2018 All Africa Business Leaders Awards, in the category Industrialist of the Year Award; Dr David Mohale have been appointed by President Cyril Ramaphosa in 2020 to serve on the Municipal Demarcation Board.</p>
19.	<p>A new post to enhance Alumni Affairs was established, and the Deputy Director: Alumni Affairs, commenced duty on 1 September 2020. Furthermore, the Revised Organisational Structure was approved by HRC and Council in 2020, to align Alumni Affairs with Development and Fundraising in the VC's Office.</p>
GOVERNANCE, RISK, COMPLIANCE, MARKETING & BRANDING	
1.	<p>Established the Unit for Risk Management, and appointed a Chief Risk Officer (CRO) (<i>a first for CUT</i>). Furthermore, an Enterprise Risk Management (ERM) Framework, Business Continuity Management Strategy and Plan, and ERM policies and procedures were put in place. Two existing posts were repurposed during 2020 to enhance the capacity in this Unit.</p>
2.	<p>Established the Unit for Internal Auditing, and appointed a Chief Audit Executive (CAE) (<i>a first for CUT</i>). Furthermore, an Internal Audit Charter, policies and procedures were put in place. Two existing posts were repurposed during 2020 to enhance the capacity in this Unit.</p>
3.	<p>Established a fully resourced Safety, Health and Environmental Unit, under the leadership of a SHE Manager (<i>a first for CUT</i>). Some initiatives included CUT Safety Management System (CUTSMS); Safety Health and Environment (SHE) Policy; and Environmental Management Systems aligned with ISO 14001:2004 and 14001:2015.</p>
4.	<p>Ensure compliance with Health and Safety Act and Regulation, including training and appointment of almost 30 senior staff as schedule 16 (2) appointees (<i>a first for CUT</i>).</p>
5.	<p>Settled historical litigation claims which were 22 cases with a liability of R44 million in 2016, which were reduced to three outstanding cases in 2020.</p>
6.	<p>An Advertising Value Equivalent (AVE) of R322 million were achieved for first three terms, against the annual target of R275,6 million, which is 17,1% higher than the annual target for 2019.</p>
7.	<p>An independent Whistleblowing Hotline was established in September 2017 and operating well (<i>a 1st at CUT</i>).</p>
8.	<p>Implemented a project to enhance the branding of CUT at both campuses and off-campus at a cost of R3 million.</p>

9.	Following an assessment of CUT's Enterprise Risk Management (ERM) maturity, CUT's risk maturity is at the third level. CUT had gone from a developing stage in 2017 to a mature stage in 2020 (<i>a 1st at CUT</i>).
10.	Unqualified external audit opinion for the years 2016, 2017, 2018, 2019 & 2020 were achieved.
11.	A Legal Unit was approved including a Senior Director: Legal Services and Legal Secretary positions in 2020.
12.	Developed and implemented a Compliance Management Framework and a Crisis Management Procedure.
13.	Aligned Council Committees with King IV, which included the inclusion of ICT governance as part of the previous Finance Committee, and an Ethics Committee, as part of Exco of Council. Council and Council committees operated effective and efficient during the past four years until September 2020, focussing on sound governance.
14.	<i>Carte Blanche</i> aired the story of Changing Faces – Changing Lives on 28 June 2017, focussing on a team from the CUT Centre for Rapid Prototyping and Manufacturing (CRPM), in co-operation with three surgeons from Durban; medical specialists; and the Life Chatsmed Gardens Hospital, who have gave three patients from Durban a new lease of life. The dignity of these patients, who had benign tumours that were slowly disintegrating their jawbones and disfiguring their faces, was restored by means of reconstructive surgery during which they received titanium implants that were manufactured at the CRPM. A very positive responses were received by the University.
15.	Various visits to secondary schools were embarked upon by the Vice-Chancellor and Principal and the Marketing team which included, <i>inter alia</i> , Moroka High School in Thaba 'Nchu, who have invited the Grade 12 learners of three other schools in the region; La Thuto Comprehensive High School in Botshabelo; Oranje Meisie Skool; and Eunice Secondary School.
16.	The replacement of the current CUT website with a new content management system, commenced in March 2018, in co-operation with the Central Media Group. The implementation of the second phase of the reconfigured website is at an advanced stage, allowing for the creation of an effective content management system, and the migration of content to SharePoint.
17.	Standard Bank South Africa (SBSA) and Central Media Group (CMG) have partnered with CUT on the Entrepreneurial Matriculant of the Year Competition (EMYC). Standard Bank has awarded R250 000 per year for a period of three years, whilst Central Media would sponsor the media coverage. The aim is to create awareness of entrepreneurship amongst learners and schools, and providing an opportunity for matriculants in the Central region of South Africa to submit innovative ideas for new business ventures; grow small-, medium- and micro-sized enterprises (SMMEs); and contribute to the socio-economic development of our country. The first award ceremony was held on 8 May 2021 at CUT.

ACADEMIC PROJECT: TEACHING, LEARNING, RESEARCH & INNOVATION

1.	CUT has re-curriculated 103 academic programmes, aligning them with the Higher Education Qualifications Sub-framework (HEQSF), towards ensuring relevance, impact and readiness for the world of work, entrepreneurship and Fourth Industrial Revolution.
2.	STEM enrolments increased from 7660 in 2016 to 10 386 in 2019 (35,6% increase). 50% of our students were registered in the science, technology, engineering and mathematics (STEM) fields in 2018 (<i>a first for CUT</i>).
3.	Total student enrolments increased from 15 708 in 2016 to 21 225 in 2019 (35,1 % increase) (<i>a first for CUT to break through the 20 000 target</i>).
4.	We exceeded the 4000 target of graduates by 265 students, including 47 master's and 25 doctoral degree students, thus totalling 4265 graduates, in 2018 (<i>a first for CUT to break through the 4000 target</i>). Furthermore, CUT's total weighted actual teaching graduates/diplomates (number of graduates for the period 2015/16 to 2020/21 increased by 41,8%. Refer to figure 7.
5.	The student pass rate remained above 75% since 2016 to 2019. A pass rate of 81,2 % was achieved in 2020 compared to the target of 78.00 % which was the pass rate in 2019, despite the challenges of online provisioning during 2020.
6.	Extended Curriculum Programmes (ECPs) were enhanced and expanded to increase access for and success rate of students.
7.	Programme accreditation by professional bodies was a continuous strategic focus area, and accreditation of academic programmes were obtained for the following programmes: Engineering Council of South Africa (ECSA) for engineering programmes; Health Professions Council of South Africa (HPCSA) for the Clinical Technology, Radiography, Health Sciences Biomedical Technology; Dental Assisting; and Environmental Health programmes; South African Board for People Practice (SABPP) for HR programmes; The South African Council for Project and Construction Management Professions for the building programmes; and The South African Council for Quantity Surveying Profession for the quantity surveying programmes.
8.	The CUT Idea Gymnasium (<i>i-Gym</i>) was established, which will certainly enhance our vision to become a truly entrepreneurial University.
9.	The Department of Science and Technology (DST) Chair in Innovation and Commercialisation of Additive Manufacturing (ICAM) was established in 2018, with a contribution of R2 million from DST and R4,7 million from merSETA (<i>a first for CUT</i>). The partnership with merSETA was renewed in 2021 for another 3 years.
10.	The Free State Department of Education (FSDoE)-CUT Science, Technology, Engineering and Mathematics (STEM) Academy was established and officially launched on 30 May 2018, resulted from a three-year process of negotiations (<i>a first for CUT</i>). This academy, as a hub for development and training of educators and lectures in the field of STEM, aiming to ensure better understanding and greater appreciation of these subjects among school learners so that

	universities can increase the production of world class programmes in STEM and high quality outputs of research, especially in these areas that are crucial to the national development plan.
11.	A CUT Taskforce on the Fourth Industrial Revolution and Circular Economy (4IR+CE) was launched in 2019, to ensure our readiness in this regard.
12.	Senate approved six research centres in 2019, which are aligned with the Sustainable Development Goals (SDGs) of the United Nations (UN) and the reimagining drive of the university. The Centres are: Centre for Applied Food Security and Biotechnology (CAFSaB); Centre for Diversity in Higher Education Research; Centre for Enterprise and Entrepreneurship Studies; Centre for Rapid Prototyping and Manufacturing (CRPM); Centre for Sustainable Smart Cities; and Centre on Quality of Health and Living.
13.	The Faculty of Health and Environmental Sciences (FHES) has secured the establishment of a Biobank at CUT via the <i>National Health Laboratory Service</i> (NHLS).
14.	The CUT-SAB-InBev Intervarsity Craft Beer Competition was successfully held, with the CUT craft beer team receiving three of the six awards.
15.	The Centre for Rapid Prototyping and Manufacturing (CRPM) won the Innovation Award: Corporate Organisation for innovations and research and/or development at the 21 st Annual National Science and Technology (NST) 2018/2019 National Science and Technology Forum (NSTF)-South 32 Awards, also known as the “Science Oscars” of South Africa.
16.	The Department of Science and Innovation (DSI) approved that the multimillion-rand Medical Device Additive Manufacturing Demonstrator (MedAdd) be established at CUT during 2019 and 2020. DSI committed R72 million and CUT Council R20 million (<i>a first for CUT</i>).
17.	The CRPM was awarded the prize for the best performing and best managed project at the Fuchs Foundation 50 Golden Years Gala Awards.
18.	The Product Development Technology Station (PDTs) created various product solutions for problems in South Africa’s healthcare system. The Qbell Care Bed Management System was successfully launched at the Spinal Unit of the Pelonomi Hospital in Bloemfontein.
19.	Part of the establishment of the Centre for Innovation in Learning and Teaching to enhance the scholarship in teaching, learning, and student success, included the Unit for Scholarship of Teaching and Learning (SoTL), which contributed over the years to strengthen our teaching and learning, produced various research publications, and positioned CUT as one of the leaders in SoTL in South Africa.
20.	Established the Centre for Global Engagement to enhance comprehensive internationalisation at CUT.
21.	Research outputs related to publication units increased from 117,1 units in 2016 to 197,7 units in 2019 (68,8% increase); and an average of 15,7% a year on average.
22.	Total weighted research outputs increased from 235 units in 2016 to 320 units in 2019 (36,2% increase). Refer to figure 8. This has resulted in an increase of CUT Research Output Grant

	for the period 2015/16 to 2020/21 by 119,4%. Refer to figure 9. The research outputs for 2020 were submitted to DHET, and feedback is awaited.
23.	The weighted research outputs per permanent research and instructional staff increased from 0,79 in 2016 to 1,04 in 2019 (32% increase).
24.	Master students (Ms) increased from 267 in 2016 to 470 in 2020 (76% increase); and doctorate students (Ms) increased from 143 in 2016 to 217 in 2019 (51,7% increase) and 199 in 2020.
25.	Rated Scientists by the NRF increased from 7 in 2012 to 20 in 2020 (185% increase).
26.	Various strategies were implemented to enhance financial support to research and innovation at CUT. These included the established of the Institutional Research & Innovation Fund, which allocation increased from R13 million in 2016 to R24 million in 2020. Other strategies included a larger portion from the CUT Bursary Fund for M & D students, and the increase of scholarships. The total budget available for Research Development and Post-graduate studies in 2020 was R55,3 million.
27.	Developed a strategy as part of the DHET Enrolment Plan to introduce on-line learning programmes from 2020 to 2025 (<i>a first for CUT</i>). 4 New blended online advanced diploma/ higher certificate programmes developed, namely (i) Advanced Dip: Information Technology; (ii) Higher Certificate: Community Development Work; (iii) Adv Dip: Hospitality Management; and (iv) Adv Dip: Health Management. An agreement with Higher Education South Africa (HEPSA) was approved by PFRC and Council, signed, and implemented, after a two-year negotiation process.
28.	Library and Information Services (LIS) at both campuses were repurposed and positioned to ensure that 21 st century libraries are established at CUT.
29.	CRPM was instrumental in the development of the Polyurethane Heart Valve, in collaboration with the Robert WM Frater Cardiovascular Research Centre of the University of the Free State.
30.	Various academic conferences and symposia were hosted by CUT during the past four years to promote the CUT brand, which included, <i>inter alia</i> , the 25 th Annual Conference of the Southern African Association for Research in Mathematics, Science and Technology Education (SAARMSTE) in 2017; the first International Conference on Entrepreneurship Development (ICED) from 5 to 7 April 2017; CUT successfully bid to host the UNESCO African Engineering Week from 18 to 19 October 2017, supported by the DST with a grant to the value of R1,5 million; For the first time at a university, and the first time in the Free State, CUT successfully hosted the NRF National Awards Function on 14 September 2017, which function was attended by the Minister of DST; NASDEV (Student Leadership) Conference on 8 October 2018; 4 th Annual Scholarship of Teaching and Learning (SoTL) Conference; The British Council requested the university to host the FameLab Free State Province Competition and science communication training on 13 and 14 March 2019; CUT hosted the 2019 Annual International RAPDASA Conference; and the International Conference on Entrepreneurship and Developments (ICED Conference) in 2019.
31.	The annually CUT Entrepreneurship and Innovation Week was introduced in 2017 to promote entrepreneurship amongst students and staff.

32.	CRPM's first ISO 13485 - ISO 13485 (2016 version) was completed towards the end of 2017. The International Organisation for Standardisation (ISO) revised the 2012 version, and the ISO 13485:2016 was designed to respond to latest quality management system practices, including changes in technology and regulatory requirements and expectations (<i>a first for CUT</i>).
33.	The ten (10) Graduate attributes were integrated in the curricula of all academic programmes.
34.	A number of honorary doctorates were awarded during the past few years, which included Prof. Seeram Ramakrishna from the National University of Singapore (NUS) who was awarded an Honorary Doctorate in Engineering in 2017.
35.	An e-waste Transfer Station Tirelo Bosha E-waste Container-based Community Enterprises Model, in conjunction with the South African Technology Network (SATN), is now fully operational at CUT.
36.	The Technology Transfer Office (TTO) registered various patents during the past four years, which included, <i>inter alia</i> , Beta Green Waste Management Solutions; Nahul Product Development & Manufacturing (NPDM); Flare Corporate; EL Wire; We are about you; MBK Farming; Episternac; and <i>PlatForum</i> .
37.	CUT was awarded funding for the establishment of a regional innovation networking platform in Lejweleputswa, Free State (LEAP) by the Technology Localisation Implementation Unit (TLIU) at the <i>Council for Scientific and Industrial Research (CSIR)</i> . The Lejweleputswa Innovation Platform is funded by the DST, for an initial period of two years, at a total budget of R1,82 million.
38.	The Regional Innovation Forum, Free State (RIFFS) was established in 2016 to promote innovation in the province, with the admin hub at CUT.
39.	Continuous improvement in the quality and value of the academic project and services was implemented fearlessly by protecting the academic integrity of CUT.
40.	The Industrial Development Corporation (IDC) agreed in 2019 to fund the establishment of the CUT Incubator, to the value of R5 million, over three years, facilitated by CUT Innovation Services (CUTis Pty.Ltd.)
41.	CUT has introduced Microsoft's Artificial Intelligence programme (AI) to address the demand in the province, and South Africa in general. The programme, that was jointly developed with Microsoft and delivered by Gijima, has been designed to pass on the skills employers value and need by teaching young multi-disciplined graduates with limited or no work experience to explore, transform, model, and visualise data, as well as to create the next generation of intelligent solutions.
42.	Further developments on virtual and augmented reality, is that EON Reality, an international company based in the US, initiated an introductory meeting with CUT. The roll-out will be regionally based; will strategically focus on the Free State and Northern Cape; and create collaboration opportunities by using the HERDIC Consortium, in addition to creating collaboration between HEIs, government, business and industry in the Central region.

GRAPHICAL PRESENTATIONS

Figure 1: Total Annual Budget & Surplus: 2016 - 2020 (The Annual Budget **increased with 50,1%** from 2016 to 2020; and the net Surplus **increased with 352,2%** from 2016 to 2019; and the net surplus for 2020 of R 123,455 million, increased with 53,33%* since 2016.). (Source: 2016 – 2020. CUT Consolidated Annual Financial Statements) (*Note reasons in A1 above).

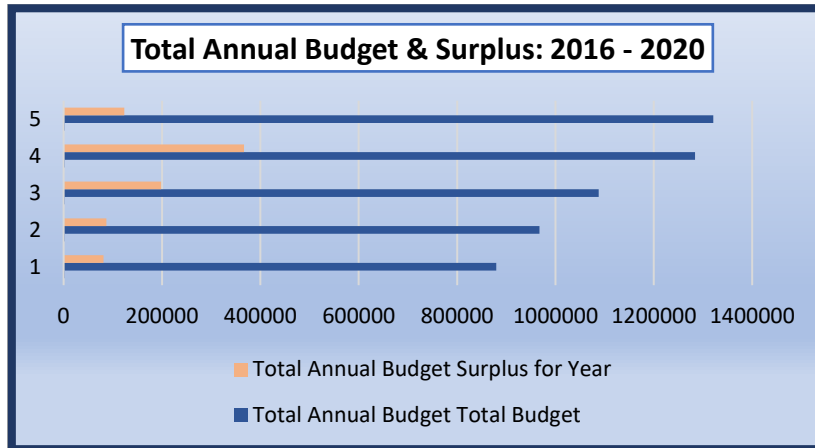


Figure 2: CUT Block & Infrastructure Grants: 2016/17 – 2020/21 (Total increase of **89,75%**) (Source: DHET University Budgets: Public Report. March 2020 & Award Letter by Minister of DHET dated 24 May 2021).

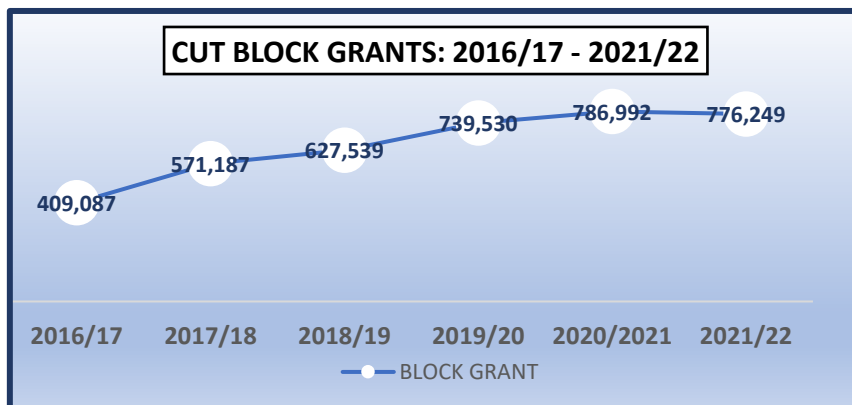


Figure 3: Third Stream income: 2016 – 2020 (Total increase of **1 501,67 %**)

(Source: VC's 2nd Term 2021 Report to Council)

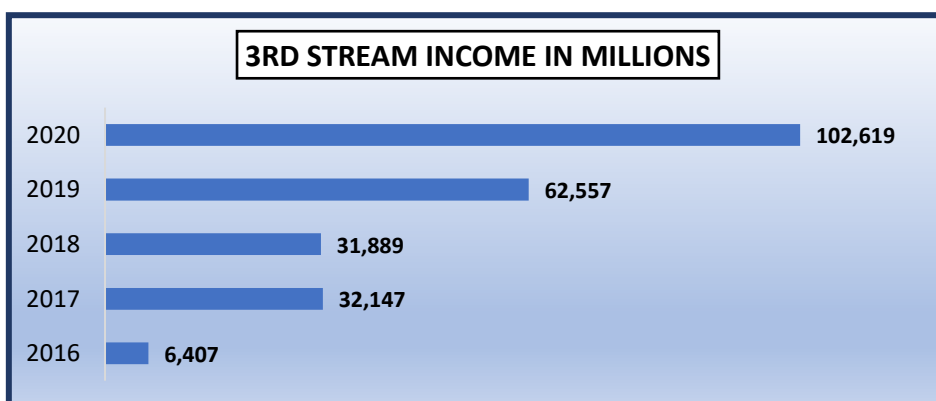


Figure 4: Student Financial Support: 2018 – September 2020 in millions (Student financial support **increased with 71,9%** from 2018 to 2020) (Source: Management Financial Report to PFRC of 21 May 2021).

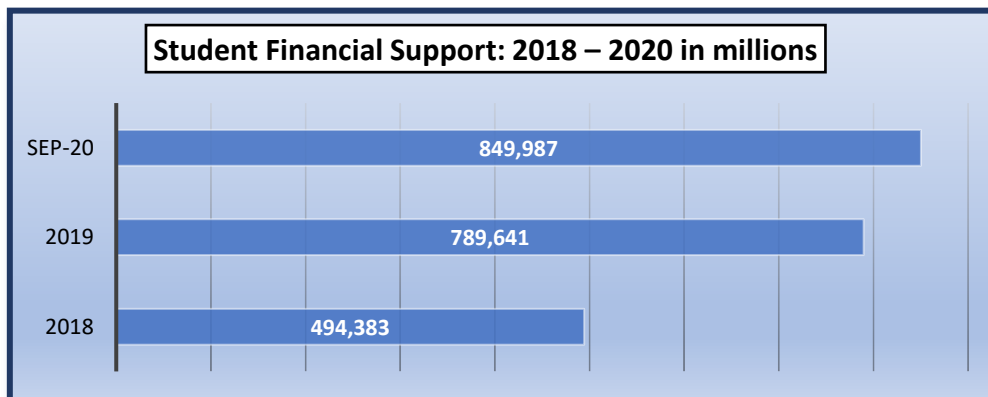


Figure 5: NSFAS Funding Received: 2017 - 2020 in millions (**Increased with 252,57%** from 2017 to 2020) (Source: Management Financial Report to PFRC of 21 May 2021).

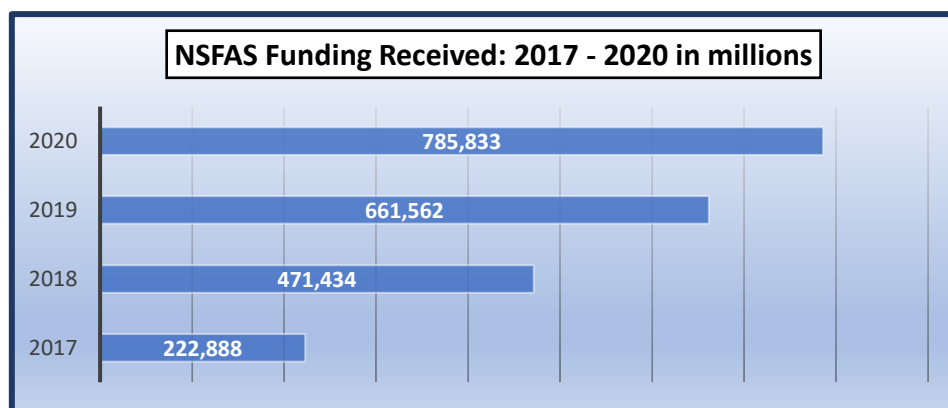


Figure 6: Comparison of African females at the various employment levels between the Higher Education sector and CUT by June 2019 (Source: 2019 DHET Report)

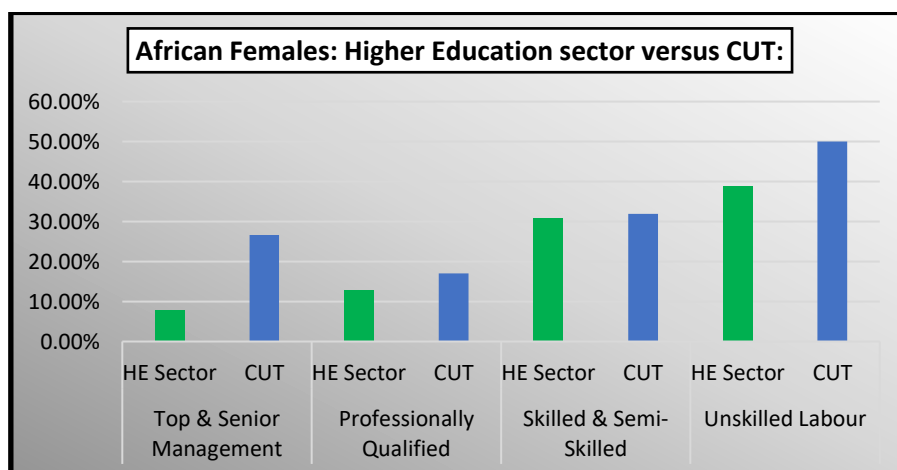


Figure 7: CUT Total Weighted actual teaching graduates/diplomates: 2015/16 – 2020/21
(Total increase of 41,8%) (Source: DHET University Budgets: Public Report. March 2020)

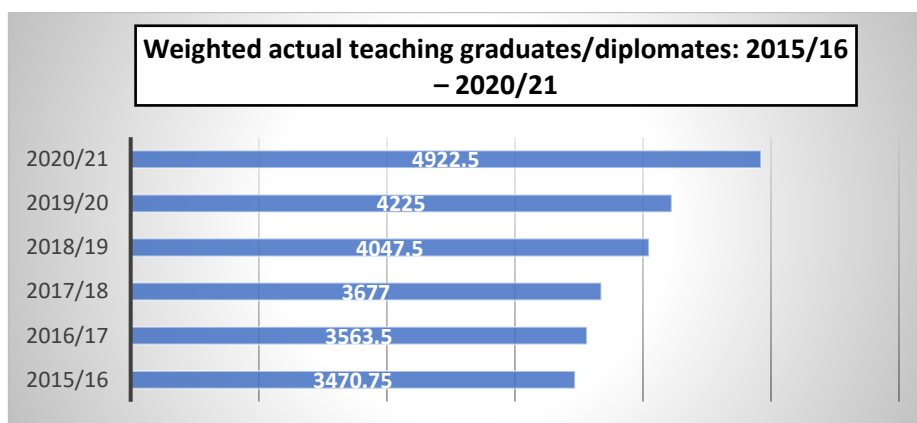


Figure 8: CUT Total Weighted actual research output: 2015/16 – 2020/21
(Total increase of 90.63%) (Source: DHET University Budgets: Public Report. March 2020)

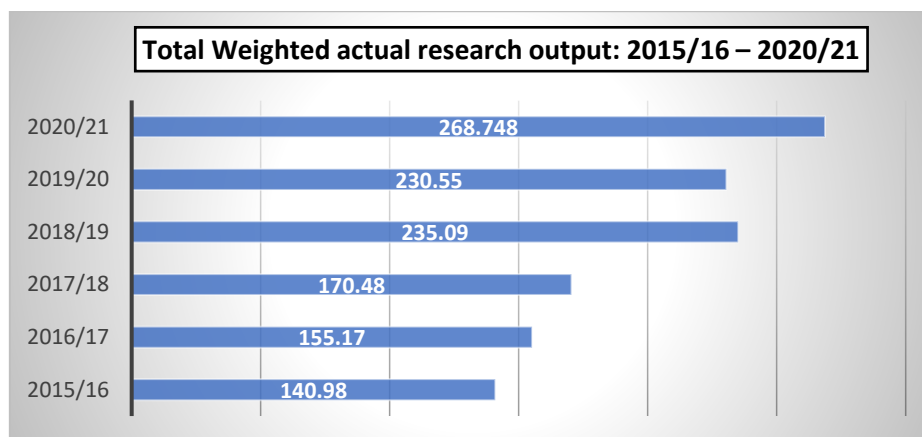
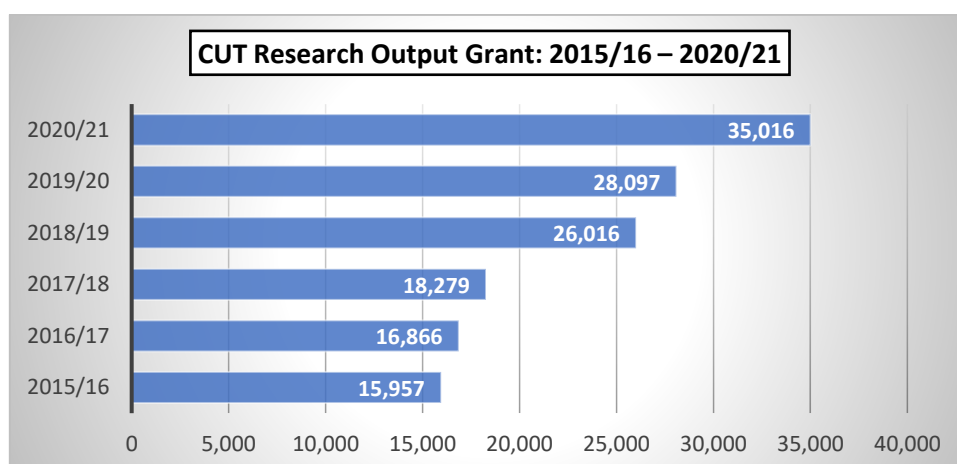


Figure 9: CUT Research Output Grant: 2015/16 – 2020/21
(Total increase of 119,4%) (Source: DHET University Budgets: Public Report. March 2020)



END