

Annual Report 2019



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SECTION 1

1.1 PILLARS OF THE CENTRAL UNIVERSITY OF TECHNOLOGY, FREE STATE (CUT)

Vision

The vision of the university is the following:

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

Mission statement

In aspiring to fulfil its vision, CUT:

- delivers high-quality, appropriate science, technology, engineering and mathematics (STEM) academic programmes, supported by applied research;
- engages with the community for mutually beneficial development;
- promotes access with success by attracting potentially successful students and supporting them to become employable graduates;
- attracts and retains expert staff, and supports their development and well-being; and
- forges strategic partnerships.

Core values

- Customer service
- Integrity
- Diversity
- Innovation
- Excellence

1.2 2019 PERFORMANCE REPORT

INTRODUCTION

The activities of CUT for the year 2019 are guided by the university's Vision 2020, as well as its Strategic Plan 2016 – 2020. To support this vision and the implementation of the Strategic Plan, the university compiled three strategic sets, which are outlined in the section below. These strategic sets define the interconnected dimensions of the university's strategic development path towards the realisation of its vision and mission. Furthermore, to facilitate the achievement of the vision and the implementation of Strategic Plan, five strategic goals were developed, namely:

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

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

1.2.1 Strategic sets and strategic goals

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

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

The table below depicts the link between the strategic sets and the university's strategic goals. From this table, it can be established that, despite the fact that the strategic sets are assigned periods, and are thus intended to focus on a particular period of time, they remain relevant for the life of the 2016 – 2020 Strategic Plan.

TABLE 1: Defining characteristics of Vision 2020

1. Strategic sets (SS)	2. Defining characteristic of Vision 2020 (from the 2010 – 2015 Strategic Plan)	3. Link strategic sets to the strategic goals (2016 – 2020 Strategic Plan)
4. SS1	<p>New values, ethos, attitudes, behaviours and relations.</p> <p>New organisational design, function and structure, aligned with Vision 2020.</p> <p>State-of-the-art facilities.</p> <p>Developing high-level skills and competencies amongst staff, especially younger members and designated groups.</p> <p>Pre-university programmes for learners in science, engineering and technology (SET).</p>	<p>5. Goal 1: Institutional advancement</p> <p>6. Goal 2: Teaching and learning</p> <p>7. Goal 4: University life</p> <p>8. Goal 5: Financial sustainability</p>
9. SS2	<p>Academic, research and innovation programmes.</p> <p>Niche areas and centres.</p> <p>Learner-centred methodologies and facilities.</p>	<p>10. Goal 1: Institutional advancement</p> <p>11. Goal 2: Teaching and learning</p> <p>12. Goal 3: Research</p> <p>13. Goal 4: University life</p>

14. SS3	Emancipating, empowering and supporting engagements and transactions between students and staff, and amongst staff.	
	Focusing on innovation for industrial and socio-economic development. Incubation platforms for small-, medium- and micro-sized enterprises (SMMEs) in the manufacturing and agricultural sectors. Strong links with business and industry through public and private partnerships (PPPs) and other mechanisms.	15. Goal 1: Institutional advancement 16. Goal 3: Research

1.2.2 Performance monitoring

As set out in Table 1 above, targets were set for each strategic objective for the year 2020, as well as annual targets for the year under review, namely 2019. The targets for each strategic objective form part of the Annual Performance Plan (APP). Each Executive Manager is assigned the responsibility for the achievement of specific objectives and set annual 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 at that level. Progress towards the achievement of the 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 reports and deliver presentations. In terms of engaging on the performance status, reports on targets achieved are celebrated, whilst unmet targets were discussed, with a view to understanding the cause of the non-achievement of those targets; the impact (i.e. risk involved, mitigating strategies, etc.) thereof for the university; whether this was permanent or temporary; as well as the way forward regarding unmet targets. Table 2 below provides details of the five institutional strategic goals of the Strategic Plan 2016 – 2020, as well as the associated objectives thereof.

TABLE 2: Institutional goals and objectives

	Strategic goals	Strategic objectives
1.	Institutional advancement – Continuously advancing the concept of a university of technology (UoT) to all stakeholders.	Enhancing engagement with business/industry, government and its entities, and broader society for local and regional development, and bringing internationalisation to bear in support of this [SS3]. Embracing the use of innovation and technology to facilitate effective and efficient business processes [SS3]. Provide a sustainable teaching and learning environment, with first-class facilities and infrastructure [SS2]. Improving and enhancing governance and management [SS1].
2.	Teaching and learning – Shaping the academic future of CUT in such a way that it is high	Providing quality teaching and learning [SS2]. Reviewing the approach to education to facilitate our graduates’ entry into the workplace or entrepreneurship [SS2].

	quality, niche focused and differentiated.	Recruiting and supporting high-quality students from all backgrounds, especially in areas of STEM, at undergraduate and postgraduate levels (including international students) [SS2].
3.	Research and innovation – Establishing CUT as a research-informed UoT that has distinct pockets of research excellence and value-adding links with government, business and industry.	Delivering excellence in all our areas of research, with defined peaks of world-leading performance [SS2]. Employing our social and technological innovations for the socio-economic development of the city and the region [SS2].
4.	University life – Creating an institution that encourages a diverse, democratic and academic ethos amongst students and staff.	Providing a vibrant and healthy environment, and promoting organisational well-being [SS1]. Proactively attracting, retaining, supporting and developing high-quality staff [SS1].
5.	Financial sustainability – Ensuring financial sustainability.	Ensuring financial sustainability in all entities, and, where applicable, supplementing the university's income with third-stream income [SS1].

1.2.3 Performance results

Table 3 below presents the performance results for the year under review (2019) per division. From this table, it can be established that the university has met its targets in some instances, whereas targets in other instances have not been met, for various reasons.

TABLE 3: Summary report on 2019 Annual Performance Plan

RESOURCES AND OPERATIONS DIVISION

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Stakeholders/ partners (Ref.: S)	1.Enhance engagement and partnerships with business, public and third-sector partners to create social and economic benefit, and advance internationalisation (S1).	a) Improve brand awareness through <i>Advertising Value Equivalent (AVE)</i> by 7% of the 2018 baseline, in 2019.	Increase CUT brand awareness through AVE by 7% of the 2018 baseline, in 2019.	Media Monitoring Statistical Report of metadata volumes regarding CUT (reflecting news clip counts in print, broadcast, and online, and their monetary values).	AVE total: R264.2 million.	Accumulate an AVE total of R300.8 million.	AVE total: R313.7 million (reflected on news clip counts related to CUT in print, broadcast, and online platforms).		
Internal processes (Ref.: P)	2. Embrace the use of technology to streamline our effective and efficient business processes, and offer entrepreneurial education unique to a UoT (P1).	a) 80% (20 of 25) fully automated online business processes and systems that deliver results, by 2020 (P1.1).	Automation of online business processes and systems that deliver results.	Screen print of the newly commissioned business/CUT processes conducted using digital platforms.	25% (5 of 20) fully automated online business processes and systems.	50% (10 of 20) fully automated online business processes and systems.	50% (10 of 20) fully automated online business processes and systems. Five fully automated online business processes and systems, including: applications for telephone service, registration as internet user, ITS request, parking space and use of a vehicle.		
	3. Provide a sustainable teaching and learning environment, with first-class facilities and infrastructure (P2).	a) Secure 25 points of entry with swipe/ biometric security system, by 2020 (P2.1). b) 50% of total developed space allocated to teaching, learning and research by 2020 (P2.2).	Student and staff access to facilities by swipe/biometric system. % of total developed space allocated to teaching, learning and research	Photos and/or demonstration videos (where this system is installed and operational). Spreadsheet/ Excel sheet showing the total developed space, and that allocated to teaching, learning and research.	3% student and staff access to campus and buildings via swipe/ biometric system. 44% provisioning of adequate teaching and research space.	Secure 11 points of entry with swipe/biometric security system. 45% (44 793.90 m ² of 99 542 m ²) of total developed space allocated to teaching, learning and research.	12 points of entry with swipe/biometric security system. 49% (48 764m ² of 99 542 m ²) of total space allocated to teaching, learning and research.		

Note: **Green** means the 2019 target was achieved; **red** means the 2019 target was not achieved; and **yellow** means that the 2019 final/actual data are not available yet.

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Internal processes (Ref.: P)	4. Promote organisational well-being by providing a vibrant and a healthy environment for staff and students (P5).	70% staff satisfaction by 2020 (P5.1).	Staff satisfaction improved by 20% in 2018.	Survey report.	29% employee satisfaction.	No survey in 2019.	No survey in 2019.		
Learning and growth (Ref.: L)	5. Proactively attract, retain, support and develop high-quality staff (i.e. talent management) (L1).	Increase the number of all full-time employees with master's qualifications to 185, and doctoral qualifications to 115, by 2020 (L1.1).	Improved academic qualifications, and development of all staff, applying the twin challenge of equity and excellence.	HR employee report.	188 staff with master's degrees.	All full-time employees with M degrees: 200.	200 full-time employees with M degrees.		
				HR employee report.	136 staff with doctoral degrees.	All full-time employees with D degrees: 135.	137 full-time employees with D degrees.		
		New Human Resource (HR) Information System (HRIS) operational by 2020 (L1.2).	Functioning HRIS.	HR reports.	Zero operational system for staff performance developed (0%).	New HRIS system is operational.	The project is proceeding in line with the dates on the project implementation plan. As per this plan, all project steps scheduled for completion in 2019 have been completed.	Delays with the signing of service-level agreements for the cloud-based hosting of the system, without which development could not continue, as a result of questions and comments raised by the university's legal advisors.	An updated project implementation plan, with a new date for operationalisation of the HRIS in mid-2020.

Resources (Ref.: F)	6. Financial sustainability in all entities (F1).	Effective and efficient use of financial resources within budget parameters, by 2020 (F1.3).	A positive budget excess at the end of the year.	Quarterly expenditure/ budget reports.	4.45% savings.	2% savings from the overall 2019 budget.	10% savings for the year due to underspending on staff costs, bad debt provision, bursaries, other current operating expenses, strategic projects, and building repairs and maintenance.		
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REGISTRAR'S DIVISION

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Stakeholders/ partners (Ref.: S)	1. Recruit and support high-quality students from all backgrounds, especially in areas of STEM, at undergraduate and postgraduate levels, including international students (S2).	a) TVET college students admitted on recognition of prior learning (RPL), by 2020 (S2.5).	Clear entry criteria on admitting TVET colleges students on RPL are determined and implemented.	Council approved the integration of the admission, RPL and CAT policies into one policy document, with a supporting procedure.	Development of stand-alone RPL policy.	Development of an integrated admission, RPL and CAT policy, into one policy document, with a supporting procedure.	Integrated admission, RPL and CAT policy developed. However, the procedure will be tabled at the UTLC meeting of 08 April 2020.	UTLC requested further consultation of the procedure with faculties.	Procedure is being consulted with faculties, and will be submitted to the UTLC at the scheduled meeting of 08 April 2020.
Internal processes (Ref.: P)	2. Promote organisational well-being by providing a vibrant and a healthy environment for staff and students (P5).	a) 99% student satisfaction by 2020 (P5.2).	Vibrant and healthy university life for students provided.	Student survey report.	91.30% student satisfaction.	98.50% student satisfaction.	93.8% student satisfaction.	A total of 1 013 students participated in the survey, to assist the university to strengthen its interventions in promoting a vibrant environment.	Improvement plans will be developed by various service units, and implemented throughout the first semester of 2020.
		b) University sustainability project(s) fully mainstreamed annually, until 2020 (P5.3).	Implement relevant sustainability projects within the division.	Annual wellness plan/programme.	One project completed (fun run/walk). Outdoor gymnasium facilities constructed at both campuses (Bloemfontein and Welkom).	Development of a wellness programme.	Wellness programme developed.		

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Learning and growth (Ref.: L)	3. Improve and enhance institutional governance (L2).	a) Application and explanation of all relevant (07) principles of King IV by 2020 (L2.1).	Developed governance documents to enable application.	Council members' evaluation report.	One self-evaluation of Council's performance completed.	1. Performance evaluation of individual members of Council.	Council supported the principle of the evaluation of individual Councillors. The evaluation tool is being enhanced, based on inputs from Council.	Council still wanted to contribute further to the development of the tool.	HR Committee (HRC) was requested to finalise the tool, and submit it to Council in March 2020.
				Council-approved CUT Statute.	-	Review and Council approval of CUT Statute.	Mancom agreed that the amended CUT Statute should make provision for both the Alumni Association and Convocation to sit on Council.	The finalisation of the CUT Statute is depended on the finalisation of the Terms of Reference of the Alumni Association.	The revised CUT Statute and final revised Alumni Association Terms of Reference will be submitted to the Mancom meeting of 28 January 2020, for recommendation to Council for approval.
				Reviewed Alumni Terms of Reference.	-	Review of Alumni Terms of Reference.		Delay was caused by incomplete Alumni Association Terms of Reference. The Alumni Association Executive was directed to finalise the Terms of Reference.	
				Reviewed and Council-approved Students' Representative Council (SRC) Terms of Reference.	-	Review and Council approval of SRC Terms of Reference.	SRC Terms of Reference were approved.		

RESEARCH, INNOVATION AND ENGAGEMENT

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Stakeholders/ partners (Ref.: S)	1. Enhance engagement and partnerships with business, public and third-sector partners to create social and economic benefit, and advance internationalisation (S1).	a) Increase the number of international students to 638, and international agreements to 48, by 2020 (S1.2).	The number of international students increased.	Higher Education Data Analyser (HEDA) Dashboard Screen print.	561 international students.	668 international students (growth of 15%).	614 international students enrolled.	Lack of funding to increase student mobility (study abroad, student exchanges), and the impact thereof on CUT's internationalisation.	International student recruitment strategy to be developed to address undergraduate vs. postgraduate international intake. Negotiations in place to strengthen online application system.
			The number of international agreements increased.	Electronic (or scanned) copies of signed active international agreements (memorandums of understanding (MoUs)).	38 cumulative signed active international agreements.	Increase internationalisation from 56 to 80 signed agreements. Authorisation in process for 15 MoUs.	24 newly signed international agreements. International agreements increased from 56 to 80 signed agreements.		
	2. Recruit and support high-quality students from all backgrounds, especially in areas of STEM, at undergraduate and postgraduate levels, including international students (S2).	a) Increase the headcount enrolment of master's students to 405, and doctoral students to 182, by 2020 (S2.2).	The number of master's degree students increased.	HEDA Dashboard Screen print.	Master's students enrolled: 407.	Master's degree students enrolled: 452.	Master's degree students enrolled: 437.	Challenges include Programme Qualification Mix (PQM); number of supervisors, and part-time and full-time registrations.	Training of supervisors and postgraduate students. Targeted recruitment of postgraduate students. Signature themes.
			The number of doctoral degree students increased.	HEDA Dashboard Screen print.	Doctoral students enrolled: 187.	Doctoral degree students enrolled: 207.	Doctoral degree students enrolled: 217.		

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Internal processes (Ref.: P)	3. Deliver excellence in all our areas of research, with defined peaks of world-leading performance, and increase our market share of research income (P3).	a) 100% achievement of targets set in the Research and Development Plan, by 2020 (credit unit publications = 194; M graduates = 134; D graduates = 56; and rated researchers = 17) (P3.1).	Credit unit publications.	DHET letter on the credit unit publications granted.	Credit unit publications: 137.52 (2016 performance).	110.00* credit unit publications (2017 target). (2018 target= 127)	200.622 credit units for 2018 were submitted to the DHET in May 2019. 170.2043 credit units awarded. This means the target was exceeded by 25.4%.	On average, 40% of academic staff participate in research publications.	Reconsider role of incentives, and look at the quality of outputs.
			Master's qualification graduates.	HEDA Dashboard screen print.	Master's: 47 (2017 performance).	51** M graduates (2018 target).	59 M graduates.	Alignment of research topics with identified research signature themes; too many students assigned to one supervisor; number of active supervisors; and part- and full-time registrations.	Training of supervisors and postgraduate students.
			Doctoral qualification graduates.	HEDA Dashboard screen print.	Doctorates: 26 (2017 performance).	19** D graduates (2018 target).	18 D graduates.		Targeted recruitment of postgraduate students and signature themes.
			Number of rated researchers increased.	DHET letter on credit unit publications granted.	National Research Foundation (NRF): 10 (2017 performance).	Increase the number of rated researchers to 16 (2018 target).	Number of rated researchers: 15.	Rated researchers contribute to the reputation of the university as being quality driven in its research.	Publication of call in 2018. Availing funding to support applicants. Appointment of facilitator to support screening of applications. Technical support from Research Development and Postgraduate Studies (RD & PGS). Online approval by NRF. Designated authority in 2019. Five new, and one renewal application submitted. Incentive to current rated researchers.
		Increase second-stream revenue to R4.020 million, as per the Research and Development Plan, by 2020 (P3.3).	External research funding target achieved.	Allocation documentation.	R24.056 million (NRF) accumulated.	R16.00 million (NRF) accumulated.	R23.90 million (NRF) accumulated.	The NRF audit report is based on transactions up to the end of 2019. Once the NRF audit for 2020 has been completed, the report will confirm the awarding and expenditure of NRF grants.	

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Internal processes (Ref.: P)	4. Employ our social and technological innovations in the socio-economic development of the city and the region (P4).	a)100% achievement of all technology and innovation targets (28 commercialisable intellectual properties (IPs); 35 incubated companies; 19 Technology Innovation Agency (TIA)-funded projects, amounting to R15.98 million; and 118 medical devices manufactured for industry), by 2020 (P4.1).	Fully achieve all targets set in the Technology and Innovation Plan for 2017.	IP provisional registration papers.	Six IP registrations.	Five commercialisable IP type fields.	Five innovation patents (IP registrations) filed. One design application (brewing spoon assembly). One provisional patent application (oscillating positive expiratory pressure device). One provisional patent application (ceiling strip and system). One trademark application (CUT racing car logo). One trademark application (CUT racing car name).		
				Lease agreements for tenants.	Nine incubated companies.	10 incubated companies at Bloemfontein and Welkom campuses.	Seven incubated companies from Bloemfontein (three) and Welkom (four) campuses graduated.	Inadequate infrastructure to offer appropriate incubation support services.	Plans are underway for the next intake. Include infrastructure needs as part of master plan.
				TIA approval letters and/or funding allocation letter.	Two TIA seed fund projects, at R1.3 million.	Four TIA seed fund projects approved for R2.6 million.	Five TIA seed fund projects approved for R3 million.		
				Spreadsheet ISO 13485 Quality Management System.	17 medical devices.	35 medical device projects.	66 medical device projects completed for industry.		

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Resources (Ref.: F)	5. Financial sustainability in all entities (F1).	Increase third-stream income to 10% of the total income, by 2020 (F1.2).	Faculties, sections and research entities active in third-stream income generation, excluding CUT Innovation Services (CUTis).	Audited Product Development Technology Station (PDTS) financial report approved by PDTS Mancom. Income and expenditure report approved by Centre for Rapid Prototyping and Manufacturing (CRPM) Management Forum.	CRPM and PDTS = R11.963 million.	CRPM and PDTS = R12.6 million.	*CRPM and *PDTS = R15.44 million.		
			Strategically focused relationship with CUTis, with the aim of achieving organisational goals in terms of third-stream income, by optimising institutional resources.	Sage-generated management accounts. Resolution of approval by the CUTis Board. Audited annual financial statements.	CUTis = R16.400 million.	R25 million.	R25.00 million.	Audited annual financial statements will be available at the end of March 2020.	

TEACHING AND LEARNING DIVISION

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Stakeholders/ partners (Ref.: S)	1. Recruit and support high-quality students from all backgrounds, especially in areas of STEM, at undergraduate and postgraduate levels, including international students (S2).	a) 53% intake of students with an M-score of 27 or higher (whilst 15% should have an M-score of 32), by 2020 (S2.1).	The M-score ratings of admitted students improved (excluding extended curriculum programmes (ECPs)).	HEDA Dashboard Screen print.	68.79% of first-time entering undergraduate students with a 27+ M-score (excluding ECPs).	52% (2 196 out of 4 224) of first-time entering undergraduate students with a 27+ M-score (excluding ECPs).	64.12% (2 620 out of 4 086) of first-time entering undergraduate students with a 27+ M-score (excluding ECPs).		
					23.49% students with a 32+ M-score (excluding ECPs).	14% (591 out of 4 224) students with a 32+ M-score (excluding ECPs).	21.37% (873 out of 4 086) with a 32+ M-score (excluding ECPs).		
		b) Increase the student headcount enrolment to 18 255, and the intake of first-time entering students at undergraduate level to 4 515, by 2020 (S2.3).	Increased intake/ headcount enrolment and first-time entering students at undergraduate level.		Headcount enrolment = 19 446.	Headcount enrolment = 16 340.	21 243, against a target of 16 340, total headcount enrolment (130.01%).		
					4 191 first-year students enrolled.	4 588 first-year students enrolled.	4 436 first-year students enrolled.	Insufficient students who meet STEM admission requirement	Reinforce recruitment strategy to recruit STEM students
		Achieve 51.10% of full-time equivalent (FTE) STEM headcount; 50.40% of STEM headcount; 20.19% of Bus./Man. headcount; 21.39% of Education headcount; and 8.02% of Other/Hum. headcount, by 2020 (S2.4).	2019 enrolment target set in Academic Plan met, including size and shape.		Percentage of headcount STEM enrolment: 50.08%.	Percentage of headcount STEM enrolment: 46.63% of DHET target; 49.95% of CUT target (7 619 out of 16 340).	48.66% (10 327 out of 21 223) of STEM enrolments.		
					Percentage of headcount Bus./Man. enrolment: 23%.	Percentage of headcount Bus./Man. enrolment: 23%	Percentage of headcount Bus./Man. enrolment: 23.14% (4 911 out of 21 223).		
					Percentage of headcount Education enrolment: 20.67%.	Percentage of headcount Education enrolment: 15.72%.	Percentage of headcount Education enrolment: 21.78% (4 622 out of 21 223).		
					Percentage of headcount Other/Hum. enrolment: 6.63%.	Percentage of headcount Other/Hum. enrolment: 14.66%.	Percentage of headcount Other/Hum. enrolment: 6.40% (1 358 out of 21 223).	The focus is on STEM headcount enrolment target, which has been exceeded.	N/A

Stakeholders/ partners (Ref.: S)	1. Recruit and support high-quality students from all backgrounds, especially in areas of STEM, at undergraduate and postgraduate levels, including international students (S2).	c) 20% of students entering undergraduate/postgraduate programmes complete those programmes in the minimum time, by 2020 (S2.4).	Undergraduate/postgraduate student completion of programmes in the minimum time.	HEDA Dashboard screen print.	27.33% of undergraduate/postgraduate student completion of programmes in the minimum time (2017 performance).	35% of undergraduate/postgraduate student completion of programmes in the minimum time (2018 target).	28.1% (2 153 graduates out of 7 652 relevant cohort) of undergraduate and postgraduate student completion of programmes in the minimum time.	The quality of students from schools	Reinforce student academic support interventions
	2. Provide quality teaching and learning (S3).	a) Achieve 79% pass rate by 2020 (S3.1).	Pass rate in accordance with the CUT Academic Plan.		77.54% pass rate (2017 performance).	77% DHET target pass rate (2018 target).	76.90% DHET target pass rate.	Too many part time teaching staff. Underprepared students Disruption of academic activities due to financial issues, especially NSFAS students	More full-time teaching staff to be appointed. More resources towards academic support to students Expedite financial support to students..
	3. Reviewing the approach to education to facilitate our graduates' entry into the workplace or entrepreneurship (S4).	a) 65% of graduates employed/self-employed within three months after the completion of their studies, by 2020 (S4.1).	Proportion of graduates employed/self-employed within three months after conclusion of their studies (at the time of graduation ceremony).		Final combined September 2018 graduation survey report.	46.77% of graduates employed/self-employed within three months of completion of studies.	50% of graduates employed/self-employed within three months after the completion of their studies (2018 target).	2018 reporting period: 47.1% of graduates employed/self-employed within three months after conclusion of study (1 035 out of 2 199 of 2018's graduates who completed the survey). No data are available for the 2019 reporting period yet.	

Internal processes (Ref.: P)	4. Embrace the use of technology to streamline our effective and efficient business processes, and offer entrepreneurial education unique to a UoT (P1).	a) 20% (8 of 40) blended online advanced diplomas/higher certificates and postgraduate diplomas developed by 2020 (P1.2).	Development of blended online programmes	List of three piloted blended online programmes, with the e-Thuto links.	Four online advanced diploma/higher certificate programmes.	One module for three blended online advanced diploma/higher certificate programmes piloted.	Three modules for three blended online advanced diploma/higher certificate programmes piloted.		
	5. Provide a sustainable teaching and learning environment, with first-class facilities and infrastructure (P2).	a) 100% provision of working educational technology equipment by 2020 (P2.3).	Provision and maintenance of equipment for teaching and learning.	List and description of educational technology equipment and location for both campuses.	100% provisioning and maintenance of teaching and learning equipment.	95% (627 of 660) provisioning and maintenance of teaching and learning equipment.	100% (660) provisioning and maintenance of teaching and learning equipment.		

Perspective	Strategic objectives	Key Performance Indicator (KPI)	Performance measure	Tracking source	2018 actual	2019 target	2019 actual	Reason for underperformance	Corrective measures
Internal processes (Ref.: P)	6. Deliver excellence in all our areas of research, with defined peaks of world-leading performance, and increase our market share of research income (P3).	a) Enhanced teaching/ research nexus by producing 93 research outputs, by 2020 (P3.3).	Publications from the Scholarship of Teaching and Learning (SoTL).	Copy or a link of research outputs.	50 research outputs (conference proceedings and articles).	20 research outputs (conference proceedings and articles).	21 research conference proceedings and articles published.		
Learning and growth (Ref.: L)	7. Proactively attract, retain, support and develop high-quality staff (i.e. talent management) (L1).	a) 3% of full-time teaching staff with industry exposure, by 2020 (L1.3).	Staff development, using industry exposure.	Industry exposure reports.	3.7% (17 of 565) of teaching staff.	2.12% (6 of 310) of teaching staff.	6.45% (20 of 310) of teaching staff.		
Resources (Ref.: F)	8. Financial sustainability in all entities (F1).	a) Increase subsidy by increasing the FTE student enrolment to 15 544, by 2020 (F1.1).	Targets on student numbers reached.	HEDA Dashboard screen print.	13 387 FTEs.	13 083 FTE student enrolment.	16 079 FTE student enrolment.		
		b). Increase third-stream income to 10% of the total income by 2020 (F1.2).	Faculties, sections and research entities active in third-stream income generation, excluding CUTis.	Proof of payment from payer.	Faculties = R28.228 million.	Faculties = R12 million (R3 million per faculty).	Faculties = R12.90 million.		
				Invoices or proof of payment from payer.	Sector Education and Training Authority (SETA) and work-integrated learning (WIL) employers = R20.941 million.	SETAs and WIL employers = R16 million.	SETAs and WIL employers = R32.22 million.		
			Offer short courses and programmes for the working population.	Senate resolutions on new courses.	Six new short courses approved by Senate.	Four new short courses approved by Senate.	Eight new short courses approved by Senate.		

1.2.4 Enrolment performance and analysis

This section serves to highlight CUT's achievements against the performance targets set by the DHET. These performance agreements resulted from a process of constant communication and consultation between CUT and the DHET, which took place during May 2013 and June 2013. On 15 January 2013, CUT provided its submission, which was revised on 15 August 2013. The revised submission responded to the DHET Enrolment Planning Cycle 2014/15 to 2019/20.

Priorities were presented during the June 2013 consultations, and were subsequently approved by the DHET, as per a letter dated 23 September 2014. The targets for 2019 are reflected as per the agreement in this report.

In 2019, CUT enrolled 21 243 students (including occasional students), which is 4 903 more than (i.e. 30.01% in excess of) the number agreed upon with the DHET, whilst the 2018 student headcount of 19 464 exceeded the DHET target of 15 655 by 3 809 (i.e. 24.33% in excess of the agreed-upon figure). Insofar as first-time entering students at undergraduate level are concerned, the headcount in 2019 indicated a shortfall of 151 students (i.e. 3.29% below the required target of 4 587), compared to the headcount in 2018, which indicated a shortfall of 146 students (3.35% below the required target of 4 360).

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 Strategic Plan and priorities.

Please note: The data in Tables 4 to 19 are as extracted from the Higher Education Data Analyser (HEDA) on 20 April 2020.

TABLE 4: Student headcount enrolment by qualification level, 2018 – 2019

Qualification level	Headcount actuals 2018	DHET headcount target 2019	2019 actual performance*	Deviation
First-time entering undergraduate students	4 214	4 587	4 436	-3.29%
Total undergraduate students	18 288	14 458	19 919	37.77%
Postgraduate to master's degree level	571	1 066	601	-43.62%
Master's degree level	414	620	437	-29.52%
Doctorates	191	196	217	10.71%
Total postgraduate students	1 176	1 882	1 255	-33.32%
Total enrolment	19 464	16 340	21 243	30.01%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 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 DHET headcount target for 2019 by 30.01%. In terms of the qualification level breakdown, negative deviations of -3.29%, -43.62% and -29.52%, respectively, were experienced

in the number of first-time entering undergraduate students, postgraduate to master's degree students, and master's degree students, from the set targets for 2019.

TABLE 5: Student headcount enrolment into first-year programmes (foundation programmes), 2018 – 2019

Projected student headcount intake into first-year (foundation) programmes	Headcount actuals 2018	DHET headcount target 2019	2019 actual performance	Deviation
Projected student headcount intake into first-year (foundation) programmes	254	424	351	-17.22%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

Table 5 above indicates the headcount enrolment into first-year (foundation) programmes. The institution had a shortfall of 73 students (17.22%) in the DHET headcount target for 2019.

TABLE 6: Student headcount enrolment by major field of study, 2018 – 2019

Academic year								
	2018				2019			
Major field of study	DHET headcount target	Actual headcount	Percentage	Deviation	DHET headcount target	Actual headcount	Percentage	Deviation
BUS./MAN.	3 623	4 426	22.74%	22.16%	3 758	4 911	23.12%	30.68%
EDUCATION	2 456	3 966	20.38%	61.48%	2 568	4 589	21.60%	78.70%
OTHER HUMANITIES	2 261	1 348	6.93%	-40.38%	2 395	1 363	6.42%	-43.09%
SET	7 315	9 724	49.96%	32.93%	7 619	10 379	48.86%	36.23%
Total	15 655	19 464	100.00%	24.33%	16 340	21 243	100.00%	30.01%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

Note 2: "Unclassified" means that students did not report their major field of study.

Table 6 above indicates that, in 2019, the largest proportion of students were enrolled in the SET field of study (48.86%), followed by those enrolled in the field of BUS./MAN. (23.12%), then EDUCATION (21.60%), and finally OTHER HUMANITIES (6.42%). Between 2018 and 2019, the majority of students were enrolled in the SET field.

It should be noted that, in terms of the percentage breakdown of the major fields of study, it is evident that, when comparing the 2018 figures to those of 2019, decreases were experienced in two of these fields: in SET and OTHER HUMANITIES, the proportion decreased from 49.96% in 2018, to 48.86% in 2019, and from 6.93% in 2018, to 6.42% in 2019, respectively. Simultaneously, in BUS./MAN. and EDUCATION, the proportions increased from 22.74% in 2018, to 23.12% in 2019, and from 20.38% in 2018, to 21.60% in 2019, respectively.

Finally, it is concerning that, over a period of two years, a negative deviation was experienced in the OTHER HUMANITIES fields of study, whilst a positive deviation was experienced in the other fields.

TABLE 7: Percentage distribution of student headcount enrolment by population group and major field of study, 2017 – 2019

HEADCOUNT												
Major field of study	AFRICAN (%)			COLOURED (%)			INDIAN (%)			WHITE (%)		
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
BUS./MAN.	25.60%	23.34%	23.56%	22.49%	18.14%	22.01%	24.60%	22.97%	21.88%	11.42%	10.49%	10.15%
EDUCATION	19.30%	20.92%	22.16%	17.98%	19.43%	19.44%	2.38%	4.73%	9.38%	5.95%	8.24%	6.52%
OTHER HUMANITIES	7.34%	6.86%	6.40%	8.17%	9.09%	8.90%	5.95%	11.49%	6.25%	8.08%	6.97%	5.30%
SET	47.76%	48.88%	47.87%	51.36%	53.29%	49.65%	67.06%	60.81%	62.50%	74.55%	74.29%	77.88%
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%
GRAND TOTAL	16 970	18 251	20 124	471	441	427	42	37	32	831	735	660

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

Note 2: "Unclassified" means that students did not report their major field of study.

Table 7 above indicates the percentage of CUT students by population group and major field of study from 2017 to 2019. For the period 2017 to 2019, the headcount enrolment pattern is consistent with the African population in the majority, followed by the White population group, then the Coloured population group, and finally the Indian population group.

In terms of distribution per major field of study, the pattern is not the same than in the case of the population groups; however, there is consistency. For the period 2017 to 2019, the highest proportion of students from the African population were enrolled in SET. The SET enrolment proportion of students from the African and White population groups increased from 47.76% in 2017, to 47.87% in 2019, and from 74.55% in 2017, to 77.88% in 2019, respectively. The SET enrolment proportion of students from Coloured and Indian population groups declined by 1.71% and 4.56%, respectively, during the period 2017 to 2019.

TABLE 8: Undergraduate and postgraduate student enrolment and graduation rates by major field of study, 2018 – 2019

Major field of study	Qualification type	Calendar year					
		2018			2019		
		Actual headcount	Graduates	Graduation rate	Actual headcount*	Graduates	Graduation rate
BUS./MAN.	Postgraduate	142	19	13.29%	148	23	15.45%
	Undergraduate	4 267	978	22.92%	4 740	987	20.83%
	Occasional	17	0	0.00%	23	0	0.00%

BUS./MAN. total		4 426	997	22.53%	4911	1010	20.57%
EDUCATION	Postgraduate	657	298	45.32%	683	392	57.41%
	Undergraduate	3 301	396	12.01%	3 877	598	15.42%
	Occasional	7	0	0.00%	29	1	3.45%
EDUCATION total		3 966	694	17.51%	4 589	991	21.59%
OTHER HUMANITIES	Postgraduate	35	6	16.31%	39	3	7.69%
	Undergraduate	1 310	415	31.65%	1 324	362	27.36%
	Occasional	2	0	0.00%	0	0	0
OTHER HUMANITIES total		1 348	421	31.20%	1 363	365	26.79%
SET	Postgraduate	342	37	10.68%	385	57	14.77%
	Undergraduate	9 343	2 123	22.72%	9 928	2 179	21.84%
	Occasional	40	0	0	17	0	0
SET total		9 724	2 159	22.20%	10 379	2 236	21.55%
Unclassified	Postgraduate	0	0	0.00%	0	0	0.00%
	Undergraduate	0	0	0.00%	0	0	0.00%
	Occasional	0	0	0.00%	0	0	0.00%
Unclassified total		0	0	0.00%	0	0	0.00%
DHET targets		15 655	3 840	24.53%	16 340	4 091	25.04%
Actual performance		19 464	4 271	21.94%	21 243	4 603	21.67%
Deviation (%)		24.33%	11.22%	-10.56%	30.01%	12.52%	-13.46%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

Note 2: "Unclassified" means that students did not report their major field of study. The large number of graduates in the unclassified group is due to HEMIS validation errors, which are in the process of being corrected.

Note 3: The 2019 graduation data were extracted on 20 April 2020.

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 2018 and 2019, as at 20 April 2020.

In general, there was a 1.23% decline in the overall graduation rate during this period (2018 –2019). The noticeable changes to be reported are discussed below:

- In the BUS./MAN. field of study, the graduation rate for postgraduate students increased from 13.29% in 2018, to 15.45% in 2019, and decreased by 2.09% for undergraduate students (from 22.92% in 2018, to 20.83% in 2019).
- In the EDUCATION field of study, the graduation rate for postgraduate students increased, from 45.32% in 2018, to 57.41% in 2019. An increase of 3.41% was experienced for undergraduate students (from 12.01% in 2018, to 15.42% in 2019).
- In the OTHER HUMANITIES field of study, the graduation rate for postgraduate students decreased from 16.31% in 2018, to 7.69% in 2019, and decreased by 4.29% for undergraduate students (from 31.65% in 2018, to 27.36% in 2019).

- In the SET field of study, the graduation rate for postgraduate students increased from 10.68% in 2018, to 14.77% in 2019. A decrease of 0.88% was experienced for undergraduate students (from 22.72% in 2018, to 21.84% in 2019).
- The institution had a surplus of 503 graduates (13.88%) in the 2019 DHET graduate headcount target of 3 625 for undergraduate students.
- For the university as a whole, the overall graduation rate decreased by 0.27%, from 21.94% in 2018, to 21.67% in 2019. This implies that the university did not meet the DHET target of 25.04%. The decline in the graduation rate can be attributed to the incomplete 2019 graduate totals at the time of the second HEMIS student submission.

TABLE 9: Student performance and full-time equivalents (FTEs) across the major fields of study by gender, 2018 – 2019

Major field of study		2018		2018 total	2019		2019 total
		Female	Male		Female	Male	
BUS./MAN.	Pass rate	80.95	72.32%	77.76%	80.39%	77.73%	79.50%
	FTE	1 872	1 100	2 972	1 953	1 002	2 955
EDUCATION	Pass rate	83.83%	77.24%	81.34%	80.69%	72.37%	77.60%
	FTE	2 515	1 530	4 045	2 894	1 705	4 599
OTHER HUM.	Pass rate	88.56%	80.60%	85.69%	83.8%	77.10%	81.50%
	FTE	904	511	1 415	937	490	1 427
STEM	Pass rate	79.71%	70.71%	74.64%	79.60%	70.10%	74.30%
	FTE	2 911	3 752	6 663	3 162	3 936	7 098
DHET pass rate target				77%			78%
Overall pass rate		82.23%	73.15%	78.09%	80.50%	72.2%	76.9%
Pass rate deviation (%)				1.42%			-1.10%
FTE enrolment DHET target				12 122			13 083
Total FTEs		8 201	6 893	15 095	8 946	7 134	16 079
FTE deviation (%)				24.53%			22.90%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

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

- CUT's overall pass rate decreased from 78,09% in 2018, to 76.90% in 2019.
- The decrease in pass rate is evident for the Education, Other Humanities and SET major fields of study, with the exception of the BUS./MAN. major field of study, which showed an increase.
- Although there was an overall decrease in the pass rate, females performed better than their male counterparts in both academic years (2018 and 2019).

- The 2018 and 2019 FTE enrolment vs. DHET targets were exceeded by the institution – a deviation of 24.53% was experienced in 2018, whilst a deviation of 22.90% was experienced in 2019.

TABLE 10: Pass rates by major field of study and population group, 2018 – 2019

Major field of study	African		Coloured		Indian		White	
	2018	2019	2018	2019	2018	2019	2018	2019
BUS./MAN.	77.02%	78.84%	88.78%	87.31%	100.78%	103.55%	98.02%	109.10%
EDUCATION	81.33%	77.65%	82.57%	78.03%	70.64%	45.85%	79.65%	72.43%
OTHER HUM.	85.53%	80.91%	95.47%	98.95%	121.54%	92.54%	79.97%	87.94%
SET	74.35%	73.70%	71.57%	80.87%	86.34%	93.78%	80.23%	83.38%
Grand total	77.86%	76.45%	80.18%	83.76%	93.54%	90.39%	82.24%	85.47%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

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

- The overall decrease in success rate is also evident across all the population groups, except for the Coloured and White population groups, where the pass rates increased by 3.58% and 3.23%, respectively.
- Although there was a decrease in the success rate across the African and Indian population groups, the Coloured population group performed better than the other 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], 2014 – 2019

Cohort year	Entering	Retained after				Cumulative	Cumulative	
	Cohort	Year 1	Year 2	Year 3	Year 4	Graduates to date	Dropouts to date	
2014	3 097	1 917 61.9%	992 32.0%	559 18.0%	274 8.8%	1 459 47.1%	1 639 52.9%	
2015	2 551	1 698 66.6%	976 38.3%	487 19.1%	263 10.3%	1 096 43.0%	1 204 47.2%	
2016	3 265	2 080 63.7%	1 192 36.5%	584 17.9%	383 11.7%	1 276 39.1%	1 182 36.2%	
2017	3 436	2 468 71.8%	1 585 46.1%	1 169 34.0%		779 22.7%	1 170 34.1%	
2018	2 772	2 123 76.6%	1 894 68.3%			127 4.6%	547 19.7%	
2019	2 984	2 442 81.8%				61 2.0%	378 12.7%	
		Cohort graduation						

Cohort base year	Cohort	Min. time	Min. + 1	Min. + 2	Min. + 3	Min. > +3	Total graduates (%)
2014	3 097	841	371	169	73	1	47.1%
2015	2 551	609	335	147	4	1	43.0%
2016	3 265	818	437	14	7	0	39.1%
2017	3 436	723	38	18	0	0	22.7%
2018	2 772	60	67	0	0	0	4.6%
2019	2 984	61	0	0	0	0	2.0%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

Table 11 above presents the first-time entering totals for student cohort, retention and graduate rates over time for three-year undergraduate qualifications. The 2014 cohort is used for purposes of interpreting this table. (The full cohort cycle is five years, due to regulation stipulating that the maximum study duration for a national diploma is five years.) From the 3 097 student cohort enrolled in 2014, 1 917 students (i.e. 61.9%) were retained in Year 1 (i.e. 2015); 992 students (i.e. 32.0%) were retained in Year 2 (i.e. 2016); etc. From this 2014 cohort, 47.1% of the students have graduated to date, whilst 52.9% are reported as dropouts (including stop-outs) to date. From that very same 2014 cohort, 27.16% graduated in the minimum duration of the qualifications for which they have enrolled; 12.08% graduated in the minimum time plus one year; 5.46% graduated in the minimum time plus two years, etc. This should provide a clear illustration, and assist in the interpretation of Table 11 above. It should be noted that the graduation cohort only includes the following qualifications: diploma, 360-credit diplomas, national diplomas, professional first bachelor's degrees (three years), and undergraduate diplomas or certificates (three years).

Tables 12 to 19 below provide the gender distribution of students and permanent instructional/research staff members in the different faculties per campus for 2019.

TABLE 12: Student profile for the Faculty of Management Sciences per campus, 2019

Campus grouping	African		Coloured		Indian		White		2019 total headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Bloemfontein	60.71%	34.92%	1.60%	0.95%	0.10%	0.06%	0.89%	0.79%	5 072
Welkom	67.46%	31.80%	0.34%	0.17%	0.00%	0.00%	0.06%	0.17%	1 758

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

TABLE 13: Permanent instructional/research staff profile for the Faculty of Management Sciences, 2019

Staff	African		Coloured		Indian		White		2019 total staff headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Headcount	16	24	4	2	1	1	25	12	85

Percentage	18.82%	28.24%	4.71%	2.35%	1.18%	1.18%	29.41%	14.12%	100.00%
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Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

TABLE 14: Student profile for the Faculty of Health and Environmental Sciences per campus, 2019

Campus grouping	African		Coloured		Indian		White		2019 total headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Bloemfontein	59.26%	29.14%	1.59%	0.43%	0.19%	0.05%	6.04%	3.29%	2 069

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

TABLE 15: Permanent instructional/research staff profile for the Faculty of Health and Environmental Sciences, 2019

Staff	African		Coloured		Indian		White		2019 total staff headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Headcount	11	13	2	0	0	0	17	6	49
Percentage	22.45%	26.53%	4.08%	0.00%	0.00%	0.00%	34.69%	12.24%	100.00%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

TABLE 16: Student profile for the Faculty of Engineering, Built Environment and Information Technology per campus, 2019

Campus grouping	African		Coloured		Indian		White		2019 total headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Bloemfontein	27.76%	64.57%	0.25%	1.93%	0.07%	0.17%	0.34%	4.93%	5 966
Welkom	37.88%	61.41%	0.47%	0.00%	0.00%	0.00%	0.00%	0.24%	425

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

TABLE 17: Permanent instructional/research staff profile for the Faculty of Engineering, Built Environment and Information Technology, 2019

Staff	African		Coloured		Indian		White		2019 total staff headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Headcount	13	31	1	1	0	3	14	33	96
Percentage	13.54%	32.29%	1.04%	1.04%	0.00%	3.13%	14.58%	34.38%	100.00%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

TABLE 18: Student profile for the Faculty of Humanities per campus, 2019

Campus grouping	African		Coloured		Indian		White		2019 total headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Bloemfontein	57.31%	38.72%	1.59%	0.99%	0.06%	0.00%	0.65%	0.68%	3 523
Welkom	63.63%	34.60%	0.74%	0.25%	0.00%	0.12%	0.45%	0.21%	2 428

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

TABLE 19: Permanent instructional/research staff profile for the Faculty of Humanities, 2019

Staff	African		Coloured		Indian		White		2019 total staff headcount
	Female	Male	Female	Male	Female	Male	Female	Male	
Headcount	15	30	2	2	2	1	17	6	75
Percentage	20.00%	40.00%	2.67%	2.67%	2.67%	1.33%	22.67%	8.00%	100.00%

Source: HEDA, extracted on 20 April 2020.

Note 1: 2019 data are not audited.

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

1.3 CONCLUSION

From the above results, it is evident that some of the targets could not be met, either due to an incorrect baseline, or because those targets were unrealistic. Failure to meet those targets could have a negative impact on achieving the targets for 2020. Carrying the unachieved objectives over to the following year, establishing the correct baseline, revising the annual target to be more realistic, and aligning KPIs to funding, form part of the improvement plan for addressing the shortcomings.

SECTION 2

2. REPORT OF THE CHAIRPERSON OF COUNCIL

2.1 INTRODUCTION BY THE CHAIRPERSON

The purpose of this section is to account for Council's actions and achievements in the governance of CUT during the 2019 academic year. In making decisions, Council took into consideration the articulated 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. 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.

2.2 EFFECTIVE ETHICAL LEADERSHIP AND CORPORATE CITIZENSHIP

In performing its governance role, Council exercises ethical and effective leadership to drive the achievement of an ethical culture, good performance, effective control and legitimacy. The university established an anonymous whistle-blowing service/ethics hotline that is managed by an independent external service provider. Investigations into ethical breaches are conducted timeously, and Management submits a report on remedial actions to the Audit, Risk and Information and Communication Technology (ICT) Governance Committee on a quarterly basis.

2.3 GOVERNANCE OF RISK

CUT governs risk in a manner that is consistent with the principles of good corporate governance, as espoused in King IV. Council is responsible for oversight regarding risk governance, and has delegated the role to a suitably skilled and experienced Audit, Risk and ICT Governance Committee. Management is responsible for the design, implementation and monitoring of risk management strategy and processes, with the assistance of the Risk and Compliance Advisory Committee. The risk management function effectively and efficiently manages significant risks facing the institution, and provides quarterly reports, for monitoring purposes. Independent and objective evaluation is conducted in accordance with the Internal Audit Plan. Council is not aware of any key current, imminent or forecasted risks that may threaten the sustainability of CUT. Further details on risk governance are presented in Section 8 of this report.

2.4 GOVERNANCE OF INFORMATION TECHNOLOGY (IT)

The governance of IT is delegated to the Audit, Risk and ICT Governance Committee 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.

2.5 COMPLIANCE WITH LAWS, CODES, RULES AND STANDARDS

A good corporate citizen in accordance with King IV, Council is ultimately responsible for compliance, and delegated the effective implementation of the Compliance Management Framework and policy, consistent with best practice, to Management. The CUT Council approved the updated institutional Regulatory Universe, which serves as a document that monitors the regulatory environment, and compliance with laws and regulations that are applicable to the institution, as well as internal CUT policies and procedures to supplement these.

An independent compliance function monitors the risk of non-compliance with key laws, regulation, codes and standards, and promotes the inculcation of a compliance culture at the institution. The university was not sanctioned or penalised for any material breaches, or incident of non-compliance with any critical regulations in 2019.

2.6 GOVERNING STAKEHOLDER RELATIONSHIPS

Management's quarterly reports to Council address the management of stakeholder participation and relationships at CUT.

The student leadership continues to play a critical role in representing its constituency in the university's major governance and management structures. The Students' Representative Council (SRC) President: Bloemfontein Campus and the SRC President: Welkom Campus are members of both Council and Senate.

The Student Services Council (SSC), which comprises 50% staff and 50% student representatives, attends to all matters relating to services affecting students.

The Student Academic Affairs Committee (SAAC) attends to all academic-related matters that have a direct impact on students. For example, to ensure that students are effectively and efficiently represented in faculties' structures, and able to engage on critical matters related to the success of the academic project of CUT, the committee has established a Faculty Student Representative Structure and Forum.

Management has a positive relationship with the unions, with bilateral discussions starting to produce results. The Labour Relations Forum (LRF) continuously discussed, and was involved in the development of proposals on the possible insourcing of outsourced services, elimination of historic salary anomalies, cost-saving initiatives, and continuous performance improvement initiatives. The grievance procedure is used to address employee and student dissatisfaction before it results in serious conflict.

2.7 REMUNERATION OF COUNCILLORS

In October 2015, Council adopted the following definition of an honorarium: "an *ex gratia* payment (i.e. a payment made without the giver recognising himself as having any liability or legal obligation) made to a person for his or her services in a voluntary capacity". Informed by this understanding, external Council members received honoraria as approved by the Remuneration Committee of Council. The quantum of the remuneration was based on the results of a benchmarking exercise that was conducted with other higher education institutions (HEIs). Furthermore, Council accepted the Council on Higher Education (CHE)'s recommendation that the in-kind payment of Councillors should not be allowed, as it constitutes a potential conflict of

interest. Hence, the following in-kind benefits were withdrawn: study benefits for Council members and their families, and special tariffs for the rental of university venues. The university pays the CUT-related travel and accommodation expenses of external Council members. The honoraria paid to external Council members for attending each scheduled meeting in 2019 are listed below.

Chairperson of Council:	R2 810
Deputy Chairperson of Council:	R2 470
Member of Council:	R2 350
Chairperson of a committee of Council:	R2 470
Member of a committee of Council:	R2 135

2.8 GOING CONCERN

Council, via its various standing committees, continuously ensured 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 and monitored as an emerging risk. The risk posed by the campaign was dealt with at national level, with the Chairpersons of university Councils also being involved in the several stakeholder engagements. The fee gap in 2019 was covered by a missing-middle allocation of R38 million from the DHET for students from households earning less than R600 000 per annum.

There was an improvement of 25% in income, from R1,120 billion in 2018, to R1,362 billion in 2019. The net surplus increased by 84%, from a net surplus of R199 million in 2018, to R366 million in 2019. These figures included the earmarked grants.

There was an improvement in the current ratio, from 1.81 in 2018, to 2.15 in 2019. The improvement in the ratio was mostly caused by the increase in current investments, due to increased payments from the National Student Financial Aid Scheme (NSFAS), as well as grants received, and the increase in student debtors (due to the higher enrolment figures). The debt ratio decreased from 0.61 in 2018, to 0.54 in 2019. Council also considered the profitability ratio, whereby it was established that there was a net surplus of R366 million in 2019, compared to R199 million in 2018. This translated to profitability ratios of 26.90% and 17.76% in 2019 and 2018, respectively.

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:

- a) **Income:** During 2019, income increased by 25%, from R1,120 billion in 2018, to R1,362 billion in 2019. This increase was mainly as a result of an increase of 21% (R106 million) in subsidies and grants, as well as an increase of 19% (R82 million) in tuition fee income. Fair value adjustments on investments also increased by R59 million.
- b) **Expenditure:** The total expenditure for 2019 increased by 8%, from R921 million in 2018, to R996 million in 2019. Council-controlled personnel costs increased by 11%, from R442 million to R491 million. Other current operating expenses increased by 5%, from R385 million to R404 million, whilst depreciation and amortisation increased by 3%, from R45 million to R47 million.

- c) **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 11%, from R442 million in 2018, to R491 million in 2019.
- d) **Solvency ratio:** There was an increase in the asset-debt ratio, from 1.64:1 in 2018, to 1.86:1 in 2019.
- e) **Cash balance:** The cash and cash equivalent balances decreased by R13 million (12.54%). Excess funds are rather transferred to the short-term investment (high-income) fund, which yields a higher growth rate than the call accounts.
- f) **Current investments:** An amount of R905 million is invested in the high-income fund account. This investment consists of funds received from the DHET for infrastructure and maintenance projects, and other grants (R383 million) that have not yet been spent, as well as other operating surpluses. The university received fees and allowances pertaining to students from both 2017, 2018 and 2019 from NSFAS during 2019.
- g) **Non-current investments:** The financial statements indicate that CUT did not withdraw any long-term investments to finance activities. Additional funds to the amount of R8 851 000 were invested in the long-term portfolios during December 2019, as per Council's resolution.

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 being 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 on the higher education sector and the university is not known at this stage.

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

2.10 BORROWINGS AND ADDITIONAL BORROWINGS

The university did not borrow any money in 2019.

2.11 POLICIES AND FRAMEWORKS

Council, via its Planning, Finance and Resources Committee (PFRC) and Audit, Risk and ICT Governance Committee (ARIC), ensures that formal financial policies and necessary frameworks are in place at all times. The internal audit function is used to review the implementation of these policies and frameworks, as well as the effectiveness or lack thereof. The implementation of all audit findings – internal and otherwise – is closely monitored by Council. One of the previous audit findings was that some of the policies were outdated. Accordingly, some of these policies were revised in 2019, whilst others will be revised in 2020.

2.12 FINANCIAL CONTROL INADEQUACIES

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

2.13 ADDITIONAL INVESTMENTS IN INFRASTRUCTURE

CUT received infrastructure and efficiency funding to the value of R40 million in 2017, and R267 million, to be distributed over three years, in 2018, from the DHET, for the construction of student housing and new buildings, both at the Bloemfontein and Welkom campuses.

The old BKS Building in Bellevue Street was renovated and upgraded as part of the establishment of the new Estates and Infrastructure (E&I) offices, at an amount of R1.2 million.

The comprehensive upgrading of the Technikon, Gymnos and Exchange House residences were completed in February 2020, at an amount of R7.2 million. The upgrading is of a very high standard, as this upgrading will be used as a model for the future upgrading of residences. Programmable electronic door locks were installed at students' rooms.

The construction of the Welkom campus cafeteria was completed in August 2019, with great success and with good quality, at an amount of R8 million. This was an excellent project that provided students with a long-required recreational space.

The construction of the workers' house at the CUT farm was completed in September 2019, at an amount of R750,000.00, by implementing a light steel frame construction method, as the CUT Civil Engineering Department indicated that they require such a structure for research purposes.

A new Medical Clinic was established at the Welkom campus, at an amount of R965,000.00, and was officially opened in October 2019.

The e-waste plant was completed in October 2019, at an amount of R950,000.00, and is currently in full operation.

2.14 RISK MANAGEMENT

Risk management should be embedded in the culture of the institution and applied in decision making at strategic and operational levels. Risk management is an integral component of the university's process structure, driving planning and strategy formulation processes, and fully aligning with the university's values and strategic initiatives. Council is responsible for the governance of risk management within the institution, and its role includes, amongst others, the approval of the risk management policy, whilst ensuring that the university's risk management framework is aligned with good corporate governance principles.

In providing reasonable assurance that a systematic process is followed when identifying, assessing and mitigating risks, and exploiting opportunities, the university developed and maintained an Institutional Risk Register, Emerging Risk and Incidents Register and other related reports. These progress reports on the implementation of risk mitigating measures are provided by various risk owners, in order to ensure that the various risks identified and assessed are adequately addressed, and that we facilitate the achievement of the university's objectives.

Financial focus

The 2016 #Fees-Must-Fall and free education campaigns presented a threat to the CUT from the 2017 up to and including the 2019 academic years. This threat was fully mitigated by government, who provided a grant equivalent to the amount of the 8% fee increase. As mentioned under 2.8

above, students with a household income of less than R600 000 qualified for this grant. The grant amounted to R38,4 million in both 2018 and 2019. This grant will reduce and phase out over the next three years.

Globally, the financial focus changed due to the COVID-19 outbreak. The full financial impact of the Coronavirus pandemic during 2020 on the higher education sector and the university is not known at this stage and the university has considered various scenarios and possible measures to be implemented to mitigate the threat. These scenarios and measures are reviewed and updated on a continuous basis.

SIGNED BY:

**CLLR MR CM PHEHLUKWAYO
CHAIRPERSON OF COUNCIL**

SECTION 3

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 the members are independent of the university, and possess of 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. The Executive Committee (Exco) of Council 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 2019, are reflected in Table 20 below.

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

EXTERNAL COUNCIL MEMBERS	PORTFOLIO	CURRENT TERM OF OFFICE	PREVIOUS TERM OF OFFICE	AGE	2019-03-15	2019-06-14	2019-07-19 Closed meeting	2019-09-20 Workshop	2019-09-21	2019-11-22 Workshop	2019-11-23
Mr CM Phehlukwayo Chairperson of Council from March 2018 to March 2021 Chairperson of the Executive Committee of Council	Audit and Risk/ICT Governance	May 2016 to May 2020	-	53	✓	✓	✓	✓	✓	✓	✓

Dr GA van Gensen Deputy Chairperson of Council from end March 2018 to March 2021 Chairperson of the Human Resources Committee Chairperson of the Remuneration Committee of Council	Marketing	Sept. 2018 to Sept. 2022	Until Sept. 2018	58	*	✓	✓	*	✓	*	✓
Mr M Matlala	Ministerial Appointee	Dec.2017 to Dec. 2021	-	64	✓	*	✓	✓	✓	*	*
Ms N Nxesi	Ministerial Appointee	Nov. 2017 to Nov. 2020	Nov. 2014 – Nov. 2017	59	*	✓	*	*	✓	*	✓
Mr N Dolopi	Ministerial Appointee	Mar. 2018 to Mar. 2021	Mar. 2015 – Mar. 2018	46	✓	✓	*	*	*	✓	✓
Mr L Hume	Ministerial Appointee	Nov. 2018 to Nov. 2022	Until Nov. 2018	52	✓	✓	✓	✓	✓	✓	✓
Adv. RR Dehal	Ministerial Appointee	Mar. 2019 to Mar. 2023 Termination of membership 15 Mar. 2019.	Until Mar. 2019	63	*	≠	≠	≠	≠	≠	≠
Mr XP Khumalo	Ministerial Appointee	Mar. 2019 to Mar. 2023	-	37	#	*	-	*	✓	✓	✓
Dr K Faul	Education	Sept. 2018 to Sept. 2021 Resigned Aug. 2019.	-	45	✓	*	✓	≠	≠	≠	≠
Ms VM Mojuto	Business	Jun. 2018 to Jun. 2022	-	38	✓	✓	✓	✓	✓	✓	✓
Dr C Mbileni-Morema	Technology	Nov. 2018 to Nov. 2021	-	44	✓	✓	✓	✓	✓	✓	✓

Mr L Sebola	Technology	Mar. 2017 to Mar. 2021	-	41	✓	✓	✓	✓	✓	*	✓
Mr S Hlongwane	Human Resources Management	Jun. 2018 to Jun. 2022	-	40	✓	✓	✓	✓	✓	*	✓
Mr MJ Besnaar	Finance	May 2016 to May 2019 Resigned 3 Sept. 2019.	-	43	✓	✓	-	≠	≠	≠	≠
Mr RG Nicholls Chairperson of the Planning, Finance and Resources Committee	Finance	Sept. 2017 to Sept. 2021 Resigned 29 Oct. 2019.	Sept. 2013 to Sept. 2017	71	*	*	✓	*	✓	≠	≠
Ms NMMM Mokose	Agriculture	Mar. 2019 to Mar. 2022	-	55	✓	✓	✓	✓	✓	✓	✓
Mr GM Cindi	Alumni Association	May 2018 to May 2021	-	36	✓	✓	✓	✓	✓	✓	✓
Mr I Osman	Expert in local/regional development and governance	Nov. 2017 to Nov. 2020	-	63	✓	✓	*	✓	✓	*	*
Ms MNW Mosuwe	Prominent person who would be able to add value to the Welkom campus	Nov. 2017 to Nov. 2020	-	51	✓	✓	*	✓	✓	✓	✓
Mr S Rantso	Businessman from the Central region who will add business value to the university	Nov. 2017 to Nov. 2021	-	42	✓	✓	✓	✓	✓	*	*
Prof. HJ de Jager	Vice-Chancellor and Principal			55	✓	✓	✓	✓	✓	✓	✓
Prof. AB Ngowi	DVC: Research, Innovation and Engagement			60	✓	✓	✓	✓	✓	✓	✓

Prof. DP Ngidi	DVC: Teaching and Learning			57	✓	✓	✓	✓	✓	✓	✓
Dr GW Paul	DVC: Resources and Operations			54	*	✓	✓	✓	✓	✓	✓
Prof. MLE Monnapula-Mapesela	Senate	Mar. 2017 to Mar. 2019	Nov. 2014 to Nov. 2016	54	✓	≠	≠	≠	≠	≠	≠
Ms N Dlamini	Senate	Jun. 2019 to Jun. 2021		50	#	✓	✓	✓	✓	✓	✓
Prof. JFR Lues	Senate	Sept. 2017 to Sept. 2019	-	52	✓	✓	✓	✓	✓	≠	≠
Prof. F van der Walt	Senate	Nov. 2019 to Nov. 2021		47	#	#	#	#	#	✓	✓
Ms D Mkhize	Academic staff member	Sept. 2018 to Sept. 2020	Jun. 2016 – Jun. 2018	45	✓	✓	*	✓	✓	✓	✓
Mr BCL Mokoma	Non-academic staff member	Mar. 2018 to Mar. 2020	-	56	✓	✓	✓	✓	✓	✓	✓
Mr T Masoeu	Institutional Forum	May 2017 to May 2019	-	39	✓	✓	✓	✓	✓	✓	✓
Mr S Ngwenya	Institutional SRC President	Dec. 2019		26	✓	✓	✓	✓	✓	✓	✓
Mr M Setlhalefo	Institutional SRC President	Dec. 2019		24	✓	✓	✓	✓	✓	✓	✓

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

An induction workshop was held for new Councillors on 1 February 2019 and was attended by the following Councillors: Mr M Matlala, Dr C Mbileni-Morema, Mr S Hlongwane, Ms NMMM Mokose, Mr GM Cindi, Mr SM Rantso, Mr S Ngwenya and Mr S Setlhalefo.

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 four ordinary meetings, one closed meeting and two workshops that were held, Council deliberated and took decisions on the principles of good governance. Members of Council observed the provisions of the CUT Code of Conduct and the policy on ethics that were approved by Council in 2014. Councillors acted in the interests of 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 2019 is detailed in Section 1 of this report.

A brief overview of significant matters to which Council attended in 2019 is subsequently provided.

a) Membership:

- Council endorsed the membership of the Institutional SRC President of the Bloemfontein campus, Mr S Ngwenya, as member of Council from January to December 2019, and the SRC President of the Welkom campus, Mr Setlhalefo, as member of Council from January to December 2019.
- The second term of office of Prof. Monnapula-Mapesela, Senate member on Council, came to an end.
- Council approved the termination of Adv. RR Dehal's membership on Council with immediate effect.
- Council approved the appointment of Mr MJ Besnaar for a second three-year term of office on the CUT Council, namely from May 2019 to May 2022.
- Council approved the appointment of Ms N Mokose as member of the PFRC, and Ms VM Mojuto as Deputy Chairperson of the PFRC.
- Council approved the appointment of Dr K Faul as member of Senate, as a replacement of Mr RG Nicholls.
- Council accepted the membership of Ms N Dlamini as Senate representative on Council for her first term, from June 2019 to June 2021.
- Council endorsed the appointment the new Ministerial Appointee, Mr Xolani Khumalo, with auditing/accounting/risk expertise.
- Council approved the reappointment of Mr MJ Besnaar as Chairperson of ARIC.
- Council approved the appointment of Mr L Sebola as Deputy Chairperson of ARIC.
- The second term of office of Prof. JFR Lues, Senate member on Council, came to an end.
- Council approved the appointment of Mr X Khumalo, who is a Chartered Accountant, and Ms N Mosuwe, who has experience in audit, risk and financial management, as members of ARIC.
- Council endorsed the membership of Prof. F van der Walt, Senate representative on Council, for the term November 2019 to November 2021.
- Council accepted the resignations of Prof. K Faul, Mr MJ Besnaar and Mr RG Nicholls.
- Council approved the appointment of Mr L Hume as Council representative on the Honorary Awards and Honorary Degrees Committee.

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

1. the admission policy 2020;
2. the Enrolment Plan 2020 – 2025;
3. the nomination of Dr Ellen Blekie as recipient of the Chancellor's Excellence Award for 2019;
4. the conferral of an Honorary Doctorate of Management Sciences in Marketing Management upon Dr Brand Pretorius at the September 2019 graduation ceremony;
5. the admission policy 2020;
6. the addendum to the admission policy 2020 on how matters of transformation would be addressed in the policy;
7. the articulation policy; the certification policy;
8. the awarding of an Honorary Doctorate in Environmental Health to Mr Jeremiah Chaka;
9. the awarding of an Honorary Doctorate in Communication in Language Practice to Mr Khotso Nkhatho;
10. the revised Code of Conduct for various structures; and
11. the Enrolment Plan 2020 – 2025.

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

- 2019 tuition and accommodation fee increase;
- evaluation of individual Councillors;
- security tender;
- membership of Adv. RR Dehal;
- term of office of Cllr MJ Besnaar;
- Planning, Finance and Resources Committee (PFRC) membership;
- Council representative on Senate;
- internal Councillors serving on standing committees of Council;
- membership of the Audit, Risk and ICT Governance Committee (ARIC) and the Human Resources Committee (HRC);
- Senate representative on Council;
- Terms of Reference of the Students' Representative Council (SRC);
- resignations of Dr K Faul and Mr MJ Besnaar;
- filling of vacancy on the Honorary Awards and Honorary Degrees Committee;
- *Governance Indicators Scorecard for Councils of South African Public Higher Education Institutions*;
- revised Codes of Conduct for members of various structures at CUT;
- term of office of the CUT Chancellor;
- individual evaluation of Council members, and proposed methodology;
- conflict of interest of Council members;
- filling the vacancies in the Finance and Education portfolios;
- Chancellor's conflict of interest/term of office of Chancellor;
- declaration of potential conflict of interest related to the procurement policy;
- good governance; and
- resignation of Cllr RG Nicholls.

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

- honoraria paid to external Councillors;
- mobile communication policy and procedure; and

- policy and procedure on external Council members' expenses.
- e) The Planning, Finance and Resources Committee recommended the following planning-, finance- and resource-related matters to Council for approval:
- the progress report on the implementation of the Institutional Operational Plan (IOP)/Annual Performance Plan (APP);
 - the repositioning of CUT Innovation Services (CUTIS);
 - the Adjusted Headline Budget for 2019;
 - the Annual Transformation Report 2018;
 - the repositioning of the Risk Management and Strategic Projects Section;
 - the alignment of the Infrastructure, Estates, Protection and Sustainability Services (IEPS) structure;
 - waiving of application fees and other student charges;
 - Preliminary Headline Budget for 2020 to 2022;
 - transformation progress report: first semester 2019;
 - Preliminary Headline Budget for 2021 to 2022;
 - Free State Sports Science Institute (FSSSI)-CUT land exchange;
 - progress report on the implementation of the 2019 Annual Performance Plan (APP), for the period 1 January 2019 to 30 September 2019;
 - investment of the reserve growth;
 - new biological asset management policy and procedure;
 - 2019 DHET Mid-term Report;
 - APP 2020;
 - revised Strategic Plan 2016 – 2020/2019 APP Matrix/2019 APP Technical Indicator Grid;
 - naming;
 - CUT's R6 million loan to CUTIS;
 - proposal on the insourcing of employees (security);
 - establishment of in-house legal services; and
 - new ICT structure.
- f) The Human Resources (HR) Committee recommended the following key matters to Council for approval:
- alignment of Infrastructure, Estates, Protection and Sustainability Services (IEPS) structure;
 - proposed repositioning of the Risk Management and Strategic Projects Section;
 - proposed creation of new positions for 2019;
 - revised travel and accommodation policy;
 - repositioning of the Fundraising Unit;
 - splitting of Fees and Financial Aid (FFA) Unit function to be placed on hold until the NSFAS Operating Model is finalised;
 - revised academic promotions procedure;
 - splitting of vacant position of Senior Administrative Officer within the Registrar's Division;
 - insourcing of Protection Services staff;
 - policy on private work;
 - re-establishment of in-house Legal Services Unit;

- creation of the Director: Legal Services and Legal Secretary positions on Peromnes levels 5 and 11, respectively;
 - disestablishment of the Manager: Institutional Regulatory and Compliance position;
 - costs pertaining to the Legal Secretary position and identified shortfall on the available saving for the Manager: Institutional Regulatory and Compliance position to be covered from the savings in the 2019 budget for new posts.
- g) The Audit, Risk and ICT Governance Committee recommended the following key matters to Council for approval:
- Strategic Risk Mitigation Progress Report – December 2018;
 - Risk Management and Strategic Projects Section’s Annual Report 2018;
 - repositioning of the Risk Management and Strategic Projects Section;
 - updated CUT Regulatory Universe;
 - revised Institutional Risk Register for 2019;
 - CUT Internal Audit Charter;
 - CUT Business Continuity Management Strategy;
 - internal audit policy and procedure manual;
 - quality assurance and improvement programme;
 - extension of internal audit services;
 - revised Enterprise Risk Management (ERM) Framework; and
 - revised ERM policy.
- h) Several institutional regulatory documents that were recommended to Council by its standing committees were approved, including the following:
- the 2020 admission policy;
 - the revised mobile communication policy and procedure;
 - the procurement policy;
 - the infrastructure procurement and delivery management policy;
 - the revised travel and accommodation policy and procedure;
 - the articulation policy;
 - the certification policy;
 - the SRC’s Terms of Reference;
 - the revised Code of Conduct for members of the CUT Council, standing committees of Council, Senate, standing committees of Senate, Mancom and any other official CUT committees;
 - the rules on conflict of interest for Council members;
 - the biological asset management policy for the Agri-Centre;
 - the CUT Internal Audit Charter;
 - the internal audit policy and procedure manual;
 - the revised ERM Framework;
 - the revised ERM policy;
 - the revised policy on private work by full-time employees; and
 - the revised policy and procedure on external Council members’ expenses.

The following section summarises the activities of Council’s standing committees during 2019.

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 2017/18 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.
- 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 2019 include the following:

- Progress report on the implementation of the Institutional Operational Plan (IOP)/Annual Performance Plan (APP) – summary for the period 1 January to 31 December 2018.
- Repositioning of CUT Innovation Services (CUTIS).
- Adjusted Headline Budget for 2019.
- CUT's Annual Transformation Report 2018.
- Repositioning of the Risk Management and Strategic Projects Section.
- Alignment of the Infrastructure, Estates, Protection and Sustainability Services (IEPS) Structure.
- CUTIS' report.
- Sustainability Framework Implementation Plan 2019.
- Management's report on financial performance for the year 1 January 2018 to 31 December 2018.
- Report on Broad-based Black Economic Empowerment (BBBEE) procurement for the period January 2018 to December 2018.
- Finance Turnaround Plan for 2018 – implementation progress.
- Student Financial Support Fund (SFSF) – Feenix.
- Free State Sport Science Institute (FSSSI)-CUT land exchange.

- Implementation report – Phase 2 of the salary anomalies process.
- Analysis of overheads – September 2018.
- Size and shape monitor.
- Student application, admission and enrolment monitoring.
- Preparing CUT for the Fourth Industrial Revolution and Circular Economy (4IR+CE).
- 2018 student allowances.
- Mobile communication policy and procedure.
- Progress report and executive summary on the implementation of the 2019 Annual Performance Plan (APP), for the period 1 January 2019 to 31 March 2019.
- New positions for 2019.
- Repositioning of the CUT's fundraising function.
- Waiving of application fees and other student charges.
- CUTis' report.
- Management's report on financial performance for the period 1 January 2019 to 31 March 2019.
- Report on Broad-based Black Economic Empowerment (BBBEE) procurement for the period 1 January 2019 to 31 March 2019.
- 2019 strategic projects, and requested roll-overs of 2018 strategic funds.
- Capital projects 2019, and roll-over funding of 2018's capital projects.
- APP – Alignment to budget: March 2019.
- Report on the administrative and management fees of long-term investments.
- Internal and external audit findings/ageing progress report – high-rated findings – Finance.
- Proposal for Medical Device Additive Manufacturing Technology Demonstrator.
- Revised policy on travel and accommodation, and procedure on travelling and accommodation costs and claims.
- Council Workshop/productive hour analysis.
- Cost analysis of all legal matters currently being litigated on behalf of CUT.
- Report on bad debt, and action plan.
- Progress report and executive summary on the implementation of the 2019 Annual Performance Plan (APP), for the period 1 January 2019 to 30 June 2019.
- Preliminary Headline Budget for 2020 to 2022.
- Transformation Progress Report: 1st Semester 2019.
- Splitting of the Student Bursary and Loans Unit's functions.
- Splitting of the vacant position of Senior Administrative Officer within the Registrar's Division.
- Quarterly report on the CUT Services and Enterprises Trust (CSET)'s operations for the period 1 April 2019 to 30 June 2019.
- Management's report on financial performance for the period 1 January 2019 to 30 June 2019.
- Report on Broad-based Black Economic Empowerment (BBBEE) procurement for the period 1 January 2019 to 31 March 2019.
- Investment and cash-flow report as at 30 June 2019.
- Progress report on the restructuring of CUTis.
- Preliminary Headline Budget for 2021 to 2022.
- Progress report on the implementation of the 2019 Annual Performance Plan (APP), for the period 1 January 2019 to 30 September 2019.
- Investment of the reserve growth.
- New biological asset management policy and procedure.
- 2019 DHET Mid-term Report.
- APP 2020.
- revised Strategic Plan 2016 – 2020/2019 APP Matrix/2019 APP Technical Indicator Grid.

- Naming.
- CUT's R6 million loan to CUTIS.
- Proposal on the insourcing of employees (security).
- Establishment of in-house legal services.
- New ICT structure.
- Quarterly report on the CUT Services and Enterprises Trust (CSET)'s operations for the period 1 April 2019 to 30 September 2019.
- Management's report on financial performance for the period 1 January 2019 to 30 September 2019.
- Report on Broad-based Black Economic Empowerment (BBBEE) procurement for the period 1 January 2019 to 30 September 2019.
- Investment and cash-flow report as at 30 September 2019.
- Size and Shape Monitor – second term 2019.
- Report on small-, medium- and micro-sized enterprise (SMME) procurement for the period January to September 2019.
- Appointment of a professional insurance company for the provisioning of insurance broking services.
- Student financial support (1 January 2019 – 30 September 2019).
- Honoraria of external (*ex officio*) CUTIS (Pty) Ltd Board members.
- Progress report on the commercialisation of CUT's service departments.
- Appointment of Higher Education Partners South Africa (HEPSA) for online degree programmes and courses.
- CSET Audit Report.
- Capital under-expenditure for the period 1 January to 30 September 2019.

TABLE 21: Councillors' attendance of Planning, Finance and Resources Committee meetings in 2019

EXTERNAL COUNCIL MEMBERS	2019-02-20	2019-05-17	2019-06-04 Joint ARIC and PFRC meeting	2019-06-10 Joint ARIC and PFRC meeting	2019-08-23	2019-10-25
Cllr RG Nicholls (Chairperson)	✓	✓	✓	✓	✓	✓
Cllr VM Mojuto (Deputy Chairperson from May 2019)	✓	✓	✓	✓	✓	*
Cllr S Rantso	✓	✓	✓	*	✓	✓
Cllr NMMM Mokose	#	✓	✓	✓	✓	*
INTERNAL COUNCIL MEMBERS						
Prof. HJ de Jager Vice-Chancellor and Principal	✓	✓	✓	✓	✓	✓
Dr GW Paul DVC: Resources and Operations	✓	✓	✓	✓	✓	✓

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 2018 include the following:

- Strategic Risk Mitigation Progress Report – December 2018.
- Risk Management and Strategic Projects Section's Annual Report 2018.
- Repositioning of the Risk Management and Strategic Projects Section.
- External Audit Plan for the year that ended on 31 December 2018.
- PricewaterhouseCoopers (PwC)'s close-out report on the Internal Audit Strategic and Operational Plan 2018.
- PwC's Internal Audit Strategic and Operational Plan 2019.
- Report on whistle-blowing investigations.
- Follow-up high- and medium-risk internal and external audit findings.
- Management's report on financial performance for the year 1 January 2018 to 31 December 2018.
- Strategic ICT projects.
- Status of litigation and claims.
- Updated CUT Regulatory Universe.
- Revised Institutional Risk Register for 2019.
- Draft Business Continuity Management (BCM) Strategy.
- Institutional Risk Mitigation Progress Report for the first quarter of 2019.
- Management's report on financial performance for the year 1 January 2019 to 31 March 2019.
- CUT Internal Audit Charter.
- CUT Business Continuity Management Strategy.
- ARIC membership.
- Internal audit evaluation report.
- External audit evaluation report.
- Reporting guidelines.
- Matters relating to the 31 December 2018 external audit of CUT.
- PwC's progress report on the Internal Audit Plan for 2019.
- Internal audit report on the revised Key Performance Areas (KPIs).
- CUT's current ICT security posture.
- Institutional risk mitigation report for the second term of 2019.
- Management's report on financial performance for the year 1 January 2019 to 30 June 2019.
- ICT Operational Plan.

- Internal audit policy and procedure manual.
- Quality assurance and improvement programme.
- Extension of internal audit services.
- Revised Enterprise Risk Management (ERM) Framework.
- Revised ERM policy.
- Chairperson of ARIC.
- SNG-GT: Audit Plan for the year ending 31 December 2019.
- PwC's third-quarter progress report on the internal audit.
- Amended Public Audit Act.
- Follow-up on high- and medium-risk internal and external audit findings.
- Management's report on financial performance for the year 1 January 2019 to 30 September 2019.
- Investment and cash-flow report as at 30 September 2019.
- Institutional Policy Framework.
- New ICT structure.

TABLE 22: Councillors' attendance of Audit, Risk and ICT Governance Committee meetings in 2019

EXTERNAL COUNCIL MEMBERS	2019-02-21	2019-05-23	2019-06-04 Joint ARIC and PFRG meeting	2019-06-10 Joint ARIC and PFRG meeting	2019-09-06	2019-10-31
Cllr MJ Besnaar (Chairperson) Resigned from CUT Council on 3 Sept. 2019	✓	✓	✓	✓	#	#
Cllr L Sebola (Deputy Chairperson) Acting Chairperson from 6 Sept. 2019	✓	✓	*	*	✓	✓
Cllr I Osman	*	✓	✓	✓	✓	*
Cllr XP Khumalo	#	#	#	#	#	✓
Cllr MNW Mosuwe	#	#	#	#	#	✓
INTERNAL COUNCIL MEMBERS						
Prof. HJ de Jager Vice-Chancellor and Principal	✓	✓	✓	✓	✓	✓
Dr GW Paul DVC: Resources and Operations	✓	✓	✓	✓	✓	✓

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 Dr GA van Gensen in 2019. Four ordinary quarterly meetings and two round-robin meetings were held during the year on various human resources-related matters.

In 2019, the Human Resources Committee attended to matters such as the following:

- Phase 2 of the salary anomalies process.
- Restructuring of the Resources and Operations Division.
- Alignment of Infrastructure, Estates, Protection and Sustainability Services (IEPS) structure.
- Outcome of matter related to former Director: Risk Management and Strategic Projects.
- Repositioning of the Risk Management and Strategic Projects Section.
- The use, possession and cultivation of marijuana.
- Campus climate report 2018.
- Creation of new positions for 2019/2020.
- Revised travel and accommodation policy and procedure.
- Reimagining CUT: Management and Organised Labour Agreement of Commitment: April 2019.
- Repositioning of Fundraising Unit.
- Probation review of Dr GW Paul.
- Probation review of Prof. AB Ngowi.
- Amendment of HR policies, and alignment thereof with acts related to employment and labour relations.
- Status of litigation and claims/report on grievance, disciplinary and CCMA cases.
- Internal/external HR-related auditing findings.
- Implementation of CUT's Employment Equity Plan.
- Splitting of Fees and Financial Aid Unit.
- Provision made in CUT policies and procedures for acts related to labour relations.
- Annual Workplan of HR Committee.
- Endorsement of the revised academic promotions procedure.
- Splitting of vacant position of Senior Administrative Officer within the Registrar's Division.
- Transformation progress report: first semester 2019.
- Independent study into issues affecting women in the workplace at CUT.
- Proposal to change from the National Tertiary Retirement Fund (NTRF) pension fund to the CUT pension fund/review of CUT's pension fund structure.
- Proposal on insourcing of Protection Services employees.
- Women impacted by CUT transformation programmes.
- Revision of policy on private work.
- Disciplinary actions related to the Defensor matter.
- Change in job designation of Manager: Institutional Renewal and Transformation to Senior Manager: Institutional Renewal and Transformation.
- Establishment of in-house Legal Services Unit.
- New ICT structure.
- Quarterly reports on absenteeism, Joint Bargaining Forum, Labour Relations Forum, employment equity, renewal, filling and/or extension of employment contracts for Executive and Senior Managers, and union membership.

TABLE 23: Councillors' attendance of HR Committee meetings in 2019

EXTERNAL COUNCIL MEMBERS	2019-02-19	2019-05-22	2019-08-27	2019-11-12
Cllr Dr GA van Gensen (Chairperson)	*	✓	✓	✓
Cllr N Dolopi (Deputy Chairperson)	✓	✓	✓	✓
Cllr N Nxesi	*	*	*	✓
Cllr MNW Mosuwe	✓	✓	✓	✓
INTERNAL COUNCIL MEMBER				
Prof. HJ de Jager Vice-Chancellor and Principal	✓	✓	✓	✓

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 2019 include the following:

- 2019 wage increase for employees at P4 to P18.
- 2019 wage increase for employees at P1 to P3.
- PricewaterhouseCoopers (PwC) RemChannel's report.
- Concern raised by Cllr RG Nicholls regarding the 2019 salary increases.
- Honoraria paid to external Councillors.
- Benchmark: salary scales.

- Mobile communication policy and procedure.
- Policy and procedure on external Councillors' expenses
- Fringe benefit tax review: Vice-Chancellor and Principal's accommodation.
- Update on wage negotiations for 2020, and request for a special Remuneration Committee meeting.

TABLE 24: Councillors' attendance of Remuneration Committee meetings in 2019

EXTERNAL COUNCIL MEMBERS	2019-01-25 Special meeting	2019-02-28	2019-05-30	201-09-05	2019-11-07
Cllr Dr GA van Gensen Chairperson from end March 2018	✓	✓	✓	✓	✓
Cllr CM Phehlukwayo Member from end March 2018	✓	✓	✓	✓	✓
Cllr MJ Besnaar Resigned from CUT Council on 3 Sept. 2019	✓	*	✓	≠	≠
Cllr RG Nicholls Resigned from CUT Council Oct./Nov. 2019	*	*	✓	✓	≠
Cllr L Sebola (Deputy Chairperson) Acting Chairperson of ARIC from 6 Sept. 2019	#	#	#	#	✓
INTERNAL COUNCIL MEMBER					
Prof. HJ de Jager Vice-Chancellor and Principal	✓	✓	✓	✓	✓

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 2019 include the following:

- 2019 tuition and accommodation fee increase.
- Evaluation of individual Councillors.
- Security tender.
- Membership of Adv. RR Dehal.
- Term of office of Mr MJ Besnaar.
- Planning, Finance and Resources Committee (PFRC) membership.
- Council representative on Senate.

- Matter pertaining to Mr N Baloyi, former Director: Risk Management and Strategic Projects.
- *Guidelines for Good Governance Practice and Governance Indicators for South African Public Higher Education Institutions (HEIs).*
- Declaration of business interest.
- Application form for overseas travel – institutional review of the University of Bahrain.
- Report: Innovation Africa 2018.
- Student unrest at CUT during February 2019.
- Security tender.
- Internal Councillors serving on standing committees of Council.
- Membership of the Audit, Risk and Information and Communication Technology (ICT) Governance Committee (ARIC).
- Senate representative on Council.
- Declaration of business interest.
- Individual evaluation of Council members, and proposed methodology.
- *Governance Indicators Scorecard for Councils of South African Public Higher Education Institutions.*
- CUT Youth Summit.
- Application for overseas visit.
- Terms of Reference of the Students' Representative Council (SRC).
- Resignations of Dr K Faul and Mr MJ Besnaar.
- Membership of the Human Resources Committee (HRC).
- Filling of vacancy on the Honorary Awards and Honorary Degrees Committee.
- Revised Codes of Conduct for members of various structures at CUT.
- Term of office of the CUT Chancellor.
- September and November 2019 Council Workshops.
- Report on World Association for Cooperative Education (WACE) 21st World Conference 2019 and President's Summit.
- Appointment of an accredited Microsoft Licensing Solution Provider (LSP) for the renewal of the Microsoft licences.
- Appointment of a service provider for the supply of computer equipment.
- Purchasing of equipment for Medical Device Additive Manufacturing Technology Demonstrator.
- Assessment of conflict of interest – Ms MNW Mosuwe.
- Application to attend the 12th Southern African – Nordic Centre (SANORD) 2019 Annual Scientific Conference in Botswana.
- Application to participate in the study tour to China for Vice-Chancellors, on invitation by the Chinese Embassy.
- Declaration of interest – further studies – Ms N Mokose.
- Security tender matter – disciplinary actions against the Management Committee (Mancom) and the Planning, Finance and Resources Committee (PFRC) related to the Defensor matter.
- Finance and performance matters, and consequence management.
- independent study at CUT on matters affecting women in the workplace.
- Conflict of interest of Council members.
- Filling the vacancies in the Finance and Education portfolios.
- Chancellor's conflict of interest/term of office of Chancellor.
- Declaration of potential conflict of interest related to the procurement policy.
- Good governance.
- Resignation of Mr RG Nicholls.
- Disciplinary actions related to the Defensor matter
- Security tender: legal opinion.

- Southern African Development Community (SADC) Botswana Academic Outreach Project and 12th Southern African – Nordic Centre (SANORD) International Annual Conference 2019.
- Appointment of a professional insurance company for the provisioning of insurance broking services.
- Appointment of Higher Education Partners South Africa (HEPSA) for online degree programmes and courses.
- Council member on Senate.
- Phases 1 and 2 of the integrated security system project.
- Quorum for CUT meetings.

TABLE 25: Councillors’ attendance of Exco of Council meetings in 2019

EXTERNAL COUNCIL MEMBERS	2019-01-25 Special meeting	2019-02-28	2019-05-30	2019-08-01 Special meeting	201-09-05	2019-11-07
Cllr Dr GA van Gensen Chairperson from end March 2018	✓	✓	✓	✓	✓	✓
Cllr CM Phehlukwayo Member from end March 2018	✓	✓	✓	✓	✓	✓
Cllr MJ Besnaar Resigned from CUT Council 3 Sept. 2019	✓	*	✓	✓	≠	≠
Cllr RG Nicholls Resigned from CUT Council Oct./Nov. 2019	*	*	✓	✓	✓	≠
Cllr L Sebola (Deputy Chairperson) Acting Chairperson of ARIC from 6 Sept. 2019	#	#	#	#	#	✓
INTERNAL COUNCIL MEMBER						
Prof. HJ de Jager Vice-Chancellor and Principal	✓	✓	✓	✓	✓	✓

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:

**CLLR MR CM PHEHLUKWAYO
CHAIRPERSON OF COUNCIL**

SECTION 4

4. SENATE'S REPORT

4.1 EXECUTIVE SUMMARY

In alignment with our Vision 2020, Senate, as a statutory body, made an important contribution to the strategic positioning and the academic project of CUT in 2019. 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, one special Senate meeting 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 three 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 2019:

- admission policy 2020;
- Enrolment Plan 2020 to 2025;
- nomination of Dr Ellen Blekie as recipient of the Chancellor's Excellence Award;
- conferral of an Honorary Doctorate of Management Sciences in Marketing Management upon Dr Brand Pretorius;
- the appointment of Ms N Dlamini as Senate representative on Council;
- addendum to admission policy 2020 on how matters of transformation would be addressed in the admission policy;
- articulation policy;
- certification policy and procedure;
- report on research productivity, based on the 2018 research submission;
- conferral of an Honorary Doctorate in Environmental Health upon Mr Jeremiah Chaka;
- conferral of an Honorary Doctorate in Communication in Language Practice upon Mr Khotso Nkhatho;
- revised Code of Conduct for various committee structures;
- 2019 mid-term report to the DHET; and
- appointment of Prof. F van der Walt as Senate member on Council for a two-year period.

4.2 CHANGES IN THE ACADEMIC STRUCTURE

No changes were made to the academic structure in 2019.

4.3 COMPOSITION OF SENATE

TABLE 26: Composition of Senate

Prof. HJ de Jager	Vice-Chancellor & Principal (Chairperson)
Prof. DP Ngidi	Deputy Vice-Chancellor: Teaching and Learning (Deputy Chairperson)
Cllr RG Nicholls	CUT Council Member to Senate (until end of October 2019)
Cllr N Nxesi	CUT Council Member to Senate
Prof. AB Ngowi	Deputy Vice-Chancellor: Research, Innovation and Engagement
Dr N Mrwetyana	Registrar & Secretary to Senate
Prof. AJ Strydom	Dean: Faculty of Management Sciences
Prof. SS Mashele	Dean: Faculty of Health & Environmental Sciences
Prof. N Feza	Dean: Faculty of Humanites
Prof. HJ Vermaak	Dean: Faculty of Engineering, Built Environment and Information Technology
Dr JG van der Walt	Acting Assistant Dean: Research, Innovation & Engagement (Faculty of Engineering & Information Technology)
Prof. D Das	Assistant Dean: Teaching and Learning (Faculty of Engineering & Information Technology) & Associate Professor: Civil Engineering
Prof. C van der Westhuizen	Assistant Dean: Research, Innovation and Engagement (Faculty of Health & Environmental Sciences)
Prof. HS Friedrich-Nel	Assistant Dean: Teaching & Learning (Faculty of Health & Environmental Sciences) & Associate Professor: Radiography & Acting Senior Director: Centre for Innovation in Learning and Teaching (from August 2019)
Prof. M Mhlolo	Assistant Dean: Research, Innovation and Engagement (Faculty of Humanities) & Associate Professor: Postgraduate Studies
Dr RW Thabane	Assistant Dean: Teaching & Learning (Faculty of Humanities)

Prof. C Chipunza	Assistant Dean: Research, Innovation and Engagement (Faculty of Management Sciences) & Associate Professor: HR Management
Prof. F van der Walt	Assistant Dean: Teaching & Learning (Faculty of Management Sciences); Associate Professor: Business Management & Senate Representative on Council (from November 2019)
Mr L Jackson	Director: International Office
Prof. LE Monnapula-Mapesela	Senior Director: Centre for Innovation in Learning and Teaching & Senate member on Council (until end of July 2019)
Prof. LOK Lategan	Senior Director: Research Development & Postgraduate Studies
Ms MH Maimane	Deputy Director: Curriculum and Academic Staff Development
Dr HS Jacobs	Deputy Director: Work-Integrated Learning & Skills Development
Dr JJC Badenhorst	Deputy Director: e-Learning & Educational Technology
Dr A Szubarga	Deputy Director: Management Information Systems (MIS) & Acting Director: Institutional Planning & Quality Enhancement (1 January 2019 – 31 September 2019, 1 November 2019 – 31 December 2019)
Mr I Mokhele	Acting Director: Institutional Planning & Quality Enhancement (1 October 2019 - 31 October 2019) & Deputy Director: Quality Enhancement
Prof. JFR Lues	Professor: Environmental Health & Senate member on Council (until August 2019)
Dr P Tondi	Deputy Registrar: Student Services
Ms N Dlamini	Deputy Registrar: Academic Administration & Senate Representative on Council (from September 2019)
Prof. S Makola	Director: Welkom Campus
Mr JM Kabamba	University Librarian
Prof. I Yadroitsau	Professor: Medical Product Development/Additive Manufacturing
Mr M Motsoeneng	Representative: Support Services Staff
Dr J Nkhebenyane	Representative: Academic staff
Mr SR Ngwenya	Representative: SRC (SRC President)
Mr S Mokgethi	Representative: SRC (President: Welkom campus)
ASSOCIATE PROFESSORS / HEADS OF DEPARTMENT	
Prof. M Truscott	Associate Professor: Mechanical Engineering & Applied Mathematics
Prof. PJ Fourie	Associate Professor: Agriculture & Head of Department: Agriculture

Prof. YE Woyessa	Associate Professor: Civil Engineering
Prof. D Kokt	Associate Professor: Human Resource Management
Prof. SN Matoti	Associate Professor: Teacher Education & Head of Department: Educational and Professional Studies
Prof. G Alexander	Associate Professor: Postgraduate Studies
Prof. W du Preez	Associate Professor: Mechanical and Mechatronics Engineering
Prof. AH Makura	Associate Professor: Postgraduate Studies
Prof. AJ Swart	Associate Professor: Electrical Engineering
Prof. JW Badenhorst	Associate Professor: Education Studies
Prof. P Hertzog	Associate Professor: Electrical Engineering
Prof. E Theron	Associate Professor: Civil Engineering
Prof. P Rambe	Associate Professor: Business Support Studies
Prof. EM Masinde	Associate Professor: Information Technology & Head of Department: Information Technology
Prof. K Kusakana	Associate Professor: Electrical/Electronic/Computer Engineering & Acting Head of Department: Electrical, Electronic and Computer Engineering
Prof. PA Phindane	Associate Professor: Language/Social Sciences Education & Head of Department: Language and Social Science Education
Prof. WN Setlalto	Associate Professor: Mathematics/Science/Technology Education & Head of Department: Mathematics, Science & Technology Education
Prof. FE van Schalkwyk	Associate Professor: Clothing & Fashion; Head of Department: Design & Studio Art
Prof. T van Niekerk	Associate Professor: Public Management & Head of Department: Government Management
Prof. G Schlebusch	Head of Department: Postgraduate Studies: Education & Associate Professor: Teacher Education
Dr NJ Malebo	Head of Department: Life Sciences
Dr G Makanda	Head of Department: Mathematical and Physical Science
Dr G Jacobs	Head of Department: Mechanical and Mechatronic Engineering
Prof. M Naong	Associate Professor: Business Administration & Head of Department: Business Management
Prof. DY Dzansi	Head of Department: Business Support Studies

Dr R Haarhoff	Associate Professor: Tourism & Head of Department: Tourism & Events Management (until end of May 2019)
Dr J Hattingh	Acting Head of Department: Tourism & Event Management (from June 2019)
Dr SVM Moeketsi	Associate Professor: Communication Sciences
Dr BG Fredericks	Acting Head of Department: Communication Sciences
Dr E Vermaak	Acting Head of Department: Health Sciences
Dr D Crowther	Acting Head of Department: Hotel School
Dr J Palmer	Acting Head of Department: Educational & Professional Studies
Prof. FE Emuze	Professor: Built Environment & Head of Department: Built Environment
Prof M Sedibe	Associate Professor: Agriculture
Dr L Steenkamp	Head of Department: Accounting & Auditing
DEPARTMENT MANAGERS	
Dr M Oosthuizen	Department Manager: Information Technology (Welkom)
Mr SS Ramphoma	Department Manager: Government Management & Business Management (Marketing)
Dr MA Modise	Department Manager: Language/Social Sciences Education; Educational & Professional Studies
Dr BP Badenhorst	Department Manager: Communication Sciences
Dr T Matlho	Department Manager: Postgraduate Studies: Education
Mr CH Wessels	Department Manager: Information Technology
Ms G Pule	Department Manager: Accounting and Internal Auditing
Mr V Adonis	Department Manager: Business Support & Business Management
Dr R Bhagwandeem	Department Manager: Mathematics, Science & 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 2019:

- A staff member from the Faculty of Health and Environmental Sciences was awarded a Y-rating by the National Research Foundation (NRF), with effect from 01 January 2020.
- A staff member from the Faculty of Health and Environmental Sciences, who has a Y-rating from the NRF, was successfully selected as a participant in the first phase of the Future Professors Programme (FPP), which is a highly competitive initiative undertaken by the DHET geared towards preparing promising and productive early career academics to become a cohort of South African Professors, selected from 26 public South African universities.
- The South African Technology Network (SATN), in partnership with the DHET and Tshwane University of Technology (TUT), awarded PhD scholarships to three staff members from the Faculty of Health and Environmental Sciences.
- After participating in the FameLab Free State institutional hit with University of the Free State (UFS) and CUT postgraduate students, a Master of Agriculture student from the Faculty of Health and Environmental Sciences was elected as the Free State champion, representing both institutions in the national finals held at uShaka Marine World from 3 to 9 May 2019. This is a South African Agency for Science and Technology Advancement (SAASTA)-orchestrated FameLab science competition held across South African universities, in collaboration with Jive Media Africa, the British Council and the NRF, with the finals comprising 30 countries across the world.
- Prof. Joan Lockyer delivered a very vibrant Annual Herman Mashaba Lecture on Entrepreneurship.
- Following a review of the achievements of the Research Chair in Medical Product Development through Additive Manufacturing over the past five years, as well as a site visit, the NRF extended the period of support of the Chair by another five years, at Tier 2 level.
- A staff member from the Faculty of Humanities received a C3-rating from the NRF.
- A member from the CRPM represented CUT as a finalist in the 2017/2018 National Science and Technology Forum (NSTF) South 32 Awards in two categories, namely Engineering Research Capacity Development, and Corporate Organisation Innovation. The awards are acknowledged as the “Academic Oscars” of South Africa.
- A student in Electrical Engineering won the South Africa Institute of Electrical Engineers (SAIEE)’s Student Paper Competition on 22 November 2019, amongst competitors from all UoTs.
- A staff member from Work-integrated Learning and Skills Development was selected to be a member of Universities South Africa (USAf)’s World of Work Strategy Group, which is one of four strategy groups of USAf.
- A member from WIL and Skills Development was re-elected to serve on the South African Board of People Practices (SABPP)’s Provincial Committee for 2020.
- The Sesotho National Language Body has requested the PAnSALB Board to issue CUT with a certification letter, so that the Civil Engineering terminology could be used as a resource.
- Three staff members from the Faculty of Engineering, Built Environment and Information Technology (FEBIT) received the Leeds Sustainability Institute (LSI) Sustainable Retrofit Award at the Sustainable Ecological Engineering Design for Society (SEEDS) Conference at the University of Suffolk, Ipswich, United Kingdom, on 11 September 2019.
- Two IT students qualified to participate in the finals of the Standard Bank Challenge, which focuses on artificial intelligence and machine learning. The finals took place in Johannesburg from 30 August to 2 September 2019. All the participants in the finals were divided into teams, with each team consisting of five students from different universities, who had to develop a machine-learning product in limited time. One of our students was part of the winning team.

4.4.2 Regional, national and international co-operation (academic partnerships)

The following partnerships were forged in 2019:

- The Emergency Medical Preparatory Short Learning Programme, offered through the Emergency Medical Care (EMC) programme, concluded in December 2019. From the intake of 34 students, 30 qualified for access into an EMC programme at the University of Johannesburg (UJ). Subsequently, due to limited space, 14 students were admitted for the two-year Diploma in the EMC programme, whilst 13 were admitted for the one-year Higher Certificate programme.
- Staff from the Department of Life Sciences have an ongoing collaboration with UFS, North-West University (NWU), TUT and the University of Kimpa Vita in Angola, funded by the NRF.
- Staff from the Department of Agriculture have research collaborations with UFS, the Agricultural Research Council (ARC), Nelson Mandela University (NMU), SA Studbook and the Grootfontein Development Institute.
- The learning programmes in Public Management, Human Resources Management and Tourism Management hosted exchange students from Aalen University of Applied Sciences, Hochschule Harz in Germany, and Montpellier University in France.
- Vibrant partnerships were implemented between the Faculty of Management Sciences (FMS) and the Greater Zimbabwe University, the Ho Technical University in Ghana, the Lesotho Institute of Public Administration and Management (LIPAM) in Lesotho, Montpellier University in France, and Breda University in the Netherlands.
- Partnerships were forged between the FMS and the Association of Accounting Technicians; Technical and Vocational Education and Training (TVET) colleges in the Free State; the Maccavlei Learning Academy; Makwa Brokers; the South African Municipal Workers' Union (SAMWU); and BANKSETA, and training in restaurant service is offered to various schools.
- The FMS hosted the Business Ethics Project Awards function, in co-operation with PricewaterhouseCoopers (PwC).
- Various staff members from the FMS underwent industry exposure at private sector businesses, municipalities and other government-related institutions.
- To date, CUT has 80 partnerships across seven regions, namely Africa, Asia Pacific, Canada, the European Union (EU), Latin America, the United Kingdom (UK) and the United States of America (USA). 50% of the 80 partnerships are generic agreements that cover research, publication, students and staff mobility/exchange, and curriculum development. In the 2019 academic year, CUT signed 24 memorandums of understanding (MoUs), which brings the total number of agreements to 80. The agreements range from generic institutional agreements, to mobility agreements, research agreements and project agreements, such as the European Union International Credit Mobility and Capacity Building of Higher Education (CBHE) project agreements, which afford funding opportunities for staff and student exchanges to CUT.
- CUT signed MoUs with 24 universities in 2019. As part of our partnership management strategy, the International Office will engage the Faculty Assistant Deans for Research to ascertain all the activities for the 2020 academic year cycle.

NAME OF INSTITUTION	TYPE OF PARTNERSHIP	FACULTY
1. National University of Lesotho	Faculty based	Faculty of Management Sciences

2. Namibia University of Science and Technology (NUST)	Institutional	Faculty of Engineering, Built Environment and Information Technology
3. University of Rwanda	Institutional	Faculty of Engineering, Built Environment and Information Technology
4. TATA Institute for Fundamental Research, India	Faculty based	Faculty of Humanities
5. Hangzhou Normal University, China	Institutional	Confucius Institute (CI) MoU.
6. Hangzhou Normal University, China	International	Faculty of Management Sciences; Faculty of Engineering, Built Environment and Information Technology
7. Hohai University, China	Institutional	Faculty of Engineering, Built Environment and Information Technology
8. University of Ottawa, Canada	Faculty based	Faculty of Health and Environmental Sciences
9. Hochschule Rhein-Waal, Germany	Institutional	Faculty of Management Sciences; Faculty of Engineering, Built Environment and Information Technology; Faculty of Humanities; Faculty of Health and Environmental Sciences
10. Federal University of Rio Grande, Brazil	Institutional	Faculty of Management Sciences; Faculty of Engineering, Built Environment and Information Technology; Faculty of Humanities; Faculty of Health and Environmental Sciences
11. University of East London, UK	Faculty based	Faculty of Engineering, Built Environment and Information Technology
12. Duale University College, Germany	Faculty based	Faculty of Management Sciences
13. University of Central Lancashire, UK	UDDR Research Group	Faculty of Health and Environmental Sciences
14. Universidade Federal do Rio de Janeiro, Brazil	Institutional	Faculty of Management Sciences; Faculty of Engineering, Built Environment and Information Technology; Faculty of Humanities; Faculty of Health and Environmental Sciences

15. Aksaray Üniversitesi, BESYO, Turkey	Faculty based	Faculty of Engineering, Built Environment and Information Technology International Credit Mobility agreement, funded by Erasmus+ EU
16. Vrije Universiteit Brussel, Belgium	Institutional	Faculty of Management Sciences; Faculty of Engineering, Built Environment and Information Technology; Faculty of Humanities; Faculty of Health and Environmental Sciences
17. Chung-Ang University, South Korea	Faculty based	Faculty of Humanities
18. University of Porto, Portugal	Institutional	International Credit Mobility agreement funded by Erasmus+ EU and an institutional partnership
19. Makerere University, Uganda	Faculty based	Faculty of Engineering, Built Environment and Information Technology
20. National University of Information Science & Technology, China	Faculty based	Faculty of Management Sciences; Faculty of Engineering, Built Environment and Information Technology
21. Botswana International University of Science and Technology, Botswana	Institutional	Centre for Rapid Prototyping and Manufacturing; Product Development Technology Station; Faculty of Engineering, Built Environment and Information Technology; CUT Innovation Services (CUTIS); Technology Transfer Office (TTO); Idea Gym (i-GYM).
22. University of Montpellier, France	Institutional	Faculty of Health and Environmental Sciences; Faculty of Management Sciences
23. Warsaw University, Poland	Institutional	Faculty of Management Sciences; Faculty of Engineering, Built Environment and Information Technology; Faculty of Humanities; Faculty of Health and Environmental Sciences
24. ESSU, Spain	Faculty based	Faculty of Engineering, Built Environment and Information Technology – an International Credit Mobility agreement funded by Erasmus+ EU

INTERNATIONAL CREDIT MOBILITIES (ICMs):

CUT is involved in the following ICMs:

CUT's involvement in the Erasmus+ ICMs generated external funds to support our student and staff mobility project. CUT has active ICM partnerships with the University of Montpellier, France; Uppsala University, Sweden; Aksaray Üniversitesi, BESYO; and University of Porto, Portugal. ICM mobilities have funded both inbound students and staff for a maximum period of five months – saving CUT approximately R90 000 per mobility. The total expenditure of the ICM programme is R320 939.35 for outbound exchange students, and R102 848.22 for outbound exchange staff members. Hence, CUT saved a total of R423 787.55 that would have been spent from the internal budget.

STUDENT MOBILITY 2019

The inbound student mobility target for 2019 of 60 students, as per the APP, has been exceeded with two students, with no impact on the budget, as students pay for their accommodation and upkeep.

In the first semester of 2019, there were 51 inbound student mobilities. These include 32 Summer School students from Aalen in FEBIT (22) and FMS (10), and 19 exchange students. 15 of the latter 19 students are from European partners – three from Thomas More, Belgium; two from Montpellier, France; four from Aalen, Germany; one from Harz, Germany; and five from Hanze, the Netherlands. For the first time, CUT had four exchange students from our Southern African Development Community (SADC) institutional partner, the University of Botswana.

In the second semester of 2019, there were 11 inbound student mobilities: two from the Massachusetts Institute of Technology (MIT), USA; one from Uppsala, Sweden; one from Montpellier, France; five from Hanze, the Netherlands; one from the University of Florida, USA; and one from Twente, the Netherlands.

CUT's outbound student mobility programme continues to be the biggest expense, and is a challenge for CUT's International Office (IO). The 2019 APP outbound student mobility target was 20 students, which was fully achieved. The IO, together with CUT's partner institutions abroad, worked closely together to find innovative ways for mobility to take place. This is achieved through continual sourcing of full or partial scholarships, where possible.

The IO managed to obtain partial scholarships, specifically from two universities of applied science in Germany, namely Aalen and Ulm. During the first semester of 2019, the IO managed to send eight students to our institutional European partners, namely Thomas More, Belgium (2); Aalen, Germany (1); Ulm, Germany (3); and Harz, Germany (2). The total budget expenditure for the first-semester mobility was R568,690.58, against a saving of R155,704.74 from partial scholarships received from Baden Württemberg and DAAD in Germany. The big expenditure and small saving was due to the top-up of partial scholarships the IO had to pay to meet the minimum visa requirements for students to live in Germany, which is not fully funded by the scholarships, and the high Rand/Euro exchange rate. Whilst the IO could not obtain any funding from Thomas More and Harz, these four students were fully funded by CUT, through the International Office, to go to these two universities.

More student mobilities were recorded during the second semester. Two students, Ms L Snetler and Ms Z Dhlamini attended the Optimax Summer School for students from 5 to 23

August 2019 in Manchester, England. They participated in two research projects, and presented these projects at the annual Radiography CPD on 29 and 30 October 2019. Other student mobilities included mobilities to Aalen (5); Duale Ravensburg (1); Ulm (2); and Ghent, Belgium (2). The total budget expenditure of the second-semester outbound mobility was R154 907.27, against a total saving of R387,662.00 for the eight students who went to Aalen, Duale and Ulm. Students who travelled to Manchester obtained fully funded scholarships from Hanze, the Netherlands, whilst the two that went to Belgium for a conference were also funded by CUT's Faculty of Health and Environmental Sciences. The IO assisted the Optimax students with visa applications, as well as the costs thereof, and the cost of travel to and from Pretoria. The IO also had to carry the flight costs from OR Tambo to Bloemfontein after the British visa issuing failed. The total cost of student mobility for 2019 was R723 599,85, against a total saving of R543 366,74 for the year 2019.

The inbound and outbound student mobilities create various opportunities for CUT to enhance student diversity and sustain internationalisation at home. The IO creates these opportunities, which allow us to strengthen our internationalisation of curriculum initiatives through local and global knowledge types. The IO would like to increase the impact of student mobility by sourcing more scholarship opportunities to further develop our student diversity. The annual Study Fairs in Bloemfontein and Welkom that are arranged by the IO brings global embassies, who share scholarship opportunities with students and staff members, to CUT.

INTERNATIONAL VISITORS TO CUT:

The IO facilitated the following international visits to CUT in 2019. The list excludes international visitors hosted by other CUT stakeholders:

Uppsala University, Sweden

- Ms Jenny Thor and Ms Amanda Johnson from Uppsala University, Sweden, visited CUT on an International Credit Mobility from 17 – 23 February 2019, to explore and strengthen the existing relationship CUT has with Uppsala University.
- Prof. Eva Åkesson, Vice-Chancellor, and Ms Erika Dabhilkar, Head: International Office, Uppsala University, Sweden, also visited CUT on 7 May 2019, en route to participate in the South Africa – Sweden University Forum (SASUF) Innovation Week hosted by Stellenbosch University from 8 to 10 May 2019.

University of Florida, USA

- Matt Mitterko and Sandra Russo visited CUT from 28 February – 1 March 2019 as part of the Academic Doctorate Advancement Project Towards Transformation (ADAPTT) meeting.

Botswana Open University

- Dr Brian Muyambiri, Dean (Ag): School of Business and Management Studies, visited the Faculty of Management Sciences at CUT from 11 – 12 November 2019 to explore possible academic collaboration, following the signing of an MoU between the two institutions (BoU/CUT) in 2018.

Hangzhou Normal University (HZNU), China

- The following delegates visited CUT from 04 to 12 December 2019:
 - Chen Chunlei, General Secretary of the CPC Committee of HZNU;
 - Yan Baiyan, General Secretary of the CPC Committee of Qianjiang College, HZNU;

- Zhu Wei, General Manager of Logistics Group of HZNU;
 - Ruan Xiaobo, Director of the Department of International Cooperation and Exchange, HZNU; and
 - Huang Yan, Director of Supervisory Office, HZNU.
- The Chinese delegation reciprocated a high-level delegation CUT visit to HZNU in May 2019, and the discussions focused on initiatives to be actioned in 2020. The e-commerce developments, in partnership with the HZNU Alibaba School of Business, were emphasised. In addition, a MoU to host a Confucius Institute at CUT, was signed.

St. Cloud State University, Minnesota, USA

- Prof. Lisa Foss, Vice-President for Planning and Engagement, St. Cloud State University, visited CUT from 18 – 28 July 2019 to present tools to enhance effectiveness and efficiency at CUT, and to explore collaborative academic research and mobility between CUT and St. Cloud State University.

Five students from Hanze University of Applied Sciences, Groningen, the Netherlands, arrived at CUT on 14 February 2019 to execute their internship in Bloemfontein.

Hosting international visitors impacts on the internationalisation of CUT’s research agenda, and provides CUT with limitless opportunities to showcase our excellence to our partner university colleagues.

INTERNATIONAL OFFICE: INTERNATIONAL CONFERENCE ATTENDANCE

The European Association for International Education (EAIE): YEBO!, through the University of Montpellier and CUT, jointly presented a poster at the EAIE International Conference in Helsinki, Finland.

CUT, through the YEBO! Project, participated in the European University Association Conference on Council for Doctoral Education, held in Brescia, Italy. The poster was titled “Internationalisation of PhD Studies”. The poster presentation was well attended, and afforded CUT a brand value add amongst European and USA universities.

Southern African-Nordic Centre (SANORD) Annual 2019 Conference, University of Botswana: The 12th Annual International SANORD Conference, with the theme, “Role of Higher Education and Research institutions in forging sustainable livelihoods?”, took place from 11 to 13 September 2019 at the University of Botswana, Botswana. The aim of the 2019 SANORD Conference was to discuss the various interpretations of academic citizenship, and the ways educational institutions can engage with communities. The Vice-Chancellor and Principal, Prof. De Jager, presented a keynote address, whilst the Deputy Vice-Chancellor (DVC): Research Innovation and Engagement,

Prof. Ngowi, participated in a panel discussion. Botswana was identified as a strategic country, and CUT would like to increase our collaboration with them. Profs. De Jager and Ngowi led a delegation of five staff members. During the visit, the delegation also met with the leadership of the Botswana International University of Science and Technology (BIUST), and signed an agreement to further strengthen our bilateral academic collaboration. In addition, the CUT delegation met with the Botswana Open University (BOU) leadership and administrators. This

was a follow-up visit to consolidate the agreed-upon action plans. A BOU visit is planned for early in 2020. Our relationship and academic collaboration with BITRI was also furthered during the visit. Funding opportunities were discussed to ensure that the project is maintained.

South Africa – Sweden University Forum (SASUF): The Vice-Chancellor and Principal, Prof. De Jager, participated as a panellist in the leadership summit. CUT successfully participated in the SASUF Innovation Week, hosted by Stellenbosch University from 8 to 10 May 2019. The International Office, in collaboration with CUT's Research Development and Postgraduate Studies Section, administratively supported CUT researchers' participation in SASUF. Seven abstracts from CUT were collectively presented by researchers from the faculties of Management Sciences; Health and Environmental Sciences; and Engineering, Built Environment and Information Technology. Dr Jeanne Oosthuysen's application on "Oral health disparities due to socioeconomic differences" and Dr Ntima Mabanza's application on "Network Testing and Fuzzing for a Reliable and Secure Internet of Things", were successfully awarded. The success of the above research projects serves two purposes – firstly, increasing CUT's research profile, and lastly exposing CUT researchers to international research networks. CUT further co-applied with Lund University, Sweden, to host a side event in the 2020 Innovation Week programme.

Dr Pretorius was elected to serve as the International Branch Representative on the P-IE Nomination Committee for the Entomological Society of America (ESA).

Ms H Muller was awarded the European Federation of Radiography Societies (EFRS) Diploma in Radiography in Medical Imaging. This qualification attests to a standard of knowledge deemed equivalent to the knowledge-based learning outcomes of the *EFRS European Qualifications Framework (EQF) Level 6 Benchmarking Document for Radiographers (2018)*. She completed the examination to acquire this diploma on 27 February 2019 in Vienna, Austria.

Two of the final-year Radiography students were selected to attend the Optimax Summer School in Manchester from 04 to 23 August 2019, where they collaborated in research activities with students from various other universities.

Mr R Slabbert attended the Global Health and Quantified Self Summer School at Hanze University of Applied Sciences (HUAS), Groningen, the Netherlands, from 24 May to 14 June 2019. The following collaboration opportunities were discussed during his attendance:

- The development of a Culture and Health module, to be incorporated into the core curriculum of all health students in the faculty.
- The development of a niche research area for the new Healthy Living Research Centre for Quantified Self or Self-tracking.

Ms TH Muller and Ms L van Heerden from the Centre for Innovation in Learning and Teaching (CILT) is through to the second round of a competition, Towards a Strong Radiation Safety Culture in Medicine, hosted by the International Atomic Energy Agency (IAEA). The submission should have included how new practices can be successfully integrated into the regular working environment. Shortlisted participants had to submit digital media presentations by 31 July 2019. The projects will become part of training, and will be shared around the world.

Dr J du Plessis participated in the 2nd Swedish Innovation Initiative hosted at the University of Stellenbosch. In addition to presenting a paper, collaboration possibilities were established with Dr BT Andersson, Lecturer in Radiography, Faculty of Health Science at Lind University, and Prof. Karina Huus, School of Wealth and Welfare at Jönköping University. As a consequence of

the collaboration, Dr Du Plessis was invited to deliver a paper at the Sweden Radiology Conference hosted in Jönköping from 18 to 21 September 2019.

Dr B van der Merwe was invited to form part of the International Radiography Education Network. The group’s focus is collaboration, publication and online collaboration between students and academics; identifying some common areas of practice/education that could be delivered as webinars, and then promoting online discussions via an appropriate medium; and the opportunity for individual institutions in different countries to work together to allow students to undertake exchange/observational visits, or investigate other projects, by building a network of educators.

Dr J du Plessis was invited to visit the universities of Jönköping, Gothenburg and Lund in Sweden during the week of 16 to 22 September 2010. There was productive engagement in discussions to establish exchange programmes for staff and students, as well as joint research collaboration. The hope is that these will be implemented in 2020.

4.4.3 Strategic partnerships with business, industry and government

In 2019, the Centre for Work-integrated Learning (WIL) and Skills Development, through agreements entered into with 10 Sector Education and Training Authorities (SETAs), such as the Agriculture SETA (AgriSETA); Food and Beverage SETA (Foodbev SETA); Health and Welfare SETA (HWSETA); Construction SETA (CETA/CBE); Chemical Industries SETA (CHIETA); Insurance SETA (INSETA), Manufacturing, Engineering and Related Services SETA (MerSETA); Education, Training and Development Practices SETA (ETDPSETA); Services SETA; and the Culture, Arts, Tourism, Hospitality and Sport SETA (CATHSSETA), raised approximately R32.22 million from these SETAs, assisting 842 students with placement stipends, internships and bursaries (see Figure 1; Table 27 and Figure 2 below).

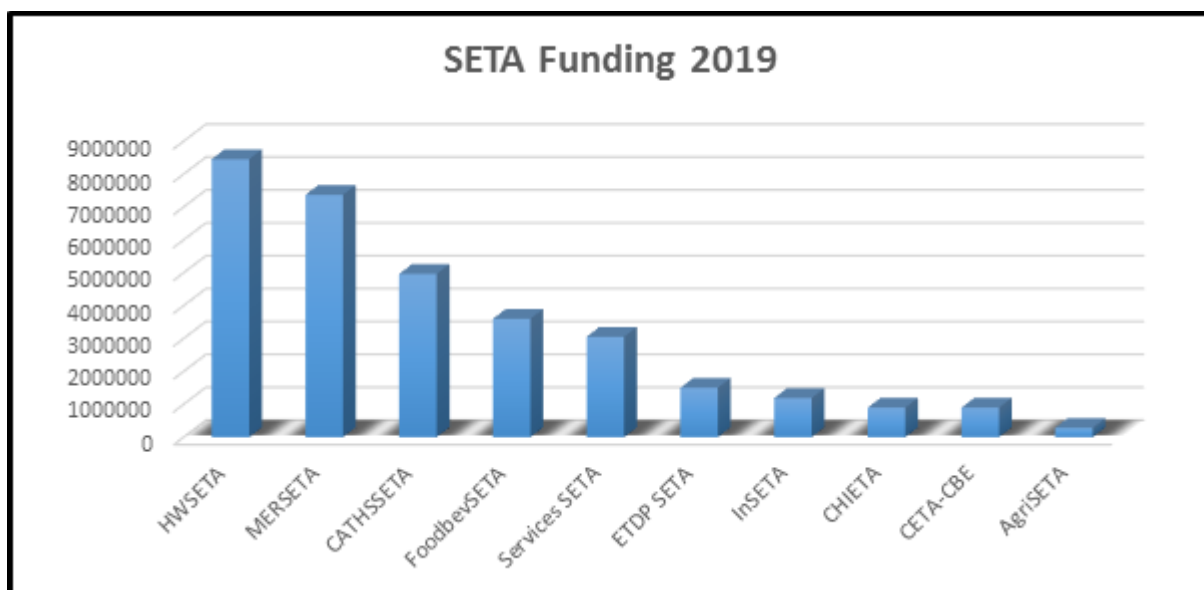


FIGURE 1: Funding received from SETAs in 2019

TABLE 27: Number of students benefiting from SETA funding in 2019

SETA	Funding	Number of students
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HWSETA	R8 456 500	332
MERSETA	R7 370 000	100
CATHSSETA	R4 965 600	91
FoodbevSETA	R3 600 000	60
Services SETA	R3 055 000	55
ETDP SETA	R1 500 000	60
InSETA	R1 188 000	22
CHIETA	R900 000	25
CETA-CBE	R900 000	25
AgriSETA	R286 200	72
TOTAL	R32 221 300	842

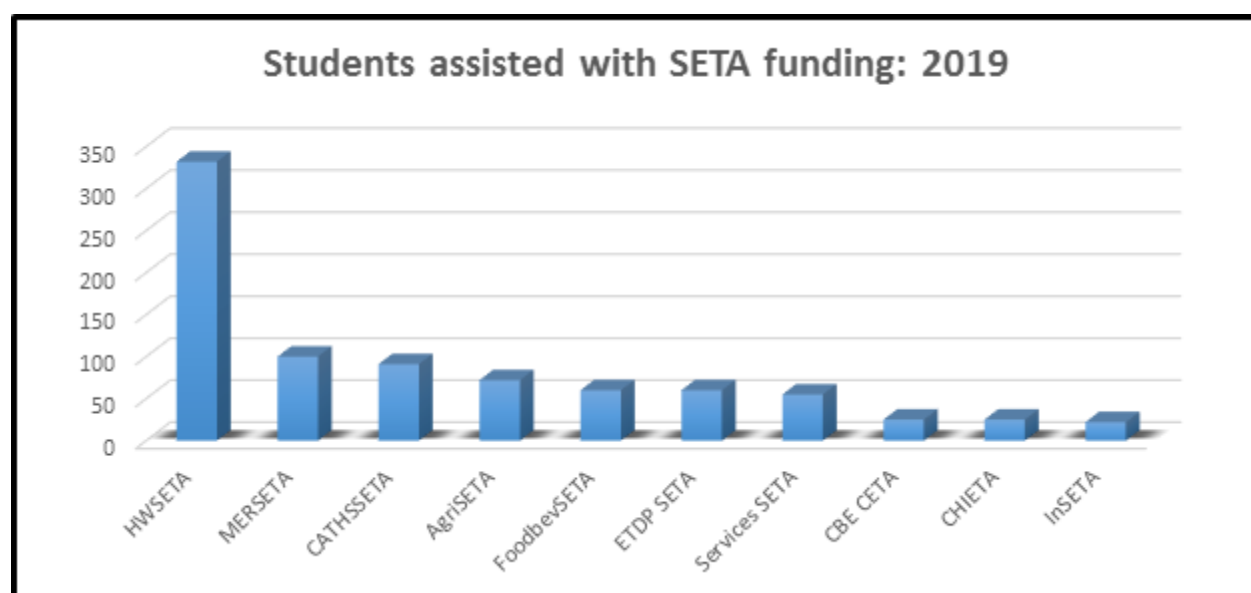


FIGURE 2: Number of students assisted by different SETAs in 2019

4.4.4 Supplemental Instruction (SI)

Student academic performance is monitored by faculties throughout the year to identify at-risk modules for SI, and at-risk students who must attend SI. At-risk modules are at first-, second- and third-year levels. A total of 124 at-risk modules were complemented with SI in 2019, as follows:

- a) 87 first-year modules;
- b) 24 second-year modules; and
- c) 13 third-year modules.

SI continues to be the most popular academic support programme amongst students. This is offered as a means to enhance student success and retention. All students who obtained 50% and less in academic activities that contribute towards a final mark are referred to SI. However, all students are welcome to attend SI classes; hence, the ever-growing number of students attending, as illustrated in Table 28 below.

In January 2019, a total of 130 SI leaders – 85 at the Bloemfontein campus and 45 at the Welkom campus – were appointed, and trained to provide SI support for students.

In addition, 95 Student Peer Mentors were appointed for all faculties on both campuses. They started assisting first-year students during registrations and orientation.

Furthermore, a dedicated computer laboratory for students with special needs in the Student Academic Support Centre was equipped with computers and necessary software.

TABLE 28: Supplemental Instruction 2019

	No. of SI leaders/mentors	Student attendance
Faculty of Health and Environmental Sciences	11	980
Faculty of Management Sciences	25	6 460
Faculty of Humanities	21	3 483
Faculty Engineering, Built Environment and Information Technology	28	3 901
Welkom campus	45	6 527

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

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

- a) Advising and selecting programmes, and assisting students in developing academic plans that satisfy their degree requirements.
- b) Monitoring students' progress towards their educational goals.
- c) Implementing intervention measures for all students who obtain 50% or less.
- d) Discussing students' academic performance, and the implications of their performance for undergraduate programmes and professional requirements.
- e) Collaboration with the Wellness Centre, to refer and track students with social problems.
- f) Teaching and Learning Co-ordinators report to the Faculty Boards and Student Academic Development and Support on academic advising on a quarterly basis.
- g) Engaging students provides opportunities to exchange information that is designed to guide them to reach both their educational and career goals. Academic Advising takes the form of academic, social and personal support. This incorporates the roles of staff in the faculties, Fees and Financial Aid, Student Services (Wellness Centre), and Student Academic Development and Support. Further incorporated in exchanging information with students, are student leaders and Student Peer Mentors.

4.4.6 Academic support interventions

The Lexicon Project, funded through the DHET University Capacity Development Grant (UCDG), which started in 2017, continued in 2019. The aim of the project is to develop indigenous languages in all natural science disciplines. The following were achieved:

- 562 Civil Engineering terminologies, harvested and translated into Sesotho in 2017, were edited, and submitted to the Pan South African Language Board (PanSALB) for verification and authentication. Issues raised by the Sesotho National Language Body (SNLB) and the CUT Language Services Unit were addressed, and the terminologies were submitted to PanSALB for verification.
- 1 242 terms were harvested in Biomedical Technology. Overlaps with other medical fields, such as clinical science, life science and radiography, were noted. The terms were translated into/coined in Sesotho. These were verified by the SNLB in 2019, and will be submitted to PanSALB for verification in 2020.
- 409 terms were harvested in BEd (Technology) Specialisation, and translated into/coined in Sesotho. These will be verified in 2020.
- 302 terms were harvested in Cost and Management Accounting, and translated into/coined in Sesotho. Verification of the terminology is planned for 2020.

4.4.7 Differently abled students

- Members from the Disability Unit presented at the National Disability Day in Fourways, Johannesburg, and at the Free State celebration of Disability Day at the National Museum in Bloemfontein. The purpose of both presentations was to interact and share best practices with stakeholders supporting differently abled students/workers.
- Awareness programmes were conducted on campus, e.g. introducing students with disabilities to respective Heads of Department (HoDs) and lecturers.
- Funding was secured for all students who declared their disabilities upon admission.
- The unit arranged with specialists to examine our students, and to determine customised interventions that will be required to ensure student success. The costs of the ophthalmologist and other specialists were covered through funding.
- Residence accommodation was secured for all students who wanted to stay at on-campus residences.
- Assistive devices were procured for 20 students. The devices were handed out by the DVC: Teaching and Learning and the Senior Director: CILT.
- A dedicated space was secured for the establishment of a laboratory for differently abled students at the Welkom campus.
- The unit managed to facilitate tests and examinations for all students with the Assessment and Graduations Unit.
- A specialist from Edit Microsystems visited CUT, and consulted students at our computer laboratory, examining them and advising them on how to deal with their disabilities.
- Technological support for students was sourced from Cape Town. This activity was supported by the Director: ICT/Chief Digital Officer at CUT.

4.5 SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN COMMUNITY ENGAGEMENT

- CUT and the Eskom Expo for Young Scientists entered into a three-year partnership in May 2019. The collaboration resulted in a district expo held at the Ya Rona Building on 15 June 2019.
- A two-day research workshop was conducted at the Tataisong Building on 24 and 27 June 2019. These activities culminated into a three-day regional science fair held at the Boet Troskie Hall on 25-27 July 2019.

- CUT CDW Students, in collaboration with CHAT, hosted a project in Bophelong ward 7 in Rocklands in August 2019. 20 girls were reached with pride bags, which contained sanitary towels and other toiletries.
- Hlasela TV donated the sanitary towels.
- The MoU was signed between CUT and CHATSA in April 2019.
- The renewal of the YMF MoU was finalised in August 2019. The MoU was signed by the relevant parties in October 2019. The unit for CE also assists YMF with facilities for the induction programmes which were held at the beginning of the year.
- YMF hosted their annual youth summit at the Idea Gym on 25 October 2019. CE assisted in identifying the CUT staff members, members of the public who were part of the panel and as speakers. Two students from a student organisation called Zazi participated as speakers as well.
- The unit has established links with the American Corner (project of the American Consulate) that focuses on STEM subjects with school learners. CUT is looking into developing training materials as well as offering services to enhance the rendering of their services.
- Community Engagement (CE) coordinated the hosting of a public lecture in partnership with the American Consulate on 09 October 2019. The guest speaker was Aisha Bowe, an aeronautical engineer and founder of STEM Board.
- Meetings were held with the Fundraising Unit during the month of September 2019 to discuss the funding needs of the unit. Towards the end of 2019, two proposals were submitted to the Safety and Security Seta; a playpark and for the NGO Short Course. A proposal was submitted to Standard Bank for funding of the “Matriculant Entrepreneur of the Year Competition.”
- Career guidance sessions were coordinated for the grade 10 and 11 learners who participated in the Saturday School Project on 25 September 2019, and for the Strydom Secondary School on 12 September 2019. The presentations were made by IX Engineers in partnership with FEBIT and the Communications and Marketing Unit.
- An Industry Day was hosted by the Deputy Registrar’s office on 18 October 2019. CE coordinated the attendance of two mechanical engineers who gave a talk to 51 CUT students regarding their experiences in industry, giving them advice on how to position themselves in the workplace.
- A three-day workshop on Information Technology was facilitated for 120 grade 12 learners in partnership with Women in Engineering and Information Technology and the Free State Department of Education on 25 to 27 October 2019.
- CUT partnered with NkaThuto EduPropeller to provide training on STEM research to the learners of Bainsvlei Combined School and Lere la Thuto Secondary School. The engagements began in April 2019 with an “activation day” where information about STEM was shared with the learners. Subsequently, workshops were conducted at CUT and these schools by CUT postgraduate students, supporting the learners in developing STEM projects. A school level expo was held at the Lere la Thuto Secondary School where learners showcased the projects they have developed.
- A donation of books on Gifted Education was received from Prof. Linda Sheffield from Kentucky, USA. The donation was facilitated by Prof. Mhlolo and made possible by the STEM Academy. The books are being kept at the Faculty of Humanities.
- Ms Mapiyeye went to the US (Western Kentucky) on a best practice visit for gifted learners.
- A practical assessment task seminar was conducted by the Women in Engineering and Information Technology under the ambit of the STEM Academy on 6 February 2019. The workshop benefited 34 learners from Hodisa and Kagisho Secondary Schools.

- A grant of R118,000, 00 was secured from SAASTA towards the implementation of National Science Week. The activities of this project were conducted in partnership with the University of Free State from 29 July to 2 August 2019. Both the Welkom and QwaQwa campuses of these two institutions also took part in the activities.
- Consultative discussions were held with the National Department of Social Development and the Free State Provincial Government on the development and curriculum of a course for non-governmental organisations (NGOs). The template for the short course for NGOs was accepted at Senate in September 2019.
- The external review report for the audit held from 21 May 2019 to 23 May 2019 was received. The panel members were external practitioners in the field of CE. A Quality Improvement Plan was submitted with a view to implementing the recommendations.
- Mandela day 2019: we hosted an event in collaboration with the University of Free State at the Bainsvlei Combined School on 31 July 2019. The theme was “Life goes on, period or not”.
- CUT arranged for disposable sanitary towels to be sponsored, as well the Life Sciences Student Organisation (LISSO) to conduct educational activities on hygiene at the school.
- Community Engagement participated in the induction programme for new staff members in early February 2019.
- Two presentations were made to the Faculty of Humanities on CE. The Faculty of Humanities has established a CE Committee within the faculty which enables sharing of information on CE projects.
- Presentations to student peer counsellors on community engagement were made with a view to educating them on CE as a graduate attribute.
- A presentation was made to Enactus to enable members to get a better idea of community engagement, and as to how the CE model can benefit the organisation and the community.
- Community Engagement, as part of mentoring the SEED Foundation, invited the Management team to Global University for Lifelong Learning (GULL) training for champions on 24 January 2019 at UFS. A workshop with Deaf Seamstresses of Gracious Nubian was held from 22 to 23 January 2019. It was presented by Ms Karen Venter (Vice-President: SA).
- The hydroponics were installed at Nzame School as well as a food garden. Vegetables such as baby spinach, lettuce and herbs were planted in the hydroponics. Onions and spinach (chard) was planted on the ground. Agrisoc collaborated with Mr Marnus Van Zyl (designer of the hydroponics).

4.5.1 Careers Office

The Careers Office presented a Career Fair at both the Welkom and Bloemfontein campuses, with 26 companies and 410 students/graduates in attendance.

4.5.2 Work-integrated Learning (WIL) and Skills Development

- 7 690 students registered for WIL at CUT during 2019.
- 99.52% of CUT students who qualified for WIL, were placed.
- In addition to SETA funding, an amount of R47.3 million were negotiated with WIL employers as “salaries” for students placed for WIL.
- 68 new partnerships were established for WIL, which contributed towards having 1 203 employers on the WIL central database.

4.6 SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN RESEARCH, TECHNOLOGY AND INNOVATION

4.6.1 Institutional priorities: Research and Development Plan 2014 - 2020

In 2013, the CUT Senate and Council approved the Research and Development Plan 2014 - 2020. This Plan contains the following ten strategic research programmes:

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

The following additional strategic programmes and projects have been introduced in support of the Research and Development Plan 2014 - 2020:

The CUT and UFS Joint Research Programme (optimising capacity and sharing resources);

Research Centres;

Sabbatical Leave Programme; and

SARChI Programme (nationally funded Research Chairs).

4.6.2 Financial support

4.6.2.1 University budget

The Research Development and Postgraduate Studies Section (RD & PGS) managed a Research and Development budget of R 55.3 million (cumulative).

The budget consists of the following line items:

Table 29: Total research and development budget

Item	Amount
RD & PGS Institutional Grant	R17 000 000
University Capacity Building Grant (R & D)	R4 858 262
National Research Foundation (NRF)	R23 903 304
New M & D Grants	R7 000 000
Support to research centres	R2 500 000
Support from PA & A Malan Trust	R100 000

4.6.2.2 2019 UCDP Research & Development Grant

The UCDP Research and Development Grant for 2019 was awarded (R4 620 000) out of a total award of R 13 428 000 = 34.40% of the total award.

The following progress can be reported:

Awarded: R4 620 000

Commitments from 2018: R238 262

Total expenditure: R4 467 093 (92% of the available budget)

Expenditure commitments 2019: R82 129

Total under expenditure of R310 102

Under expenditure as a result of commitments carried over from 2018 cycle

4.6.2.3 National Research Foundation Awards

The National Research Foundation (NRF) is the university's biggest research funding agency.

The Senior Director: Research Development & Postgraduate Studies acts as Designated Authority to the NRF.

The following detailed analysis can be reported.

Grant Deposit: R 7.8 m

Target: R 16 m

Awarded: R 23 923 524 (rounded-off) accumulated

Claimed: R 23 296 384

Expensed: 97.37% of award (rounded off)

Total students' awards: R 17 593 380

Total staff awards: R 6 191 004 (rounded off)

Grants awarded: Males = 28

Grants awarded: Females = 13

4.6.2.4 Central University of Technology Postgraduate Scholarships

For 2019 the university budgeted R4 163 000 for renewal scholarships and R7 000 000 for first-time awards to Masters' and Doctoral students. The renewal grants are part of the central R & D funds. The new awards are part of the institutional bursary award to students.

The following progress can be reported:

Table 30: Total postgraduate scholarships

MTech/MEd – Full time	R	5 728 210	78	R	7 106 090
MTech/MEd – Part time	R	1 377 880	55		
DTech/PhD – Full time	R	1 412 410	17	R	1 884 030
DTech/PhD – Part time	R	471 620	19		
Total	R	8 990 120	169	R	8 990 120

4.6.2.5 Human capacity development

Staff qualifications

Academic employee: The following academic employee profile can be reported:

Table 31: Full-time Instruction and Research Staff

Master’s total target: 200	Total: full-time instruction and research staff with master’s degree: 150
Doctoral total target: 135	Total: full-time instruction and research staff with doctorate: 150

DST / NRF Interns

The university was awarded two extension contracts and one new contract for DST / NRF interns for the period April 2019 – March 2020. The university had a total of 3 interns.

NRF-rated researchers

The NRF-rated researchers programme is a(n) (inter)national programme evaluating researchers’ impact on their research environment as independently reviewed by their peers.

The university had 15 rated researchers, 12 as C-rated researchers (category: established researchers) and three (3) Y-rated researcher (category: young researchers).

Sabbatical leave and industry exposure policy

Council approved the revised policy on sabbatical leave and industry exposure in November 2018.

Sabbatical leave was awarded to six (6) staff members consisting of four (4) females and two (2) males

4.6.2.6 Postdoctoral fellows

Postdoctoral fellows in Track 1 are appointed on a full-time basis for a three-year period in three twelve-month cycles each. Postdoctoral fellows in Track 2 are students who completed a Doctoral degree and who are employed full-time outside the university.

The university has the following postdoctoral fellows:

Track 1: 12

Track 2: 5

Females: 4

Males: 13

4.6.2.7 Research education training programme

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 have been presented during 2019:

Table 32: RD & PGS workshops and training events

	Workshop programme	Number attendees
1	Theme 1: Doctoral education	720
2.	Theme 2: Publication/presentation skills and capacity	129
3.	Theme 3: Researcher Profile	36
4.	Theme 4: Discipline / Faculty-specific research development activities	27
5.	Theme 5: External funding applications	294
Total		1206

4.6.2.8 POSTGRADUATE STUDENTS

Enrolments

The following enrolment for 2019 can be reported:

Master's enrolment

Target: 452

443 students enrolled

This represents 98.01 % of the envisaged target.

FT students represents 31.4% of the target.

Doctoral enrolments

Target: 207

215 Doctoral Degree students enrolled

This represents 103 % of the envisaged target.

FT students represents 30.4% of the target.

Graduations

The graduation is calculated based on the HEMIS information. The latest information available is based on August 2018 – July 2019 graduations.

40 Master's graduated = 78.43% of target.

18 Doctoral students graduated = 94.74%

4.6.2.9 Council on Higher Education Doctoral Standard Review

The Council on Higher Education started with a project to review doctoral standards.

On 30 August 2019 a university-wide consultative meeting with academic portfolio and academic professional support staff were held. The aim of the meeting was to (1) establish a working group, (2) establish a shared understanding of the Self-Evaluation Report, and (3) identify the Information owners. A Project Plan was identified, and agreed with stakeholders.

The final report will be submitted in March 2020.

4.6.2.10 Research publications

2018 Research outputs

In May 2019, research output publications for 2018 were submitted to DHET to the value of 201.622 credit units. The actual research credit units awarded by DHET were 170.2043 credit units. The following credit unit breakdown based on the submission and actual award can be reported:

Total claim: 201.622	Total awarded: 170.2043
2018 Articles: 101.187	2018 Articles: 98.187
2017 Articles: 4.5	2017 Articles: 3.00
Conference proceedings: 85.05	Conference proceedings: 58.8855
Chapters in books: 9.885	Chapters in books: 6.1937

Policy on evaluation of creative outputs and innovations

The university should benefit from the DHET promulgated Policy on Evaluation of Creative Outputs and Innovations produced by South African Higher Education Institutions. The policy was implemented with effect from January 2019 on creative outputs of 2018, 2017 and 2016.

The university timeously submitted a total of three creative outputs - two (2) under 2016 Design Arts, and one (1) under 2017 in Fine Arts.

4.6.2.11 CUT & UFS Joint Research Programme

The research collaboration is in its fifth year, and the fifth CUT & UFS Joint Research Programme call and the call for progress reports were published in July 2019.

A total of six new applications were received and reviewed, and three projects were funded to the value of R375 000.

4.6.2.12 Research Ethics and Integrity Committee

The Policy on Plagiarism and other Research Misconduct was approved by Senate in March 2019.

4.6.2.13 Research centres

Senate approved in March 2019 the following research centres and leaders for the centres. As per the policy on research centres, the leaders will be known as Research Directors.

Table 33: Approved research centres and research directors

Centre	Research Director
Centre for Applied Food Sustainability and Biotechnology (CAFSaB)	Prof. JFR Lues
Centre for Diversity in Higher Education Research	Prof. N Feza
Centre for Enterprise and Entrepreneurship Studies	Prof. DY Dzansi
Centre for Rapid Prototyping and Manufacturing (CRPM)	Prof. W B du Preez
Centre for Sustainable Smart Cities	Prof. Y Woyessa
Centre for Quality of Health and Living	Dr T Makhafola

All the research centres were operational at the end of semester 1 of 2019.

4.6.2.14 Approved research policies

Policy on plagiarism and other forms of research misconduct:

In 2019 Senate approved the policy on plagiarism and other forms of research misconduct.

This policy provides a uniform framework for addressing plagiarism and other forms of research misconduct at the Central University of Technology, Free State (CUT).

Postgraduate part on master's and doctoral studies in the examination policy

The rules and procedures in this section are intended to regulate admission to the institution's postgraduate programmes, and to regulate the assessment of treatises/dissertations/thesis as key components of the exit assessment of postgraduate qualifications.

4.6.2.15 INTERIM

The INTERIM is the university's developmental journal to assist (a) novice researchers and postgraduate students to publish their research papers and by doing so, growing their publication writing skills, and (b) for mid-term and established researchers to publish preliminary research results. Very often doctoral students will also submit a paper after the completion of their studies to meet the requirements for graduation.

Table 34: Interim product download report

	Total
2016	15925
2017	6815
2018	6383
2019	3760

Table 35: Interim product views report

	Total
2016	13996
2017	6916
2018	6744
2019	4623

4.6.2.16 RESEARCH INFORMATION MANAGEMENT SYSTEM (RIMS): CONVERIS IMPLEMENTATION

The university, in consortia with other two UoTs and under the auspices of South African Technology Network (SATN), procured a Converis Research and Innovation Management System. The system can assemble professional profiles for a complete and up-to-date collection of all teaching, research, and service-related activities - providing an overview of all accomplishments, with advanced analytic reports of outputs and impact. Converis also supports the complete research lifecycle, from an initial idea for project applications and projects to their results and innovation. This provides important benefits to the key stakeholders along the research lifecycle, including researchers, graduate students, administrators and managers (e.g. Research Office, Library and Graduate School) and for different organisational units.

The SATN consortium has agreed on prioritising the development of the research output/publication management module (both traditional and creative outputs), and to utilise the module to report on the DHET 2019 research outputs.

4.6.2.17 NRF customised programme

Prof. Laetus Lategan applied to the NRF's customised programme to support a diagnostic report on the capacity building of Black female rated researchers. The NRF approved this application and supported it with R86 000.

Eight applicants participated in the mock rating applications. A developmental programme was identified for each researcher, and a target date to apply for ratings was identified.

The Research Office will offer ongoing advice to the university on how to strategically support female rated researchers to apply for ratings.

4.6.3 Technology and Innovation in the Centre of Rapid Prototyping and Manufacturing (CRPM) and Product Development Technology Station (PDTs)

The Centre for Rapid Prototyping and Manufacturing (CRPM) had an exceptional 2019 considering the economic situation in SA. We have noted an increase in enquiries for medical implants and the total medical related income amount to around R 3 886 214 (total for 2017 was R 900 000 and for 2018 was R 1 813 753). The total amount from industry related medical work amounted to R 2 510 766.

The value of the 426 projects completed at the CRPM during 2019 was R 6 839 458. Approximately 11 515 parts were manufactured for the 426 industrial and research projects. Furthermore, a total of R 1 215 896 was spent on 33 research projects compared to R 1 005 195 which was spent on research projects during 2018. The Chair in Innovation and Commercialisation (CICAM) was the largest contributor to these research and commercialisation activities.

This project outlines the establishment of a Medical Device Additive Manufacturing Technology Demonstrator (MedAdd) at CUT to bridge the innovation chasm in the use of additive manufacturing (AM) for the innovation, development and final manufacturing of 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 functions under the CRPM's ISO 13485 certification, which acts as a "safety net" for small companies to develop and industrialise new products, de-risking their innovative development before fully-fledged commercialisation.

A good example of industry adoption is shown in the manufacturing of titanium 3D printed spinal cages where 2447 units as part of a 284 product range were manufactured from January 2019 to February 2020 as part of MedAdd's support to small companies. The 284 product range included a significant amount of research and development to optimise the design for AM (DfAM).

In addition, MedAdd enables students, researchers and industry personnel 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 incubators are fully established, be key performance metrics and will be reported on during 2020/21 financial year. The planned CUT incubator is being established by and will be hosted under the CUT Innovation Services (CUTis), so as to give both legal and commercialisation support. The Table below shows some key activities pertaining to establishing and developing the technology demonstrator, MedAdd.

Table 36: Key activities pertaining to establishing and developing the technology demonstrator, MedAdd

Key performance indicators for MedAdd 2019																				
Period	Training				Technology demonstration								Stakeholders engaged and partnerships developed				Industrialisation			
	Number of users trained		Number of postgraduate students using MedAdd		Number of new technologies developed		Number of projects/products developed		Number of units/contract manufactured parts		New Intellectual Property developed		Stakeholders		Partnerships		Number of companies assisted		Number of new companies assisted formed	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
May to December 2019	60	100	-	24	-	5	180	444	670	2536	-	1	-	6	-	4	-	13	-	12

The business plan and milestones for the SAIS-project funding applied for during 2018 in collaboration with the Botswana Institute for Technology Research and Innovation (BITRI) and University of Botswana (UB) was finalised, finally approved and started in 2019. The project aims to build an AM Eco-system in Botswana, with support from the CUT. If successful, it has potential to be repeated in other neighbouring or Sub-Saharan African countries. Over and above a first project meeting regarding the finalisation of milestones held in Botswana, two workshops and training sessions were presented at CUT and in Botswana with both staff and clinicians. A CRPM delegation also exhibited at the SAIS-Exhibition held in Botswana. The project is coordinated through the ICAM Chair, and the first SAIS payments were received for completion of milestone one. The project has significant potential to position the CUT to collaborate in Africa.

Following from negotiations with the VUT, last-mentioned signed a 5-year contract to collaborate under the ICAM chair. R 800,000.00 was received from VUT during 2019 as part of the agreement.

The MerSETA / ICAM implementation plan was finally approved (for 3 years), and the first contribution of R225,000.00 was received from MerSETA.

The Product Development Technology Station (PDTs) funded by Technology Innovation Agency had a satisfactory 2019 in both amount of SME assisted as well as projects completed. The PDTs financial and reporting year aligns with government and starts from 1 April 2019 to 31 March 2020. The table below shows the actual number of SMEs enquiries to the PDTs versus the planned number.

2019/2020	Total SME Contacts	Different Categories				
		New SMEs	Repeat SMEs	PDIs	Female	Disabled SMEs
Q1 19/20	111	67	44	57	26	9
Q2 19/20	202	125	77	98	79	22
Q3 19/20	109	37	72	40	27	14
Q4 19/20	71	23	48	17	16	7
FY Target	125	100	25	70	30	15
Total - Actual	493	252	241	212	148	52

The PDTs completed 246 projects with a value of money worth R7 513 135 between the different PDTs units, as shown in table below.

Technology Areas/ Services	2019/2020	
	Value for Money	
	Planned	Actual
Medical Device Product Development	R1 740 000,00	R1 668 720,00
Product Development and Manufacturing	R3 144 000,00	R3 181 002,00
3D Scanning and Reverse Engineering	R75 000,00	R93 322,00
Graphic Design and Branding	R1 020 000,00	R912 412,00
Advanced Manufacturing and Tooling	R945 000,00	R730 984,00
Electronic Development	R1 116 000,00	R926 695,00
Total	R8 040 000,00	R7 513 135,00

4.6.4 Technology Transfer

Executive Summary

During 2019, CUT filed two provisional patent applications along with one South African complete patent application. One design application and two trademark applications were also filed as a way of broadening the university's protection of intellectual property emanating from the various research activities.

Getting closer to commercialisation are two projects, one a board game (VALU-E) for entrepreneurship education developed by the Faculty of Management Sciences and Aalen University (Germany), and the other a beer fermentation technology developed by the Centre for Applied Food Security and Biotechnology (CAFSaB), a centre that has been developing a range of award-winning beer brewing recipes over the last few years. A developed commercialisation plan recommended the licensing of the intellectual property as the optimal route for commercialisation and a local potential licensee has been identified.

CUTis is also assisting with commercialisation of several projects that have huge potential to change the social and economic wellbeing of people. These include the 3D printing of medical devices (implants and patient-specific surgical guides for medical, dental and spinal applications); the local manufacturing of affordable rugby wheelchairs by disabled people; and, a hospital bed with a wireless, radio communication and reporting system particularly for the disabled patients.

As universities across the world are envisioned to generate greater social and economic impact, CUTis is driving the institution's application to become an accredited entrepreneurial and engaged university with the Accreditation Council for Entrepreneurial and Engaged Universities (ACEEU).

2019 Key Highlights

The Innovation & Technology Transfer section of CUT Innovation Services (CUTis) comprises of the following functions that support the university research and academic community:

- i. Idea Generator (iGYM) – promotes a culture of innovation and entrepreneurship amongst the university community and creates a platform for identification and nurturing of student entrepreneurs.
- ii. Fabrication Lab (FabLab) – offers prototyping equipment services to enable anyone at any age to turn their idea into reality using digital design, 3D printers, laser cutting and other advanced technological means.
- iii. Technology Transfer Office (TTO) – promotes the identification, management and commercialisation of intellectual property emanating from CUT research and development activities.

- iv. Incubation Support – provide start-ups with entrepreneurial support infrastructure, mentorship, advice, and resources to help the start-ups succeed and grow.

The Innovation & Technology Transfer section received a total budget of R 4 million for the 2019 academic year to support innovation and technology transfer activities. R 3 million was tranches at the end of Quarter 1, and the remaining R 1 million was tranches in September after several follow-ups. This delay negatively affected all units in the execution of their mandates and expenditure thereof. Nonetheless, the following were some of the key highlights of the year:

- **Intellectual Property (IP) Outputs**

In 2019, twelve (12) invention disclosures were received from staff and students. Two (2) provisional patent applications, one (1) South African complete patent application, one (1) design application and two (2) trademark applications were filed as summarized below:

KINNEAR, WA; KLEINHANS, FA & BOOYSEN, R. Dynamic Hand Splint. South African Complete Patent Application (2019/06058)

KINNEAR, WA & JOUBERT JH. Brewing Spoon Assembly. South African Design Application (A2019/00364)

KINNEAR, WA; POTGIETER, CM; OLIVER, J & CAMPBELL K. Oscillating Positive Expiratory Device. South African Provisional Patent Application (2019/07700)

SONNEKUS, A. Anchor For A Ceiling Strip And System Including Same. South African Provisional Patent Application (2019/07634)

Central University Of Technology. SEILATSATSI. South African Trademark Application, classes 12 and 41 (2019/36807)

Central University Of Technology. SEILATSATSI. South African Trademark Application, classes 12 and 41 (2019/36812)

- **2019 World IP Day (National Annual Celebrations)**

CUTis hosted the 2019 WIPO IP Day in partnership with Companies and Intellectual Property Commission (CIPC), Department of Science and Technology (DST), Department of Trade and Industry (Dti), Small Enterprise Development Agency (SEDA) and Technology Innovation Agency (TIA). CUT hosted the Media Launch on the 15 April at the Hotel School where several local Media Houses were present. Acting VC (Professor Ngidi) officially opened the media launch. Executives from all the partner institutions offered messages of support to the event. On 25 April, CUT and its partners held a roadshow at Bloem Plaza Mall to promote the role of intellectual property in the sports industry. This roadshow was an effort to reach out to the community of Mangaung. On 26 April, the CUT hosted the World IP Day event at the Boet Troskie Hall. The 2019 theme was *“IP in Sports – Going for Gold”*. The theme explored how innovation, creativity and the IP rights that encourage and protect them support the development and enjoyment of sports across the world. VIPs that graced the occasion included Teboho Oupa Mohoje (Toyota

Cheetahs and Springbok rugby player). The target audience included High School learners, CUT and UFS Students, University researchers, SMEs, Innovators and the general public.

- **DST/NIPMO Incentives for Intellectual Property Creators**

In March 2019, NIPMO launched an incentives program for Intellectual Property (IP) Creators in an effort to promote the translation of R&D outputs into products, processes and services that are of benefit to society. Professor Ihar Yadroitsau was recognised as the top IP creator from CUT and received a Certificate of Acknowledgement at the Awards evening that was held on 28 March 2019 in Midrand. The TTO has received a financial award to advance his IP along the innovation value chain.

- **Technology Innovation Agency (TIA) Seed Fund Programme**

For the 2019 academic year, CUTis attracted project seed funding of R2.6 million from TIA to translate research outputs into commercialisable projects.

- **2019 Innovation Bridge Technology Matchmaking and Showcasing Event**

CUTis participated in the 2019 Innovation Bridge Technology Matching and Showcasing Event which took place at the CSIR International Convention Centre from the 4 – 6 December 2019. The aim of the event was to encourage and accelerate the utilisation and commercialisation of existing and new knowledge and technologies that have been developed by publicly funded South African research and technology development institutions. For CUTis this event provided an opportunity to showcase our CUT-developed technologies and seek technology development partners, licensing and investment opportunities. The three technologies exhibited were:

- i. Mary Loo/Multiwalking Frame
- ii. DONNER Carbon Fibre Reinforced Nylon Drumsticks
- iii. Wall Socket

The walking frame attracted the most interest with some enquiries on when it will be available on the market. CUTis will follow-up on the contacts obtained.

- **Innovation Coach Training by JAMK University of Applied Sciences**

CUTis organized a training for Innovation Coaches from 8-12 April as a staff development activity with facilitators from JAMK University of Applied Sciences (Finland). This teacher-to-coach training covered the innovation process, design thinking tools, creativity in organisations, entrepreneurial skills and how pedagogical solutions can help the learner, value creation pedagogy, value creation as educational practice, basic pedagogical tools etc. Check in meetings have been going on since to ensure there is implementation of what they learnt into their Faculties and Departments. A pathway was developed as a guide for Innovation Coaches to ensure there is a clear pathway for development of ideas before they are channelled to the Idea Generator for validation.

- **Innovation Coach Training with Lapland University of Applied Sciences**

The following four Innovation Coaches were selected from each Faculty and attended further training at Lapland University of Applied Sciences (Rovaniemi), Finland: Mr. Shola Ojo – Design & Studio Department (Faculty of Humanities), Mr. Lebogang Mogongoa – Biometrics Department (Faculty of Health & Environmental Sciences), Ms. Mpho Mbele – IT Department (Faculty of Engineering, Built Environment and IT) and Mr. Jacques Ras – Tourism Department (Faculty of Management Sciences). The training took place from 28 October – 01 November 2019 and covered the following: pre-training analysis, general look at the philosophy behind Finnish UAS education, entrepreneurial education in Finnish UAS (policy and practices), entrepreneurial education in Lapland UAS (practices and framework), benchmarks and how to implement Lapland UAS' entrepreneurial model in CUT context.

- **WIPO South Africa Advanced Summer School on Intellectual Property & Transfer of Technology**

For the second consecutive year, CUT is partnered with the World Intellectual Property Organization (WIPO), the National Intellectual Property Management Office (NIPMO) and the Companies and Intellectual Property Commission (CIPC) to run the 2-week Summer School on Intellectual Property & Technology Transfer from 25 November - 6 December. The objective of the Summer School was to provide an opportunity for professionals from across the globe to attain deeper knowledge of intellectual property, and to gain an appreciation of intellectual property as a tool for economic, social, cultural and technological development. This was the 11th Summer School in SA, and the second time that it was being hosted in the central region of South Africa. So, this was a remarkable activity as it ties up well with our university's vision to be an engaged university. Over 100 applications were received but the attendance was 43 due to many applicants not being able to attend due to various reasons e.g. late issuance of visas, fearfulness brought about by the xenophobic attacks that took place in last quarter of 2019.

- **2019 Innovation Week**

Eighteen Welkom CUT student presented seven ideas on the 15 August and the top ones were invited to the main Student Day Challenge of Innovation Week at the Bloemfontein campus on 3 September were eighteen ideas were pitched by 35 students.

On 4 September, the Staff day Challenge of Innovation Week was held, and twelve ideas were pitched by nine staff members. The Innovation Week Finale was held on 5 September were the three finalists of each of challenge competed for the grand prize of R15,000.

For the student category, Mr. Gareth Gericke was the overall winner for his innovative idea of an Internet of Things (IoT) Water Monitor and walked away with R15,000 cash prize to further develop his idea plus a fully paid trip to SLUSH 2019. SLUSH is the world's biggest start-up event held in Finland every bringing together about 25,000 curious minds, including 4,000 start-ups and 2,000 investors from all around the globe. At SLUSH, Gareth's project attracted interest from a Dutch agency which is willing to assist in creating the start-up company in the Netherlands and also a US technology incubator which encouraged him to apply for a start-up program to accelerate the technology development.

For the staff category, Mr. Allan Kinnear took first place for his innovative idea of a Recyclable Coffee Pods and received a R15,000 cash prize to further develop his idea. The guest Speakers for the 2019 Innovation Week were:

- i. Dr Mthokozisi Sibanda - CEO: of African Applied Chemical (Pty) Ltd. His keynote was titled, *“Journey – from PhD Student to Entrepreneur”*
- ii. Professor Luke Chimuka, the Research Group Leader of Environmental Analytical Chemistry at the University of the Witwatersrand delivered his keynote titled, *“Lessons From My Entrepreneurship Journey – From Academic to Entrepreneur”*
- iii. Mr Roy Maponya, CEO of Dr Maponya Institute.

- **EDHE Entrepreneurship Intersivity Competition**

CUTis in partnership with Centre for Innovation in Learning and Teaching (CILT) drove this initiative. Thirty-three (33) applications were received and internal round selections were done to select those students that will participate in the final rounds. Four (4) CUT students qualified for the regionals. CUT hosted the regional Intersivity Competition on 8 August 2019, and four finalists from the region emerged from this process including our own, Mr. Sibulele Tyala. Sibulele then attended the finals (nationals) at Southern Sun, OR Tambo Int. Airport on 18 -19 Sep 2019.

- **Entrepreneurship Training in Ireland**

CUTis facilitated the participation of Ms. Mudau Mukonanyi to attend the Skills Training for Emerging Entrepreneurs from 13 – 17 May in Ireland accompanied by Prof Dzansi. This training was organized by SATN through a grant funding acquired from TIA. The training was an effort to recognise the top student entrepreneurs across the Universities and afford them an opportunity to hone their entrepreneurship skills through a SAQA credit bearing entrepreneurship course.

- **SATN Entrepreneurship Training**

SATN organized another Skills Training for Emerging Entrepreneurs which took place from 7th - 11th October 2019 at Maharani Hotel. Seven (7) of our students and one (1) Lecturer attended this training: from FEBIT: Mr. Sibulele Tyala, Mr. Junior Khumalo, Mr. Lesedi Kubatsi, Mr. Elton Mokoduwe, Ms. Fumane Phuthi, Ms. Tseleng Matlokotsi and from FMS: Ms. Masello Mokhoro, and Lecturer, Mr. Ephraim Tshobeka.

4.7 CHANGES IN TUITION FEES AND FINANCIAL AID FOR STUDENTS

The student fees for 2019 increased with 5.3% in tuition, and 7,3% in 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 university received a missing-middle allocation of R38,415 million for 2019, and received R102, 624 million from external donors.

Furthermore, in 2019, the university received funding to the value of the NSFAS bursary agreements (NBAs) that were signed. The funds received were allocated as per the table below.

TABLE 36: Allocation of NSFAS funding 2019

TABLE NSFAS FINANCIAL AID					
CATEGORY	TOTAL AMOUNT DUE PER REG TEMP	FUNDS RECEIVED	NBA DUE FOR SIGNATURE		AMOUNT DUE TO CUT
DE- general	508 693 671	615 999 281	8 721 469	-	116 027 078.64
DE- disability	-	987 896		-	987 896.00
National Skills Fund	-	156 307		-	156 307.00
Funza Lushaka bursary	33 995 000	37 122 500	-	-	3 127 500.00
NSF general	-	377 454	-	-	377 454.00
DMV	2 950 000	1 130 885	-		1 819 115.00
TRC/ REPA	685 111	178 795	-		506 315.92
Historical debt	-	5 609 872	-		5 609 872.00
TOTAL	546 323 782	661 562 990	8 721 469	-	112 740 932.72

Due to the challenges experienced from 2017 - 2018 with the signing of loan agreements by students and various other challenges in the NSFAS funding approval process, the university received R115,239 million in 2019 that related to the 2017 and 2018 funding.

An amount of R546,323 million was paid to CUT for 2019 for grants and bursaries administered by NSFAS.

An amount of R8,721 million relates to NBAs that have not been signed yet. The university has put measures in place to ensure that the outstanding NBAs are signed.

In addition to the normal allocation from NSFAS, the university also received restricted funds to assist qualifying students in the following categories:

- DHET historic debt students who had been approved for NSFAS funding in 2016 to 2018, but whose funds were not received during that period: the university could only claim for students

who were on the approved list from the DHET, and who have signed the acknowledgement of debt agreement.

TABLE 37: Summary of NSFAS-restricted allocations for 2019

SUMMARY OF NSFAS-RESTRICTED ALLOCATIONS 2019	
Funding category	Amount received from NSFAS
Historic debt (2016–2018)	R5 609 872
National Skills Fund (NSF) funding	R156 307
Restricted allocation	R5 766 179

NSFAS also awarded SETA bursaries to students, as indicated below.

TABLE 38: SETA bursaries awarded by NSFAS in 2019

SUMMARY OF NSFAS ALLOCATIONS 2019		
Category	Claims submitted to NSFAS to date	Amount received from NSFAS
Department of Military Veterans (DMV)	R2 950 000	R1 130 885.00
Truth and Reconciliation Commission (TRC)	R685 111	R178 795
TOTAL NSFAS SETAS	R3 365 111	R1 309 680

4.8 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:

PROF. HJ DE JAGER
CHAIRPERSON: SENATE

SECTION 5

5. REPORT OF THE INSTITUTIONAL FORUM (IF)

5.1 COMPOSITION

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

The IF comprises:

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

5.2 IF MEETINGS

The IF held four ordinary meetings and one special meeting in 2019.

5.3 ATTENDANCE OF IF MEETINGS

Although CUT's IF comprises 14 members, it should be noted that 17 IF members attended the IF's five meetings in 2019. This situation existed because two SRC members attended the IF meetings, but their term of office as members of the Exco of the SRC came to an end in October 2019, when the new student leadership for 2020 was elected. An overview of attendance of the IF's four ordinary meetings and one special meetings during 2019 is provided below.

TABLE 39: IF members' attendance of IF meetings in 2019

MEMBERS	2019-02-22	2019-05-24	2019-06-21 (Special)	2019-08-30	2019-11-01
1. Dr N Mrwetyana (Registrar)	✓	✓	▪	✓	▪
2. Mr TS Masoeu (Chairperson)	✓	✓	▪	✓	✓
3. Mr KE Moremi (Deputy Chairperson)	✓	✓	✓	✓	✓
4. Cllr LE Sebola	✓	✓	✓	✓	✓

5. Prof. DP Ngidi	▪	✓	✓	✓	-
6. Prof. WN Setlalentoa	✓	✓	✓	▪	✓
7. Ms L Jordaan	✓	✓	▪	✓	✓
8. Ms N Dlamini	▪	✓	▪	✓	▪
9. Ms M Letsoara	✓	▪	✓	✓	✓
10. Dr J Nkhebenyane	▪	✓	▪	✓	✓
11. Mr SS Leepa	✓	▪	✓	✓	▪
12. Mr I Mokhele	▪	-	▪	✓	≠
13. Mr T Mokgatla	#	✓	✓	✓	▪
14. Mr M Setlhalefo	#	✓	-	✓	≠
15. Mr T Caleni	✓	≠	≠	≠	✓
16. Mr S Ngwenya	✓	-	✓	-	≠
17. Mr M Ntonyane	#	#	#	#	✓

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

5.4 ADVISORY INVOLVEMENT

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

5.4.1 Repositioning of sections / functions and Senior Management appointments

(a) Repositioning of the Risk Management and Strategic Projects

A budget for the creation of the positions of Director: Risk Management and Strategic Projects and Chief Risk Officer (CRO) was allocated in 2018, whilst benchmarking was conducted with various higher education institutions (HEIs) in this regard. The creation of the positions of CRO,

Chief Audit Executive (CAE) and Administrative Assistant were then proposed, in alignment with best practice.

The IF advised Council to approve:

- a) the repositioning of the Risk Management and Strategic Projects Section, by creating the CRO, CAE and Administrative Assistant positions;
- b) that the CAE should report functionally to the Audit, Risk and Information and Communication Technology (ICT) Governance Committee (ARIC) of Council, and administratively to the Vice-Chancellor and Principal; and
- c) that the CRO should report functionally to ARIC, and administratively to the DVC: Resources and Operations.

The IF further advised Council that, as the CRO and CAE positions are at high Peromnes levels, the two positions should be advertised, and that the provisions of the Labour Relations Act (Act No. 66 of 1995) should be observed during the recruitment process.

(b) Repositioning of the fundraising function

A need was identified to reposition the Fundraising and Projects Marketing Office, for purposes of enhancing third-stream income at the university. The Management Committee (Mancom), at its meeting of 30 April 2019, had recommended this matter to the IF for advice to Council. The Institutional Forum, at its meeting of 24 May 2019, recommended the following matters to Council.

- a) the repositioning of the Fundraising and Projects Marketing Office;
- b) the restructured unit should be named the “Unit for Development and Fundraising”;
- c) the alumni designations should not form part of the proposed structure, pending the completion of the benchmarking exercise on alumni relations;
- d) the positions of Part-time Proposal Writer and Part-time Prospect Researcher should not form part of the proposed organogram of the envisaged restructured unit;
- e) the proposal writing and research functions should be incorporated into the job profile of the Manager/Senior Manager: Development and Fundraising, as these functions must form part of his/her skills set; and
- f) should a skill deficiency relating to the functions referred to in point 2(a) above be identified, such a deficiency should be addressed at operational level.

▪ **5.4.2 Advice on other transformation-related matters**

(a) CUT Annual Transformation Report 2018

After the transformation report had been widely consulted with the various stakeholders such as the Students’ Representative Council (SRC), the IF advised Council to approve the report.

(b) SRC Terms of Reference 2017

Mancom and SRC, at their meeting held on 18 June 2019, proposed amendments related to the revised SRC Terms of Reference 2017, namely: the SRC composition, budget administration, performance review, and electoral and dispute resolution processes. The IF then recommended to Council for approval the revised SRC Terms of Reference, provided that the additional proposed amendments would be effected.

(c) Revised Codes of Conduct for members of various structures at CUT

CUT's Code of Conduct was revised in alignment with Universities South Africa (USAf)'s guidance to HEIs in terms of what should be amended in Codes of Conduct. Mancom, at its meeting of 30 July 2019, approved and recommended the Code of Conduct for members of the CUT Council, standing committees of Council, Senate, standing committees of Senate, Mancom and any other official committee of Council, to Council for final approval, via Senate, the IF and Exco of Council. The IF then advised Council to approve the Code of Conduct in this respect.

(d) CUT Transformation Report: First Semester 2019

CUT made good progress in 2019 towards addressing transformational challenges. There were important milestones and positive developments with regard to the projects contained in the CUT Transformation Plan 2016 – 2020. Various projects were implemented, whilst some were still underway in this respect. The IF recommended the CUT Transformation Report: First Semester 2019 to Council for approval.

(e) Small-, medium- and micro-sized enterprise (SMME) Procurement Report: 2019 third quarter

Concerns had been raised about the following matters:

- a) high expenditure on bigger suppliers and service providers during the 2019 third quarter, although some of these SMMEs are not compliant with the relevant legislation for small business development. Procurement spent on smaller enterprises was low; and
- b) unsatisfactory performance of some enterprises regarding the goods and services they provide.

Based on the fact that 16,99% (i. e. R15 693 186) and 6,47% (i. e. R5 979 638) had been spent on bigger and smaller SMMEs respectively, the IF advised Council to ensure that CUT deals with the problem of a high expenditure on bigger service providers who are not compliant with the relevant legislation for small business development, as a critical matter.

- The IF also advised Council to ensure that the university supports and promotes emerging businesses by providing such enterprises with business opportunities in line with the National Small Business Act (Act No. 102 of 1996) and CUT internal procurement processes.

(f) Broad-Based Black Economic Empowerment (BBBEE) Procurement Report: January to September 2019

The IF raised concerns about the following matters:

- a) high expenditure on businesses that do not have BBBEE levels; and
- b) the slow progress in finalising the cleaning-up of the CUT supplier database.
 - In light of the concerns above, the IF advised Council to ensure that CUT deals with the problem of a high expenditure on businesses that do not have BBBEE levels as a critical matter, as 19,65% (i. e. R37 539 806) had been spent in this regard.
 - In alignment with the BBBEE Act (Act No. 53 of 2003) and the CUT BBBEE Policy, the IF also advised Council to ensure that communities that were previously economically

disadvantaged are afforded business opportunities, in order for such designated groups to participate in the South African mainstream economy.

(g) Phase 1 and 2 of the Integrated Security System (ISS)

Phases 1 and 2 of the ISS project were widely consulted with the various structures such as the IF, SRC and Mancom. Various matters pertaining to the ISS project implementation challenges, such as software compatibility regarding the integration of the Integrated Tertiary Software (ITS) and Gallagher systems, and the need to ensure that the IF is consulted during the implementation of Phase 2 of the ISS, formed part of the discussions. In light of these developments, the Forum advised Council on the following matters:

- a) the importance for Council to pay attention to the need for all stakeholders to know what Phase 2 of the project would entail, amongst others what would be done, and the cost implications thereof;
- b) the Executive-in-charge of security should compile a closing report upon the completion of Phase 1 of the ISS project, in order for the IF to engage it thoroughly prior to advising Council on the implementation of Phase 2 of the project;
- c) considering the need to prioritise students' safety, and based on the sufficient lessons learned in Phase 1 of the ISS project, the IF advised Council to approve the continuation of Phase 2 at the Welkom campus, without any further delays; and
- d) the IF also advised Council to pay attention to the following concerns, namely:
 - (i) the implementation of the biometric security system was a long-standing item on the progress report on security measures at CUT;
 - (ii) although the IF supports the ISS project objectives, they were concerned about the promises that were not kept. The integration of the ITS and Gallagher systems was not completed by the end of August 2019, as promised;
 - (iii) the tender that would go out for the implementation of Phase 2 at the Welkom campus would be based on the feasibility study and analysis that were conducted in 2011 and updated in 2015, respectively.
- e) as Management had proposed that the IF should form part of the ISS Implementation Team, the IF further advised Council that the IF should fulfil a governance role at CUT, and cannot form part of such a team, and be involved in operational matters. If this principle is ignored, there is a risk of tampering with the thin line between management and governance.

5.5 CONCLUSION

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

SIGNED BY:

MR TS MASOEU
CHAIRPERSON: INSTITUTIONAL FORUM

SECTION 6

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

i. INTRODUCTION

The Vice-Chancellor and Principal (VC) submitted four quarterly reports to Council during 2019, which were thoroughly discussed at the Council meetings on 15 March 2019, 14 June 2019, 20 September 2019, and 24 November 2019. 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 staff and systems, assessed in terms of realistic expectations;
- ❖ the adequacy of staffing levels, particularly in critical areas;
- ❖ the extent to which equity targets in the workplace have been realised;
- ❖ the quality of information available to Management;
- ❖ the administrative processes;
- ❖ student services and extracurricular activities;
- ❖ relationship with the community in terms of academia and services rendered;
- ❖ changing patterns in the provision of academic courses; and
- ❖ a statement of self-assessment of the achievements of the Vice-Chancellor and Principal in attaining the objectives set for the period under review, including summary details of realised achievements.

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

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

The Central University of Technology, Free State (CUT) remained unwavering in its mission to monitor its performance on the implementation of the 2019 Annual Performance Plan (APP), which included the 2019 Institutional Operational Plan (IOP), which was reviewed on a quarterly basis. The 2019 AAP and IOP were derived from the institution's consolidated strategic objectives and Key Performance Indicators (KPIs), as informed and shaped by CUT's Vision 2020.

Part of the progress on the strategic objectives for the four quarters of 2019 was presented, and achievements were discussed during the Extended Management Committee (EMC) quarterly meetings of 2019. Moreover, the EMC recommended the progress report on the 2019 IOP to the Planning, Finance and Resources Committee (PFRC) quarterly meetings of 2019, which were recommended to the four Council meetings for approval. Progress on performance was continuously monitored and reported using the four balanced scorecard perspectives, namely:

- ❖ systems, policies and processes;
- ❖ resources – human and financial;
- ❖ supplementary resources from stakeholders and partners; and
- ❖ quality learning and growth.

A total of 12 strategic objectives and 48 targets were included in the 2019 Annual Performance Plan (APP), which have been monitored and reported on. Please refer to Section 1 of this Annual Report for a detailed reporting on the 2019 Performance of CUT.

6.1.2 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 second CUT Transformation Summit; revisiting the Soudien report, in collaboration with Prof. Crain Soudien, who was a Chairperson of the Ministerial Committee on Transformation and Social Cohesion and the Elimination of Discrimination in Public Higher Education Institutions; gender-based violence; female employees at CUT: impact of transformation programmes; independent study into matters affecting women in the workplace at CUT, in the process of being conducted by the Commission of Gender Equality; promoting multilingualism, with specific emphasis on Sesotho; workshop for female academics on emotional intelligence; the Next Generation Women Leadership Programme (nGenWiL); 2019 Women’s Summit; transformation workshop for senior leadership team; and Women in DBA programme at Bath University in the United Kingdom.

Please refer to Section 11: Transformation Report, of this Annual Report for detailed reporting on transformation at CUT in 2019.

6.2 MANAGERIAL AND ADMINISTRATIVE ASPECTS OF THE OPERATIONS OF THE INSTITUTION, INCLUDING NEW SENIOR EXECUTIVE AND ADMINISTRATIVE APPOINTMENTS

6.2.1 Office of the Vice-Chancellor and Principal

The following developments in the office of the Vice-Chancellor and Principal for the 2019 year are relevant:

- ❖ The restructuring of the Section of Risk Management and Strategic Projects, as approved by Council, was implemented during the period of reporting.
- ❖ Mr T Raseleka, Risk Management and Strategic Projects Specialist and Acting Director of Risk Management and Strategic Projects and Acting Chief Audit Executive, was appointed as Chief Risk Officer (CRO) effective from 1 June 2019. This is the first time that the university has a full-time CRO. The CRO reports functionally to the Audit, Risk and ICT Governance Committee of Council (ARIC), and administratively to the DVC: Resources and Operations.
- ❖ Prof. Percy Sepeng was appointed as Senior Manager: Institutional Renewal and Transformation, effective from 1 September 2019.
- ❖ Ms L Ralikonyana was appointed as Chief Audit Executive (CAE) effective from 1 September 2019. She is the first full-time CAE that the university has appointed. The CAE reports functionally to the Audit, Risk and ICT Governance Committee of Council (ARIC), and administratively to the Vice-Chancellor and Principal.
- ❖ The proposal to reposition the Unit of Fundraising and Projects Marketing was approved by Council at its meeting of 14 June 2019, and Ms G Winkler was appointed as Manager: Unit of Development and Fundraising.
- ❖ Ms Juby Govender was appointed on a one-year fixed-term contract as Prospect Researcher in the Unit for Development and Fundraising.

6.3 EXECUTIVE AND SENIOR MANAGEMENT

The following appointments at executive and senior management levels were made during 2019, and the incumbents commenced duty on the dates as indicated below:

- ❖ Ms D Ewertse was appointed as Chief Financial Officer (CFO), effective from 1 April 2019.
- ❖ Ms B Matube was appointed as Director: ICT and Computer Systems and Chief Digital Officer (CIO), effective from 1 June 2019.
- ❖ Ms N Dlamini's contract as Deputy Registrar: Academic Administration was renewed for a period of five (5) years, effective 01 September 2019;
- ❖ Dr Ntsoaki Malebo was appointed as Senior Director: Centre for Innovation in Learning and Teaching (CILT), with effect from 1 January 2020.
- ❖ Unfortunately, Prof. M Monnapula-Mapesela, Senior Director: Centre for Innovation in Learning and Teaching (CILT) has resigned, to take up the position of Deputy Vice-Chancellor (DVC): Academic and Student Affairs at Rhodes University on 1 July 2019.

- ❖ Mr Leon van de Venter, Senior Director of Human Resources (HR), has left the employ of CUT upon the ending of his contract on 31 December 2019.
- ❖ Mr J Kabamba, University Librarian, retired on 31 December 2019.

Regarding managerial and administrative aspects, 23 of the 25, or 92%, of the positions at Peromnes levels 1 to 5 was filled in 2019. Positions vacant included those of the Senior Director: IPQE and the Senior Director: HR. Women are representing 30,4% (seven) of the staff complement at Executive and Senior Management levels by the end of 2019, compared to 17,4% (four) at the beginning of 2019. Some Senior Management positions were earmarked to be filled by female candidates, and these vacancies have been, and will be, advertised as such. Other positions that were earmarked to be filled by female candidates during 2020 include those of the University Librarian and Senior Director: HR, which will become vacant on 1 January 2020 due to retirement and resignation, respectively. The aim is to achieve a 50% appointment of women in Executive and Senior Management positions by 2023.

6.4 COMMUNICATION, MARKETING AND BRANDING

A service provider was appointed to develop and enhance the university's brand visibility in Bloemfontein and Welkom, where our campuses are located. The Communications and Marketing Section has also implemented visual communications to beef up internal communications, which included the installation of digital flat screens at strategic points around our campuses. This was done to communicate CUT success stories, university life and other successful projects, as we believe that visual messaging accompanying text has a greater power to engage, inform, educate and increase stakeholder recall and affinity for CUT.

A number of career expos and school visits took place during 2019, with the focus mainly around the Free State Province and on STEM-focused information and career guidance, and providing information and guidance on CUT's STEM-related programmes. The social network posts are steadily growing the CUT online community numbers and engagement on the platforms. LinkedIn has grown into a robust engagement platform for professionals interested in CUT. This includes, but is not limited to, CUT alumni.

The following media vehicles, to communicate and improve our brand, were used in 2019: Lesedi FM, Med FM, OFM, *The Weekly*, and *Vista Newspaper*. The Communications and Marketing Section continued to use a media monitoring tool, allowing the distribution of clips to the CUT community via the *Thutong Today* (a weekly electronic internal newsletter), in order to enhance the university's media relations efforts, and to highlight the benefits of positive media placements to the university community. All articles were shared through placement on the university's public website, at <https://www.cut.ac.za/news>, and on CUT's LinkedIn and Facebook pages; publication in *Gratia*; and our external media partners, the Central Media Group and Media24.

6.5 ACHIEVEMENTS OF THE ADMINISTRATIVE STRUCTURES AND RESOURCES RELATING TO STAFF AND SYSTEMS

6.5.1 Integrated talent management

The implementation of the integrated talent management policy and procedure was rolled out to the rest of the departments and faculties and will roll over to the year 2020. HR conducted sessions with all faculties and departments in order to sensitise Management and employees to the rolling-out process. Talent forums were established, and roles and responsibilities of role players were clarified with Executive and Senior Managers, Managers and union representatives, and HR planning sessions are being conducted with employees in the outstanding faculties and departments, to align their operational goals with the strategic objectives of the institution.

A Talent Competency and Capability Framework has been developed, for implementation as part of CUT's performance management in 2020. The competencies identified will be used in the development of the performance management approach upon implementation of the new HRIS. It will further be used for purposes of development initiatives through the Talent Office, and will inform psychometric assessments for recruitment. The following talent engagement and retention initiatives were also initiated:

- ❖ A new exit feedback process was introduced and is ongoing. Exit reports are used to identify development areas for the university.
- ❖ Engagement and retention surveys were conducted and are ongoing.
- ❖ A 12-month onboarding process, which was introduced in January 2019, is continuing. The process includes the monthly induction of new staff. Team-building sessions were conducted for the Faculty of Health and Environmental Sciences, Library and Information Services, Academic Administration, and Governance and Student Life. Due to the success of the sessions, more departments conducted theirs.
- ❖ Engagement/retention efforts were started within the Faculty of Humanities and the Centre for Innovation in Learning and Teaching, in an effort to put measures in place to better address staff well-being and retention. This is done by exploring staff's perceptions on the work environment, their experiences, and turnover intentions.
- ❖ Arbinger training sessions and workshops have been conducted with several departments, including Senior Resources and Operations Management.
- ❖ The Next Generation Women in Leadership Programme has been expanded with another six candidates. A total of 11 women are now participating in this programme, and all the programme activities are now coordinated by the Talent Specialist.
- ❖ Current efforts are geared towards putting a Succession Planning Guide in place for the university.
- ❖ Training programmes for all employees according to the different categories (Managers and Supervisors, lower-level employees, specialists, etc.) have been rolled out, which focused mainly on enhancing Managers' and Supervisors' skills in terms of decision making, project management and soft skills.
- ❖ ABET training, up to Matric/Grade 12 level, for employees at Peromnes levels 14 to 18, commenced in February 2019.
- ❖ An Employee Wellness programme for staff, specifically since the CUT Wellness Centre only caters for students, has been introduced, and an external provider, Careways, has been contracted to render this service to employees for a two-year period.

The project for the implementation of the Human Resources Information System (HRIS) commenced in February 2019, and will be completed by May 2020. Challenges arising are addressed, and it is envisaged that implementation will be successful. The completion of SLAs on the hosting was completed in October 2019. This resulted in a delay in the implementation of the project, which delay directly impacted on the date of performance assessments for the 2019 performance year.

Furthermore, CUT managed to secure funding for three training interventions with the Services SETA, including internship programmes for eight graduates (all study fields), and skills programmes in Labour Relations Practice for 38 employees. A further ten learnerships have been secured from the ETDP SETA. Bursaries were also secured from the ETDP SETA for employees in their various fields of study, according to their individual needs. Plans are underway to provide training in performance management to insourced workers, grades training to those in Protection Services, and other training, based on the needs. This is in line with the urgent need to improve employees' level of performance.

6.5.2 Integrated Performance Management System (IPerMS)

The IPerMS process for the 2019 performance cycle began in March 2019, with performance agreements being completed and signed off by employees and supervisors. Performance assessments will be completed for the last time on the old SCubed System, before being configured into the new HRIS in April 2020. Mid-term reviews were also concluded at the end of July 2019. Training sessions for employees on how to plan for performance, and how to complete performance reviews and assessments, are still underway at both campuses.

6.5.3 Relationship with the unions

The relationship between Management and both unions remained generally constructive and collaborative during 2019, with frequent bilateral discussions contributing to the relationship. The focus of deliberations remains "what is best for CUT". The leadership of both unions are fully engaged in all university programmes, and are co-operating with Management to continuously reimagine and reinvent CUT. For the last seven months, a joint taskforce, comprising both unions and HR, has engaged on the retirement fund set up of CUT, and a proposal in this regard was submitted by the Task Team. CUT employees voted on the various proposals, and 95.16% voted in favour of implementing a new pension fund. Subsequent to that, a notice of termination of contract was given to the NTRF, and the new pension fund is in the process of being set up. However, there was a delay in the bargaining process for wage increases for the year 2020, due to Nehawu's indication that they withdraw from further engagements with Management, as a result of a few matters that were still outstanding. These concerns were discussed at the Labour Relations Forum (LRF). Furthermore, the Vice-Chancellor and Principal met with the Nehawu Branch Executive Committee (BEC) on 18 September 2019, 30 October 2019, and 12 November 2019 to address their concerns.

A successful union/Management Lekgotla, themed “*Reimagining a sustainable future between organised labour and management at CUT*”, was held. This was an exciting “first” for CUT, with many positive outcomes. I am grateful to our union leadership and Management for their joint commitment towards a sustainable future between organised labour and management.

Finally, the approval of the insourcing programme for cleaners and gardeners has contributed to the stable relationship. The leadership of both unions are fully engaged in all university programmes, and are co-operating with Management to continuously reimagine and reinvent CUT. Management is grateful to the leadership of NEHAWU and NTEU for their continuous and constructive engagement.

6.5.4 Facilities and infrastructure

Major challenges related to the DHET mega projects were experienced during 2019, resulting in the slow delivery of these projects. The capacity in the Section for Estates and Infrastructure was further enhanced, following engagements with DHET. Specific infrastructure projects completed or initiated during 2019 included the following:

- ❖ The refurbished and extended Welkom campus cafeteria was completed in September 2019.
- ❖ The Campus Clinic at the Welkom campus was completed, accreditation was obtained from the National Health Department, and the clinic officially opened in 2019.
- ❖ The matter regarding the FSSSI property exchange was referred to National Government, due to the fact that an agreement could not be reached with the Mangaung Metropolitan Municipality.
- ❖ Provisional approval was provided by the Heritage Council for the demolition of the 1, 1A and 4 Bellevue Street buildings, to where the Vehicle Park will be relocated, pending the provision of a proposed layout plan to the Heritage Council.
- ❖ Additional requirements for the conversion of the Gymnasium Hall into the *i*-Gym were addressed, and the equipment for the Video Lab at the Welkom campus was delivered.
- ❖ The comprehensive upgrading of the Technikon, Gymnos and Exchange House residences was 90% completed.
- ❖ The contractor for the general upgrading of the BHP Billiton Building was appointed, and work started in September 2019.
- ❖ The contractor for the implementation of the refurbishment and maintenance of various administrative and academic buildings, including the Science Park and Emergency Medical Care buildings, was appointed.
- ❖ Various maintenance projects commenced in 2019, which included, amongst others, the installation of a disability lift at the BHP Billiton Building Lecture Block, as well as at the Dirk Coetzee Building; the provision of laboratory equipment for the Teacher Education Building; a sports field for the Welkom campus; emergency repairs of various buildings at the Bloemfontein campus; installation of a new roof for the Hotel School Atrium, as well as general refurbishments; provision of laboratory equipment for the Teacher Education Building; and the installation of emergency power generators at the Bloemfontein and Welkom campuses.

- ❖ The CUT Solar 1 PV installation of 153.7 kWp DC, 2-axis tracking on 8 metre high masts was commissioned. If the system is producing at 100%, it will be able to supply 10.4% of the current power of the CUT Bloemfontein campus.

6.5.5 Integrated security system

The safety and security of students and staff remains a high priority for the university. The integrated security system at the Bloemfontein campus was completed at a cost of approximately R7 million. This allows for turnstile entrances, using swipe or biometric access to the campus and residences. The integrated security system at the Welkom campus has been prioritised, and R2 million was set aside for the completion of the project in 2020.

6.5.6 Occupational Health and Safety

Occupational Health and Safety (OHS) has been prioritised at the university during 2019. Various initiatives were implemented, which included, amongst others, the training of Fire Marshals, First Aiders, Safety Representatives and all Managers in safety management, which resulted in the appointment of 30 Executive, Senior and Middle Managers as Section 16(2) OHS Appointees. The training and appointments have set the foundation for all Section 16(2) Appointees to ensure that Occupational Health and Safety subcommittees are established in their respective divisions. Quarterly meetings can now be scheduled, as stipulated in the act, and quarterly OHS reports can be submitted to the OHS Office, for submission to the Risk Unit. The OHS Office also conducted housekeeping, building and structure, sanitation and hygiene inspections for all buildings on campus, and reports on these were submitted to all Section 16(2) Appointees, for corrective actions and feedback. The OHS Office was audited by the Internal Audit Section, and the findings will be attended to in 2020.

6.5.7 ICT systems and services

The Information and Communication Technology (ICT) systems and services were strengthened during 2019, which included, amongst others, the automation of short message service (SMS) and e-mail notification sending to students, informing them of their application statuses; an online system enabling Enrolment Officers to monitor incomplete applications; the integration with First National Bank (FNB), for the Finance Section to download bank statements; the Integrated Security System (ITS) integration with the Converis Research Management System (RIMS); the implementation of the Research Outputs/Publication Management Module; the public website was converted, and launched on a new digital platform, easing the management and publication of information; the e-mail system was migrated to the latest version of the Exchange Mail System; wireless coverage density was increased in several administrative buildings and student residences, which resulted in a total of 144 access points and 15 network switches being added to the network; six business processes were automated using workflow automation application; and a business process analysis for purposes of streamlining and identifying opportunities for the automation of application, admission and registration processes, was completed.

Section 6.5.8 Insourcing of services at the university

CUT has commenced with the insourcing of services since 2012, prior to the demands made during the #feesmustfall-campaign in 2015. The nation's universities committed to seriously consider and investigate the possibility of insourcing some, if not all, outsourced services. CUT approached this opportunity to contribute meaningfully to the improvement of the university's surrounding community, and to drive our social justice agenda, with the following guiding principles in mind:

- ❖ While considering the bigger socio-economic picture, any decision shall be taken with the best interest of the University in mind.
- ❖ Adherence to the DHET guidelines with regards to the parameters of salary spending in higher education institutions is imperative.
- ❖ Retaining the University's focus on its academic function.
- ❖ Short-term, medium-term and long-term implications for students (both current and future), staff and the University should be considered
- ❖ Any solution should be financially viable and sustainable.

The insourcing of services since 2012 to date, was done in phases as indicated below:

- ❖ Phase 1 (2012–2016): Protection Services (5 employees); Cleaning and gardening services (15 employees); and new positions in cleaning and gardening services (10 employees).
- ❖ Phase 2 (2017 to 2019): New positions in cleaning and gardening services to finalise the insourcing of these functions (95 employees).
- ❖ Phase 3 (2018 to 2019): New positions in protection services (10 employees).
- ❖ Phase 4: 2020: Council resolved in 2019, that a further 25% of protection services be insourced, effective from 1 January 2020 (34 employees).

The effect on the salary bill at the time of insourcing since 2012 until 2019, was R 14 811 510, involving 135 employees, excluding phase 4. Cleaning and gardening services have now been fully insourced, and it is envisaged that the insourcing of protection services be completed by the end of 2021.

6.6 THE ADEQUACY OF STAFFING LEVELS IN CRITICAL AREAS

By December 2019, 14.5% of the positions on the permanent staff establishment of the university was vacant. This figure is slightly higher than the year-on-year comparison of 13.2% in December 2018. However, this can be explained by the number of new posts approved by Council for 2019, which are still in the process of being filled. The filling of vacancies in critical and scarce skills areas remains a challenge that is continuously being addressed. It is important that CUT recognises its own graduates when appointments are made. However, it is also important to attract talent from outside of the CUT community, to ensure a healthy combination of staff at the university. The current ratio of CUT graduates versus the rest of permanent staff is 329 out of a total of 960, which represents 34,27%. Furthermore, approximately 1 500 of CUT's employees

over the history of the university (both as Technikon and UoT) have been graduates of the institution.

Stage 1 of phase 2 of the salary anomalies process was implemented in 2018, and continued in 2019 with the implementation of stage 2 of this phase for those employees still qualifying, along with the 2019 general increases. This brings the salary anomalies process to a close. Continuous efforts to ensure fair and equitable remuneration practices, which will prevent CUT from falling foul of the salary anomaly trap again, are applied stringently.

6.7 THE EXTENT TO WHICH EQUITY TARGETS IN THE WORKPLACE HAS BEEN REALISED

The university's Employment Equity (EE) Plan expired in December 2018 and has been succeeded by a follow-up plan for the term January 2019 until December 2023. The following tables provide a summarised comparison against the new 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 2019:

Table 40: Total staff complement:

Target vs. actual	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF
2019 numerical target (%)	34.1	2.6	0.5	8.7	33.9	3.1	0.4	11.2	3.6	1.9
Actual as at December 2019 (%)	34.4	2.1	0.3	8.5	35.0	3.3	0.3	10.3	3.9	2.1
Gap between target and actual	0.3	-0.5	-0.2	-0.2	1.1	0.2	-0.1	-0.9	0.3	0.1

Note: Staff from the designated group represent 85,6%, whilst staff from the non-designated group represent 14,4%.

Table 41: Support services: Executive, Senior and Middle Management level:

Peromnes level	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	Total per level
P1	0	0	0	1	0	0	0	0	0	0	1
P2	1	1	0	0	1	0	0	0	1	0	4
P4	2	0	0	2	2	0	0	0	0	0	6
P5	3	1	0	2	0	1	0	1	1	0	9
P6	7	2	1	4	10	1	1	3	1	0	30
Total	13	4	1	9	13	2	1	4	3	0	54

Note: Staff from the designated group represent 77,8%, whilst staff from the non-designated group represent 22,2%. Females at these levels represent 37%.

Table 42: Faculties: Senior and Middle Management level:

Level	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	Total per level
Dean (P4)	1	0	0	2	1	0	0	0	0	0	4
Assistant Dean: RIE	1	0	0	2	0	0	0	0	1	0	4
Assistant Dean: TL	0	0	0	0	1	0	0	2	1	0	4
Head of Department	4	1	0	3	2	1	0	6	3	1	21
Total	6	1	0	7	4	1	0	8	5	1	33

Note: Staff from the designated group represent 60,6%, whilst staff from the non-designated group represent 39,4%.

Table 43: Explanation of designated and non-designated groups

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

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 women. Furthermore, the appointments of females in the positions of Director: ICT & CDO; CFO; CAE and Senior Director: CILT, as indicated in section 3.2 of this report, are a progressive step towards addressing this anomaly.

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

The 2018 HEMIS submission cycle was concluded with the VALPAC space submission on 22 May 2019, and an audited third final and corrected VALPAC submission, together with an audit report, on 31 July 2019 (as per the DHET schedule). The Valpac submissions included the “2018 Higher Education Management Information System (HEMIS) staff submission”; the “2018 HEMIS postdoctoral student submission”; and the “2018 HEMIS student – 2nd submission”. Monitoring reports on the “Size and Shape Report” and the “Application and Admissions Report” were submitted quarterly to Senate and Council.

Due to data inconsistencies in the audited third submission for the advanced diploma and BTech qualifications, Table 2.7 of the report had to be re-audited, and was submitted to the DHET on 28 October 2019. The 2019 HEMIS submission cycle commenced with the first 2019 VALPAC student submission, which was due on 31 October 2019.

Using the CELCAT online timetable software, research on staff workload and space utilisation progressed well in 2019, resulting in the full implementation of a university-wide timetable, to enhance the optimal usage of space and buildings. Furthermore, the appointment of a Senior Monitoring and Evaluation Coordinator put the process of revamping performance reporting in motion, and data tracking and automated performance monitoring dashboards on HEDA, have been developed.

6.9 STUDENT SERVICES AND EXTRACURRICULAR ACTIVITIES

6.9.1 Assessment and Graduations

The processes and systems related to assessment and graduations were further enhanced. Despite these interventions, isolated incidents occurred during 2019, which resulted in certain interventions by Senate to strengthen assessment practices and certification systems, in order to

protect the academic integrity of the university. Furthermore, strategies to enhance the quality of certification processes included the appointment of the Assistant Registrar: Assessments and Graduations and two Senior Administrative Assistants in the Assessment and Graduations Unit at the Welkom campus. Assessment practices and certification systems will undergo an internal audit process early in 2020. Related to graduations, a total of fourteen successful graduation ceremonies at the Bloemfontein and Welkom campuses were held from 4 to 12 April 2019, and 3 to 4 September 2019, where 4 852 students graduated, including 61 Master's and 17 Doctoral degree students. Dr Ellen Blekie received the Chancellor's Excellence Award on 11 April 2019, and an honorary doctorate was conferred upon Mr Brand Pretorius at the September 2019 Spring Graduation Ceremony. Finally, the graduation regalia, which included new PhD hood upgrades, was approved by Senate.

6.9.2 Registration 2019

From 7 to 9 January 2019, all faculties concluded the process of giving firm offers to applicants who have been admitted provisionally, pending the outcome of the National Senior Certificate (NSC) examinations. A successful window period for the administration of walk-in students was granted from 10 to 11 January 2019. This was the last opportunity for walk-in students to be administered on site, as the DHET has directed that, going forward, walk-in applicants should be channeled to the Central Application Clearing House (CACH), where all institutions of higher learning could consider them for selection, should they meet institutional requirements. Registration for all first-time entering students took place from 14 to 17 January 2019, whilst registration for senior students took place from 17 to 23 January 2019, and late registration commenced on 24 January 2019. The orientation week, from Monday, 26 January to 1 February 2019, was successful. A special feature included the financial management session. It is hoped that our first-year students will be better prepared to manage the NSFAS allowances that have been deposited into their bank accounts, as per the DHET directive.

The Chancellor, Honourable Judge Molemela, graced us with her presence at the Official Opening events that were held at the Welkom campus on 30 January 2019, and at the Bloemfontein campus on 1 February 2019. Online applications for 2020 opened on 13 May 2019 for both on- and off-campus students. The second semester applications cycle opened on 1 April 2019, and closed on 30 June 2019 for BTech programmes, to accommodate the closing date for non-aligned HEQSF qualifications, which is the 31st of December 2019 for new students. Finally, a manual process to finalise incomplete applications has been completed on 13 December 2019.

6.9.3 Student Life: Student services with maximum impact and outcomes

The Governance and Student Life Section ensured the delivery of effective and efficient student services with maximum impact during 2019.

- ❖ The CUT Choir at both campuses was integral in entertaining students and guests during CUT's official functions, the 2019 Academic Opening, CUT Africa Day Celebrations, and

graduation ceremonies with harmonious choreographic performance in collaboration with first-year students from CUT residences.

- ❖ CUT Dance attended the SA Champs, hosted by South African Dance Sport, in East London. Mr N Kabi and Ms T Mota made CUT proud by being crowned the South African Champions in the Senior Category 1 Latin, which has given them a chance to represent South Africa at the World Dance Sport Federation Competition in 2019.
- ❖ 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.
- ❖ The Carnival Committee (CC), in collaboration with the SRC and the VC's Office, embarked on various special projects which included the collection of school shoes and the donation thereof to Hodisa Technical School and Bainsvlei Combined School in the Free State.
- ❖ With the financial support it has received from the CUT strategic budget and Media Diversity and Development Agency (MDDA), CUTFM continues to assert itself as a trending and vibrant youth community radio station within its allocated space. The radio station has successfully renewed its strategic partnerships with Wits Radio Academy, HEAIDS – Future Beats Programmes, Free State Cricket, and CANSA. As CUT FM's broadcasting license expires at the end of September 2019, application documents for another five-year broadcasting license have been processed and sent to ICASA, and we are awaiting approval. In addition, the radio station has signed an agreement with the Central Media Group (through OFM, its ancillary) that is meant to open opportunities for advertising for big businesses.
- ❖ PACOFS, as per its existing relations with CUT, availed its facilities (venue, instruments and sound technicians) for the hosting of the CUT Student Sisterhood Conference to motivate, build self-confidence, and to assist in restoration of the dignity of victims of gender-based violence and girl child abuse.
- ❖ The SRCs held an SRC Policy Review Workshop on 18 May 2019, and attended the Student Leadership Development Workshop from 20 to 21 March 2019, hosted by Patshimo Training and Development at the Arbitor Hotel in Johannesburg.
- ❖ Brilliance Extra Class, which focuses on community engagement, ran Saturday classes at various secondary schools in the province.
- ❖ The Governance and Student Life Unit hosted an Annual CUT and Sol Plaatje University Inter Varsity Sports and Cultural Tournament on Saturday, 11 May 2019 at the CUT Bloemfontein sports fields, to build intercampus students' cohesion and collaboration of student affairs.
- ❖ In an effort to inculcate a culture of electoral democracy, fair processes and legitimate student governance structures, the SRC elections took place on 11 September 2019, managed by PwC as an independent body. Results, together with a declaration of fairness, were announced on 13 September 2019. Compared to the sector at large, the elections were completely peaceful, with parties being accustomed to principles of fairness, tolerance and due election processes. The preparations were characterised by a series of engagements between Student Services, parties and the service provider.

- ❖ As part of valuing the institution's rich culture, a Student Diversity and Multicultural Ceremony was held to showcase the diverse student cultural groups (Sotho, Xhosa, Ndebele, Swati, Pedi, Tsonga, Coloured, German and Chinese), with attires, chanting, dancing, and cultural stalls with varied cuisine forming part of the event. The celebration was preceded by the Student Dialogue on Multiculturalism on 12 September 2019. This informative platform allowed different groups to share experiences, and was aimed at fostering a culture of respect and co-existence.
- ❖ The Vice-Chancellor's Student Leadership Awards Ceremony, which is intended to honour and celebrate the outstanding contributions of different student formations, as well as individual student leaders who have been able to demonstrate selfless, authentic leadership, were held in the Artec Hall, Bloemfontein campus on 23 October 2019.

6.9.4 Sporting activities

The strategy for CUT Operational Sport was finalised and implemented in 2019. The highlights of CUT Operational Sport for the 2019 year include the following:

- ❖ The CUT team participated in the Varsity Sport Cricket Competition that took place at the North-West University (Potchefstroom) from 1 to 7 September 2019.
- ❖ The CUT Ixias Rigby team participated in the Rugby Varsity Cup from 4 February 2019 until 15 April 2019. Mr Jasper Cohen was selected to form part of the South African U/19 rugby squad.
- ❖ The male and female CUT hockey teams participated in the Free State Hockey League.
- ❖ Three (3) athletes were invited to the Track & Field Varsity Athletics Championships that took place on 15 March 2019. Furthermore, a team of 24 athletes attended the University Sports South Africa (USSA) Track & Field championships. The team also participated in the USSA National Cross-country Championships that took place at the University of Mpumalanga from 19 to 22 September 2019.
- ❖ The men's and ladies' CUT Football teams participated in the Varsity Football competition. The ladies' teams from both the Bloemfontein and Welkom campuses played in the Free State Sasol League play-offs, and the Welkom campus team was crowned as champions.
- ❖ The USSA eSport tournament took place from 19 to 21 September 2019 at the University of Stellenbosch. Nine universities participated in the tournament, and CUT ended in the second position overall.
- ❖ The CUT golf team participated in the Free Sate Golf Championships and played at the USSA National Tournament that was hosted by Nelson Mandela University from the 01 – 07 July 2019, and was promoted to the A section.
- ❖ The CUT Basketball team played the USSA qualifiers against Free State University and Sol Plaatje University on 10 and 11 May 2019. CUT ended second, but did not qualify for the National Tournament.
- ❖ Two teams of CUT netball participated in the Mangaung League. Two players were selected in the Mangaung U/19 team, which team participated in the National Championships in Cape Town.

Staff and student wellness

During the past few years, CUT, similar to various other higher education institutions, experienced the #FeesMustFall campaign, with concomitant violence in some instances. This has had numerous traumatic repercussions, emotionally, psychologically and spiritually for both staff and students. Not only has this been traumatic for CUT staff and the student body, but it has been indicative of the immense stress and pressure that many of our employees experience, also due to challenges in life in general. Therefore, Management implemented the *Special Support Programme for Students* and an *Employee Assistance Programme* for 2019/20 to enhance the health, wellness and well-being of our students and employees. *Careways*, a specialist service provider, was appointed for a two-year period to provide, *inter alia*, psychosocial support, clinical support, health management, life management, and trauma management and counselling to all our students and employees. The Wellness Centres at both campuses, in collaboration with the Human Resources section, were responsible for the roll-out of these programmes.

Other highlights of the Wellness Centres during 2019 included, amongst others, selection testing; the first unity service; health weeks and the First-Things-First Testing Campaign for HIV, which ran concurrently with a Drug Awareness Campaign; various Valentine's Day projects; blood donation opportunities; condoms were distributed on campuses as part of the HIV Prevention Campaign; GBV/VEP awareness campaigns; Woman's Day; students marched against GBV on both campuses; the CUT Thusanang (Poverty) Project; Mental Health Awareness campaigns; Nature Health on Well-being and on Substance Abuse; and the annual Wellness Week (WASB).

Finally, Management and our unions have partnered to host an *Employee Appreciation Day* at each of the campuses during August 2019. It is our intention to create a culture of appreciation, characterised by high levels of trust and mutual respect.

6.9.5 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 home away from home. The university had a capacity of 859 beds at the Bloemfontein campus, and 247 beds at the Welkom campus during 2019 in its residences. Furthermore, the number of accredited off-campus student private accommodation included 2 635 beds. The university requires 10 900 additional beds for student accommodation. Furthermore, various activities in the university residences took place during 2019, which included the Academic Excellence awards, aimed at promoting the CUT core value of excellence amongst the residence students; residences continued to strive towards instilling a culture of academic excellence through the Residence Mentorship Programme (RAMP), which aimed to provide academic support to first-year students in their transition from the high school to the post-school environment; and the inter-residence activity, which contributed towards promoting one of the CUT core values, namely diversity.

6.9.7 Alumni Association

The university continues to support the alumni programmes, for purposes of deepening a lifelong relationship between CUT and its alumni, through opportunities that promote interaction and engagement with CUT. The university conducted a benchmarking exercise on how convocation and alumni associations are positioned within various universities in South Africa. Plans for alumni programmes were developed that would encourage our graduates to identify with CUT, whilst attracting and sustaining their interest and participation in the university's activities. We further maintained an up-to-date and comprehensive Development Management System (DevMan) of our alumni. Management had several engagements with the Alumni Executive Committee to discuss the structure, operations and budget for alumni relations, alumni data collection and management, alumni communications and engagement, and fundraising activities. Finally, the Terms of Reference of the Alumni Association was revised during 2019.

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

The university prioritised engagements with the community in 2019, which resulted in a number of exciting interventions and projects. Community engagement is integrated into the core mandate of the university, which is part of the promotion criteria for the promotion of academics.

Some of these interventions and projects during 2019 included collaboration with the National Department of Social Development; the Free State Provincial Government; non-governmental organisations (NGOs); Free State Department of Education (FSDoE); FSDoE/CUT Science, Technology, Engineering and Mathematics (STEM) Academy; primary and secondary schools; International Conference on Engineering Design (ICED); Wildlife and Environment Society of South Africa (WESSA); Nka'Thuto EduPropeller; the Department of Basic Education (DoBE); Olympiad workshop; Fablab; Western Kentucky University on Women in Engineering and Information Technology; SAASTA; Mandela Day 2019 celebrations; Life Sciences Student Organisation (LISSO); educational activities on hygiene; Hlasela TV; Eskom Expo Regional Science Fair; Youth Management Forum (YMF); American Consulate; career guidance sessions; CUT Industry Day; and the Community Development Work Programme at CUT, in collaboration with the Department of Health.

The Higher Education Regional Development Initiative for Central South Africa (HERDIC-SA) was established in 2019, consisting of the three universities and five TVET colleges in the central region. HERDIC-SA was established, with the aim to strengthen collaboration between universities and TVET colleges in the Central region of South Africa, in order to enhance their impact in society. By working together to enhance the widening of access to higher education, as well as staff development and student welfare initiatives, and through regional collaborations with the wider public and business sectors, institutions can have transformative effects on communities' capacity and sustainability.

As a university, we were determined during 2019 to play a crucial role in the socio-economic transformation of our region. CUT's commitment to improve the lives of our people and to make

an impact in the region, the province, our country and the African continent, continued in 2019. Towards this end, we have a role to fulfil in addressing the challenges of the society through education, research, innovation and skills development, the commercialisation of business ideas, and community engagement.

6.11 CHANGING PATTERNS IN THE PROVISION OF ACADEMIC COURSES

6.11.1 Student enrolments

A total of 4 439 first-time entering undergraduate students were registered at CUT for the 2019 academic year, which is 96,75% of the Department of Higher Education and Training (DHET)'s target of 4 588 students (as at the end of the academic year 2019).

The main reason for the lower intake is the limited number of school leavers with a 50% achievement in Mathematics and Science at Grade 12 level. The overall headcount is 21 206 students, compared to 19 464 in 2018, representing an increase of 8,8%. The Bloemfontein campus recorded an increase of 7,1% in the number of students (16 515 students in 2019, compared to 15 413 in 2018), whilst the Welkom campus recorded an increase of 15,2% (4 667 students in 2019, compared to 4 051 in 2018). Related to the STEM enrolments, 48.63% (10 313 out of 21 206) students enrolled in STEM programmes in 2019 (104,36% of the DHET target).

This pattern is aligned with our strategy to stabilise the student intake at the Bloemfontein campus, in order to align it with the staff and infrastructure capacity, and to increase the student numbers at the Welkom campus in a controlled manner, in tandem with the focused increase in staff and infrastructure capacity. This was the basis for CUT's submission to the DHET, "CUT Enrolment Planning 2020 – 2025".

Furthermore, the university commenced with a special initiative to grow our capacity for on-line offerings. Three modules for three blended online advanced diplomas/higher certificates/programmes were piloted, and the Online Academic Programmes Project was awarded R0,5 million from the CUT Strategic Fund. Extensive engagements were also held with HEPSA as potential partner on this project, and with the DHET.

6.11.2 New programmes

A total of 103 academic programmes were re-curriculated between 2013 until 2019. All the academic programmes offered at CUT have been aligned with the Higher Education Qualifications Sub-Framework (HEQSF) in 2019. All these programmes were accredited by the Higher Education Quality Committee (HEQC) of the Council of Higher Education (CHE), registered with the SAQA Board of the South African Qualifications Authority (SAQA) 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; and approved by the DHET, to be added to the Programme Qualification Mix (PQM) of the university.

All new academic programmes were curriculated for impact and relevance, in ensuring that our graduates are ready for the world of work, which included the developments related to the Fourth Industrial Revolution. Through these new academic programmes, the university remained

committed to enhance the socio-economic transformation of our region and country. Through our academic and research programmes, we have contributed significantly in 2019 to improve the lives of our people and making an impact in the region, the province, our country and the African continent. These new academic and research programmes allow us to address the challenges of the society through education, research, innovation and skills development, the commercialisation of business ideas, and community engagement.

6.12 FINANCIAL SUSTAINABILITY OF THE UNIVERSITY: CURRENT AND FUTURE STATUS

The financial position of the university has improved from the prior year, due to the receipt of more income than what was budgeted for. The university's cash-flow position has improved in 2019, and we were able to invest some of our excess funds in short-term investment options, in order to optimise the interest earned. The following are highlighted from the Management Financial Report for the Period 1 January to 31 December 2019:

- The results indicate a net positive variance (after capital and strategic fund expenditure) of R292 million for the period. This is as a result of a positive variance of R201 million in income; a positive variance in expenditure of R67 million, and a positive capital expenditure variance of R23 million.
- There is a major positive variance of R72 million between the surplus of 2018 and the surplus of 2019. This is largely due to the increase in the block grant and tuition fees.
- CUT received R661 million from NSFAS in 2019: R512 million relating to students registered for 2019, and R149 million relating to prior years' student debt.
- An amount of R8.8 million was transferred to long-term investments during December, as per Council resolution. This related to the budgeted amount for Reserve Growth.
- Net transfers of R260 million were made to the Investec High Income short-term investment during 2019. These monies related to grants and NSFAS funds received.
- The Cash Balance as at 31 December 2019 was R62 million (including FNB and Standard call accounts), excluding Investec accounts and FNB 32 days' notice account).
- As at 31 December 2019, investments were as follows: (i) long term – R 143 million; (ii) short term – R950 million (including call accounts of R45 million).
- Approximately R190.5 million was collected on student accounts, other than from NSFAS, up to 31 December 2019.

It is clear from the above that proper cost-saving measures were implemented and allocations to the Investment Fund were made to enhance the financial sustainability of the university. Furthermore, the Institutional Effectiveness & Efficiency Project at CUT was introduced, to ensure effective implementation of business principles at the university and cost-effective business processes, systems and structures across the board, to enhance the future financial sustainability of the university.

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

The year 2019 was indeed another successful period for Central University of Technology, Free State (CUT). The university remained unwavering in its mission to monitor its performance on the implementation of the 2019 Annual Performance Plan (APP), which included the 2019 Institutional Operational Plan (IOP), which was reviewed on a quarterly basis. The 2019 AAP and IOP were derived from the institution's consolidated strategic objectives and key performance indicators (KPIs), as informed and shaped by CUT's Vision 2020. Most of the objectives set for 2019 were achieved.

The university has aligned itself with the most pressing priorities for higher education (HE), science and technology in South Africa, which include, *inter alia*, the following: (i) the readiness of CUT for the Fourth Industrial Revolution by aligning academic and applied research programmes in ensuring that our graduates are ready for the future world of work; (ii) entrepreneurship education and training to produce job creators and not job seekers; (iii) broadening of access to the matured learner market through blended learning; (iv) enhancing our innovation ecosystems that should impact on the socio-economic development of our country; (v) closer collaboration between CUT and the Technical and Vocational Education and Training (TVET) sector; (vi) the eradication of gender-based violence and ensuring safety at our campuses; and (vii) addressing deep socio-economic inequalities and the national social justice agenda through teaching, research and innovation.

Fee-free funding is well established, and most NSFAS teething problems have been resolved. However, the university once again experienced student unrest during February 2019, which was mostly related to the payment of NSFAS allowances. The Student Fees and Financial Aid processes and systems were further strengthened during 2019. However, the next major challenge facing the higher education (HE) sector is the need for more university residences/student accommodation. Furthermore, the transformation of the Higher Education sector at all levels within universities should remain a high priority.

Despite the great progress made during 2019, CUT still faces several challenges, which include, *inter alia*, the following:

- ❖ The phasing-out of academic programmes parallel to the phasing-in of Higher Education Qualifications Sub-framework (HEQSF) academic programmes, places tremendous pressure on our staff and resources.
- ❖ Difficulties in recruiting Senior Researchers, particularly Research Professors, and New Generation of Academics Programme (nGap) Lecturers.
- ❖ The rapid increase in student numbers, which affected the staff : student ratio negatively, and added tremendous pressure on our staff, resources, and the Assessment and Graduations Unit.
- ❖ The number of applicants increased as a result of the waiver of the application fee. However, temporary workers assisted the Academic Structure and Student Enrolment

Services Unit by checking required documents, and capturing the biographical details of applicants. The university has procured a better version of ITS, namely Integrator, which will go live in April 2020.

- ❖ Human resources capacity in the ICT Section and Procurement Unit.
- ❖ A delay in mega infrastructure projects, i.e. residences and academic buildings, due to staff shortages in Procurement.
- ❖ Financial prospective over-reliance on government subsidies and NSFAS funding.
- ❖ Inadequate space for the incubation of innovative ideas.
- ❖ Difficulty to recruit full-time postgraduate students.
- ❖ Difficulty to attract adequate international students to meet our targets.

Furthermore, CUT also has a zero-tolerance approach to gender-based harm, and progressive policies are in place to ensure that perpetrators are dealt with decisively. The CUT community is not immune to these developments, and we need to be vigilant and enhance our institutional culture, so that women are always protected and feel safe on our campuses. Universities are powerful social institutions with agency. They have much to contribute to transforming the culture that produces this form of cowardly violence.

In general, CUT ensured a stable employee workforce and student cohort through constructive engagements with stakeholders, in an open and transparent manner. We have also implemented quarterly Management Committee (Mancom)/SRC meetings in 2019, focusing on strategic matters affecting our students, to build a sustainable relationship between students and Management.

Furthermore, the transformation of the higher education sector at all levels within universities remained a high priority. The university has strengthened our collaboration with external parties, and a number of agreements and funding opportunities were realised. Our transformation project is on track, and good progress has been made in this regard.

Evidence that CUT remains a special university relates to the words of the following people:

- ❖ Prof. Aubrey Mokadi, Premier Advisor in the Free State Province, who stated the following in an e-mail message received on 21 October 2019: *“Thank you very much for inviting me to the launch of the Centre for Sustainable Smart Cities! I was immensely impressed by the quality of research papers presented by staff from your faculty. The event was run very professionally and I was made to feel at home in a vibrant academic atmosphere!”*
- ❖ Mr Dennis Tewson, Sales Director, and Mr Melvill Priest, Financial Director, at Selective Surgical, a distributor of leading medical device brands: *“We selected CRPM due to the good reputation CRPM@CUT has in industry and the solid know-how pertaining to Additive Manufacturing backed by a solid research and development section”.*
- ❖ Ms Kholu Matete, Teaching and Learning Co-ordinator, who stated in an e-mail message received on 21 October 2019: *“I would like to express my gratitude for some of the developments around The Human Project that we have on campus (Employee Wellness*

Programme; classes for staff members who wish to obtain their Grade 12 certificate; Migration from NTRF to the new financial services provider). There are also other positive developments, but these are the ones that stand out the most for me. Prof, thank you for making The Human Project real at CUT!"

- ❖ Ms Kanya Mofokeng, Distribution Marketing Support Manager: Gauteng South, who stated the following in an e-mail message received on 1 November 2019: *"My journey with the CUT taught me hard work, dedication, professionalism and compassion. My M.Tech supervisor, Prof. Patience Rambe is the truest definition of hard work. Ms Eureka Pottas depicted pure dedication through the years where I was her student right through to us being colleagues. One person that one knew would always look and act in a professional manner at all times was Ms Belinda Basson. She personified how one should act in a work environment and treated us (as colleagues) with fairness and respect"*.
- ❖ A senior official at the NRF, mentioning that they have noted that *"CUT is steadfast in our endeavours to establish our unique signature within the higher education sector in South Africa"*. and that he would *"like to commend the leadership of CUT for the positive change"*.
- ❖ A senior official from another university mentioned that *"CUT has all the characteristics to become the MIT of Africa"*.
- ❖ A senior official of the Free State Provincial Government commended CUT for our *"commitment and 'openness' to partner with them to enhance the socio-economic development in the province"*.
- ❖ The following is quoted from a letter received from a parent of one of our students on 7 March 2019: *"Please forward this letter to the Vice Chancellor to thank him and to show our acknowledgment of his effective staff and their assistance support"*.
- ❖ Ms Doreen Cloete, CEO and Principal of the Dunamis Christian School in Matjhabeng mentioned the following in an e-mail received: *"Dunamis Christian School has employed a number of PCGE students who graduated from CUT Welkom. We would like to take this opportunity to thank you and your staff for the excellent employees. Your graduates are an asset to our school, because they have excellent practical teaching experience and are competent and adaptable to various teaching challenges; and they add value to our school. As the top performing school in the district, with a 100% pass rate since 2013, we would like to acknowledge your contribution in providing us with quality teachers who are passionate and highly competent. You are making a difference in our community"*.

6.14 CONCLUSION

It is evident from this report that we are steadfast in our endeavours to take CUT to the next level. Each of the relevant units, sections and divisions has recorded great progress during the period under reporting. As previously reported, the higher education sector in South Africa is not stable, and we are still in one of the most challenging periods in history. This year, and most probably next year, will pose further challenges, which require a committed focus by Management to

enhance our culture of constructive engagements with statutory and key stakeholders, towards ensuring a stable university.

I am also aware of the hard work of most of our employees. However, I am also aware that some employees do not always deliver quality and committed services. Line Managers should take responsibility to address areas of deficiencies. We need to work “smarter”, and enhance our efficiency and effectiveness at the university.

The university is certainly on a rise, and more and more time and effort are spent at strategic level, including on building strategic partnerships, and enhancing the financial sustainability of the university. As reported previously, following feedback from the community, they have noticed the renewed attempts to position CUT as “a transformative, transformational, entrepreneurial and engaged university and ‘model’ UoT in Africa, impacting on the socio-economic development of the Central region of South Africa and beyond”. We have all the elements to achieve this vision. I am satisfied with the progress made in 2019. We have, as a collective, continued to promote high moral, ethical and legal standards at our university, aligned with our theme for 2019 – “Reimagining CUT: Living our values”.

On behalf of the CUT Council and Management, I would like to acknowledge all our external partners – including business, industry, government, universities, and society at large – for your support during this year. In addition, the university cannot be successful without the continuous support of, amongst others, the Department of Higher Education and Training (DHET), the Department of Science and Innovation (DSI), the Council on Higher Education (CHE), Universities South Africa (USAf), the South African Technology Network (SATN), professional bodies, science councils, the Sector Education and Training Authorities (SETAs) in South Africa, the National Research Foundation (NRF), and the South African Qualifications Authority (SAQA). Please be assured that we value and nurture these partnerships. Furthermore, I am grateful for the support and guidance of the entire CUT Council. Finally, thank you also to our Chancellor and the Management Team for your hard work and dedication, and to all staff and students, including Senate, the Institutional Forum (IF), Alumni Association, the unions, student leaders, alumni and parents, for your commitment and support during this year.

We will continue in 2020 to enhance CUT by 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.

SIGNED BY:

**PROF. HJ DE JAGER
VICE-CHANCELLOR AND PRINCIPAL**

SECTION 7

7. INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS

7.1 HUMAN RESOURCES

Management maintained a positive relationship with the unions, with bilateral discussions producing positive results. The salary negotiations for the following year (2020) which usually commences during the second semester of the preceding year (in 2019), could not be finalised in 2019 due to various delays, and would be addressed during the first term of 2020. The university budgeted for a Three-year Collective Agreement based on its Three-year Rolling Budget. Should this be approved during the finalisation of the salary negotiation process, it would represent the achievement of a critical 2019 milestone for CUT. Some matters contained in the salary agreement with the unions require further consultation. A roll-out plan is in place to address these matters.

Insourcing of the cleaning and gardening functions were completed in 2019 after approval by Council. Almost 100 former employees of service providers were appointed permanently.

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

Finally, the talent management policy, which was approved by Council for implementation, has been implemented in pilot areas in 2019. Talent forums were also rolled out to the rest of the university. The process will be continued in 2020.

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 2019. Furthermore, CUT also budgeted for a reserve growth, to make provision for the uncertain future.

The importance of policies in achieving the university's objectives in terms of financial management is acknowledged. Therefore, all outdated finance-related policies are currently being revised. The investment, budget, credit card and procurement policies were revised. The latest promulgated acts, as well as inputs from all the relevant parties, were incorporated in the updated policies.

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 Finance Section staff 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 for them were established.

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

7.3 IT FOR ADMINISTRATIVE PURPOSES: INTEGRATED TERTIARY SOFTWARE (ITS) SYSTEM

The university has an ITS System, with the ITS Integrator V3 System being used for administrative purposes. The system allows real-time access to information, including access to financial, human resources and student information. It also provides access to operational services, such as vehicle bookings, online ordering and payroll services. Although it is not an easy system to use for financial and HR reporting, it is affordable. The ITS System has a number of deficiencies. Other than the student subsystem, the remaining modules address only the basic requirements. Alternative, affordable systems for HR, facilities and space management are being investigated, with a tender for the HR subsystem being issued. A system, Archibus, which was previously implemented for service calls, is being tested for additional functionality in terms of space and facility management, including environmental safety and sustainability. During the 2019 financial year the preventative maintenance module was implemented and is being configured for full use of maintenance planning in the 2020 Financial year.

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

A system for timetabling, CELCAT, has been fully implemented in 2018. This system links with the ITS System, and allows for the integrated timetabling of all venues and offerings. The CelCat Calendar module was purchased in 2018. This module allows for students and staff to log into Celcat and view their timetable in real time. The Celcat Calendar module is in the process of being implemented.

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

Access to cloud-based services such as Office 365 has been made available to all students and staff. The university is currently implementing Sage Enterprise Management HR systems, which

will enable automation of human resources processes like staff on-boarding and performance management system. This project is due for completion in July 2020.

7.4 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 completed, and was implemented during the first semester of 2018 to monitor enrolments. The dashboard has additional information that reflects applications and admissions, as well as actual enrolments and targets for first-time entering undergraduate students. The dashboard assists all the faculties in monitoring enrolments against targets.

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

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.

7.5 INTERNAL FINANCIAL CONTROLS

The university has an independent and objective co-sourced internal audit function to provide information and assurance to stakeholders on the effectiveness of governance, risk management and internal control processes of the institution. The internal audit function developed and implemented an audit plan based on risk exposures identified through the institutional risk assessment.

Internal Audit assists in providing reasonable assurance regarding Management's assertions that objectives are achieved for effectiveness and efficiency of operation and programmes, reliability and integrity of financial information, and compliance with laws and regulations. The internal audit function, on a quarterly basis, assessed the internal control systems and report findings of the audit engagement to Management, ARIC and Council, in conjunction with relevant recommendations/ corrective actions to address control weaknesses as well as to improve the governance, risk management and control processes of the university. In accordance with best practice, the Chief Audit Executive (CAE) is independent and report 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 four meetings during the year under

review, at which meetings the internal and external audit findings, and progress on implementing previous audit recommendations, were monitored. In this regard, the committee is satisfied that the internal control environment in the year under review is adequate, effective and sufficiently responsive to identified weaknesses.

7.6 AUDIT, RISK AND ICT GOVERNANCE COMMITTEE SIGN-OFF

At its meeting of 10 June 2019, the Audit, Risk and ICT Governance Committee reviewed the report on the internal administrative/operational structures and controls. Documentation for approval by the committee was circulated appropriately.

SIGNED BY:

MR TK RASELEKA

CHIEF RISK OFFICER

CLLR MR L SEBOLA

ACTING CHAIRPERSON: AUDIT, RISK AND ICT GOVERNANCE COMMITTEE OF COUNCIL

SECTION 8

8. REPORT ON EXPOSURE, ASSESSMENT AND MANAGEMENT OF RISK

8.1 ENTERPRISE RISK MANAGEMENT (ERM) STATEMENT

The university pursues risk and captures opportunities in a responsible manner and in the best interests of the organisation. Council and ARIC oversee that risk management is carried out in an effective and efficient manner, and is aligned with strategic planning and performance management. The risk management process is fully aligned with the university's values and strategic initiatives and processes, and forms an integral component of the institutional structure.

University Management is responsible for the implementation of the ERM framework and policy, which guide the risk management activities. Management is continuously developing and enhancing its risk management culture to improve the methods for identifying, controlling and monitoring risks that may affect the institution in order to maximise value creation and limit losses.

The Chief Risk Officer (CRO) is primarily responsible for directing the risk management function and ensuring that it contributes to value creating in the organisation. The CRO ensures that risk management processes are implemented in a proactive manner, for purposes of improving the university's risk maturity level accordingly. The function adds value by contributing to the achievement of the CUT vision and drawing it closer to being an organisation that is proactive, responsive and transformative. The CRO maintains independence by reporting functionally to the Audit, Risk and Communication Technology Governance Committee of Council (ARIC), consistent with best practice.

The university has facilitated the establishment of the Risk and Compliance Management Advisory Committee to improve the risk and compliance processes and promote stakeholder inclusiveness. The committee provides direction and assists the Management Committee in fulfilling its responsibilities regarding risk, compliance, ethics, control environment and assurance.

8.2 RISK MANAGEMENT MODEL

8.2.1 Risk identification and assessment

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

An Emerging Risks and Incident Register was updated accordingly and periodically monitored as a proactive approach to identify and anticipate threats that may affect the university adversely,

and that have to be monitored in the event of their consequences being above the adopted risk appetite and tolerance levels.

8.2.2 Mitigating measures and controls

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

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

8.3 SIGNIFICANT RISKS AND OPPORTUNITIES

8.3.1 Student engagement

Student unrest remains a significant risk to the academic progress and operations of the university. The mitigating measures are implemented on an ongoing basis to mitigate the risk and to ensure the achievement of the university's objectives, such as providing a vibrant and healthy environment for employees and students, as well as safeguarding the assets of the university. As a key mitigating measure, platforms for engagement assist in mitigating student unrest and will also create the opportunity for the university to enhance stakeholder engagement to add value to the institution.

8.3.2 Financial sustainability

The university needs to be vigilant to its financial sustainability in order to ensure that during a period of economic difficulty, it will be able to effectively and efficiently utilise financial resources in such a way that the quality of education provided is not compromised. Reduction in public funding, changes in NSFAS provisions and recovery of student debt poses a significant risk to the ability of the university to be operational in the long run. The university has adopted sound financial principles to ensure cost saving and the building of reserves. Key opportunities to facilitate financial sustainability continues to be pursued through strategic investment options, fundraising initiatives and third-stream income activities.

8.3.3 Performance Management

Effective leadership is considered to be results driven, being about achieving strategic objectives and positive outcomes. Good performance is one of the governance outcomes according to King IV. Inadequate planning, implementation, monitoring and evaluation of performance targets may result in the university not achieving the institutional objectives. The mitigating controls included the revising the key performance indicators to conform to the SMART (Specific, Measurable, Attainable, Relevant and Time-bound) principles and to improve monitoring.

8.3.4 Reputation and stakeholder relations management

The reputation of the institution may be impacted by multiple factors, of which the institution actively monitors potential negative incidences and capitalises on positive outcomes. Reputational risk also affects a number of objectives of the university which can be caused by public perception, negative publicity and ineffective marketing and communication strategies. Ineffective branding initiatives and communication may result in failure to recruit the desired students and to attract key stakeholders to collaborate with the institution. Enhancing marketing and communication strategies and stakeholder relations management will assist in enhancing the reputation of the university and mitigating the reputational risk.

8.3.5 Litigation and compliance

The risk failure to comply with key legislation such as the OHS Act and outdated internal policies may result in losses and adverse reputation, and thus require appropriate mitigating measures. The activities to control the threat provided an opportunity to enhance the compliance culture of the institution. The university's Institutional Regulatory Universe (IRC) was updated and monitored, and is important for purposes of ensuring that compliance is adequately promoted. Compliance awareness has been promoted in key decision-making platforms to ensure the establishment of a compliance culture in the university.

SIGNED BY:

**CHIEF RISK OFFICER
MR TK RASELEKA**

**CLLR MR L SEBOLA
ACTING CHAIRPERSON: AUDIT, RISK AND ICT GOVERNANCE COMMITTEE OF COUNCIL**

SECTION 9

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 the CUT Council's guidelines on budget allocations. Council's guidelines provide direction in terms of the percentage of fund allocations, as indicated in the Headline Budget.

Council's guidelines are set to ensure that the annual budget is allocated in a manner that ensures the achievement of the institution's strategic and operational objectives.

An evaluation of available funding and associated streamlining is undertaken, and the funds are allocated using the Resources Allocation Model (RAM). As some areas are not yet fully aligned with the outcomes of RAM, cross-subsidisation still takes place to ensure stability, whilst strategies are formulated to eliminate such cross-subsidisation as far as possible. Stakeholders are involved in the entire process, from gathering information on the availability of funds, to planning activities. The budget is approved by all the relevant committees, and ultimately by Council.

Monitoring of the budget takes place on an ongoing basis, with results being discussed with the relevant budget holders. Any over-expenditure and/or under-expenditure is dealt with accordingly, to ensure that the achievement of objectives is not compromised. Management accounts are prepared on a quarterly basis, and the results thereof are discussed at committee levels, and submitted to Council for noting purposes.

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 three of these goals is presented below.

(a) Financial sustainability

This strategic goal ensures that the institution has sufficient financial resources to achieve its objectives on an annual basis, as well as in the long term.

The institution's financial performance improved, from a net surplus of R199 million in 2018, to a net surplus of R366 million in 2019. The unrestricted funds surplus improved from a surplus of R184 million, to a net surplus of approximately R346 million. An analysis of the results indicated that this was as a result of an increase of 25% in **total income** (including investment income), from R1,120 billion in 2018, to R1,362 billion in 2019.

Although restricted grants amounting to R72 million were received in 2019, only R57 million thereof was recognised as income. The remainder of these funds were indicated as part of deferred income, thereby resulting in an increase of R15 million. Grants associated with infrastructure are only recognised over the life of the associated property; hence, a large portion of the restricted funding that was received forms part of deferred income (liability in the balance sheet). As at 31 December 2019, the balance associated with this liability was R764 million (in 2018, it was R748 million).

Total expenditure increased by 8%. This is less than the percentage increase in income. Scrutiny of the university's expenditure for 2019 revealed that (i) total staff costs increased by 11.19%, and (ii) other operating expenses (excluding depreciation) increased by 4.96%.

Cost-containment measures were also implemented to mitigate the perceived risks of the #Fees-Must-Fall campaign. The institution remains committed to upholding these measures by means of continuous awareness campaigns and increased efficiencies.

(b) Teaching and learning

From the financial information, it can be determined that this strategic objective continued to be met, as witnessed by an increase in the number of teaching outputs, which is evidenced by a steady incline in the grant subsidy element that is linked to this measure.

(c) Research and innovation

The institution continues to enjoy ground-breaking innovation, as confirmed by the number of research awards; the increase in the number of postgraduate graduates; and the increase in the research output and associated grant subsidy.

9.3 FINANCIAL AID TO STUDENTS

Financial aid totalling approximately R790 million was provided to students in 2019. 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 2019, the university allocated R26.554 million of the Council-controlled funds towards student bursaries.
- NSFAS loans and bursaries: Approximately R662 million was claimed from NSFAS.
- Other donors: Additional funding to the value of approximately R103 million was received from various funders, with varying conditions. These funds were either actively sourced by CUT, or via external funders responding to the #Fees-Must-Fall situation.

9.4 INCREASE IN STUDENT FEES

9.4.1 Background

CUT reviews student fees on an annual basis. A policy and procedure on determining student fees are in place to ensure a balance between the recovery of costs for the services received by students in terms of tuition and other related services, and the fees charged. Student fees contributed approximately 39% 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.
- Costs are associated with addressing matters pertaining to health and safety.

9.4.2 Percentage annual fee increment for the 2019 academic year

Regarding the gap grant to cover the fee increment for missing-middle students, CUT received R38,415 million from government during 2019.

The fee increments for 2019 were 5.3% for tuition fees, and 7.3% for residence fees.

From the above, it can be established that, despite the challenges facing the higher education sector, the institution has performed well financially. The monitoring of performance on a quarterly basis, as well as the implementation of cost-containment measures, ensured that the university remained financially healthy, without compromising any of its operations.

SIGNED BY:

**MS HW VAN DER BERG
ACTING CHIEF FINANCIAL OFFICER**

**MR RG NICHOLLS
CHAIRPERSON: PLANNING, FINANCE AND RESOURCES COMMITTEE**

SECTION 10

REPORT OF THE AUDIT, RISK AND ICT GOVERNANCE COMMITTEE (ARIC)

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 performed annual evaluation of assurance service providers, monitored the finance department regarding skilled key staff and implementation of the required accounting practices, and overseeing that the risk management function 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:

- a) 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.
- b) 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) and the Chief Financial Officer (CFO).
- c) The following parties will be in attendance:
 - i) internal auditors;
 - ii) external auditors; and
 - iii) 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:

- d) 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;
- e) the Vice-Chancellor and Principal; and
- f) the DVC: Resources and Operations.
- g) 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 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 2019:

10.3.1 Policies and guiding documents

- Internal Audit Charter

ARIC recommended the revised CUT Internal Audit Charter to Council for approval. The primary purpose of this charter is to set out the nature, role, responsibility, status and authority of the internal audit function (RESOLUTION ARIC 10/19/03).

- **Revised Enterprise Risk Management (ERM) Framework**

The revised ERM Framework was recommended to Council for approval. The framework provides guidance and support in implementing an efficient and effective risk management culture, process and understanding of identifying, evaluating, responding to and reporting on risk events that may hinder the organisation from achieving its objectives (RESOLUTION 10/19/04).

- **Revised Enterprise Risk Management (ERM) Policy**

The revised ERM policy was recommended to Council for approval. The policy expresses CUT's commitment to the management of risk throughout the key areas of university's functioning, and more importantly, to provide for sound Enterprise Risk Management (RESOLUTION 11/19/04).

- **Internal Audit Policy and Procedure Manual**

The Internal Audit Policy and Procedure Manual was recommended to Council for approval. The purpose of this policy is to provide guidance and procedures of what should be followed in the performance of duties and responsibilities of all employees in the internal audit function (RESOLUTION ARIC 4/19/04).

- **Quality Assurance and Improvement Programme**

The Quality Assurance and Improvement Programme was recommended to Council for approval. The programme will assist to evaluate whether the internal audit activities conform to the Institute

for Internal Auditors (IIA)'s standards. The programme also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement (RESOLUTION ARIC 5/19/04).

10.3.2 Audit and assurance services

- **Audit Planning Memorandum for the year that ended on 31 December 2018**

ARIC approved SNG Grant Thornton, the external auditors', engagement letter and Audit Plan for the year ending on 31 December 2018. The plan provided a comprehensive proposal of the CUT audit, and was intended to demonstrate the independence and quality of services to be provided by the external auditors (RESOLUTION ARIC 2/19/01).

- **Close-out report on the Internal Audit Strategic and Operational Plan 2018**

ARIC approved the close-out report on the Internal Audit Strategic and Operational Plan 2018. The document reported the internal audit activities and focus areas which included the review of organisational culture, transformation and ethics, as well as the evaluation of controls related to revenue and receivables, supply chain, expenditure and contract management (RESOLUTION ARIC 3/19/01).

- **Internal Audit Strategic and Operational Plan: 2019**

The ARIC approved the Internal Audit Strategic and Operational Plan (1 January 2019 to 31 December 2019), which determines the priority engagements of the internal audit and resources allocated to these. The engagements contribute to the improvement of risk management, control, and governance processes (RESOLUTION ARIC 4/19/01).

- **External auditors' reports**

ARIC approved, and recommended the revised Annual Financial Statements for the year ending 31 December 2018, and (ii) the Independent Auditors' Reports, to Council for approval. The financial statements provide a clear representation of the financial position and performance of the institution. The Independent Auditors' Reports provide for the audit opinion on whether the institution's financial statements were fairly presented in all material respects (RESOLUTION E ARIC 1/19/02).

10.3.3 Risk governance

- **Risk Management and Strategic Projects Section's Annual Report 2018**

ARIC recommended that the Risk Management and Strategic Projects Section's Annual Report 2018 should be presented to Council. The purpose of the document is to provide feedback to the ARIC and stakeholders regarding the extent to which the unit has implemented its annual strategic and operational plan, reports challenges experienced during the year, and provides recommendations to ensure that the objectives of the portfolio are achieved (RESOLUTION ARIC 8/19/01).

- **Strategic Risk Mitigation Report for the year ending December 2018**

ARIC recommended the Strategic Risk Mitigation Progress report for the year that had ended on 31 December 2018 to Council for approval. The report provides a summary of the risk control and responses implemented during the year to address the risk identified in the risk assessment session (RESOLUTION ARIC 6/19/01).

- **2019 Institutional Risk Register**

The revised Institutional Risk Register for 2019 was recommended to Council for approval. In the Institutional Risk Register 2019, the highlights of the most significant risks and opportunities the university is exposed to, have been revised to ensure that the information is relevant and contextual (RESOLUTION ARIC 12/19/02).

- **CUT Business Continuity Management (BCM) Strategy**

ARIC recommended the CUT BCM Strategy to Council for approval. The document outlines the business continuity strategy of the university, and highlights the key elements to adequately address potential threats and the impact of disruptions on the normal activities of the organisation (RESOLUTION ARIC 13/19/03).

10.3.4 Compliance

- **CUT Regulatory Universe**

The updated CUT Regulatory Universe was recommended to Council for approval. ARIC requested that there should be some mechanism to address how compliance with legislative documents and institutional regulatory documents could be monitored and evaluated. The document lists all the regulatory requirements that have been identified, and together these documents form the regulatory universe of the institution (RESOLUTION ARIC 11/19/02).

10.3.5 ICT governance

- **Strategic ICT projects**

ARIC resolved that ICT should be a standing item on ARIC's agenda, and that the DVC: Resources and Operations should present quarterly ICT reports to the committee (RESOLUTION ARIC 9/19/01).

10.3.6 Finance

- **Annual Financial Statements**

ARIC approved, and recommended the revised Annual Financial Statements for the year ending 31 December 2018 to Council for approval (RESOLUTION E ARIC 1/19/02).

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 they were satisfied with the contents of this Annual Report and recommended it to Council for approval.

SIGNED BY:

CLLR MR L SEBOLA

ACTING CHAIRPERSON: AUDIT, RISK AND ICT GOVERNANCE COMMITTEE OF COUNCIL

CLLR MR CM PHEHLUKWAYO

CHAIRPERSON OF COUNCIL

SECTION 11

11. TRANSFORMATION REPORT

i. EXECUTIVE SUMMARY

The Institutional Renewal and Transformation report for academic year 2019 provides an overview of successes and challenges observed and experienced thus far. The Central University of Technology, Free State (CUT) prides itself with progress on institutional transformation issues within the contexts of the higher education sector. Several Transformation Programmes were implemented by the university to advance the participation of persons from designated groups, and in particular Black female employees, in strategic leadership positions.

In the broader sense of CUT's 2016 – 2020 Transformation Plan, female employees are given intelligent and developmental space through the transformation programmes used as catalysts for women empowerment. In fact, the university views these initiatives as an investment to support and prepare female employees to be given the opportunity to confidently compete for and occupy strategic Senior and Middle Management positions within the institution. These transformation programmes are framed by the theories of gender transformation in the higher education space - particularly as *redress* is one of the priority transformation matters to be addressed head-on.

Although CUT has various institutional transformation programmes in place, *only* those that are viewed as having a measurable and realistic impact on the university's renewal and transformation, in terms of both vertical and horizontal shifts, are discussed. Reference(s) will be made to such transformation programmes as and when necessary in this report.

The university is therefore of the view that gender and institutional transformation should be constantly and regularly monitored and evaluated using valid and credible scholarly tools that will produce reliable data using a transformation barometer.

Issues of Gender-based Violence (GBV) are presented within the contexts of the university. In fact, the university has a zero-tolerance approach to gender-based harm, and progressive policies are being put in place to ensure that perpetrators are dealt with decisively. A progress report on the seven GBV outcomes, which were approved at the Council Workshop as an effective approach to dealing with issues related to violence against women and female students at the university, are discussed and outlined.

11.1 INTRODUCTION

This report presents various sections that sketches an overview of activities and interventions done through the Institutional Renewal and Transformation (IR&T) Unit, in the Office of the Vice-Chancellor and Principal (VC). It discusses initiatives that are supported by the office of the VC - specifically related to CUT's female employees who are positively impacted upon through implementation of multiple transformative and transformational programmes that the university has made available to staff in general, but with specific reference to *female staff*. For purposes of

this report, the terms “females” and “women” are interchangeably used to represent all groups of staff that associate themselves with these gender terminologies.

11.1.1 National Research Foundation (NRF) Customised Grant for the rating of Black female researchers

This programme aims to contribute to the transformation of the research landscape of the country by increasing the number of female researchers with an NRF rating. Higher education institutions with a low number of established researchers who are Black and female, are the target for this grant, with specific emphasis on Historically Disadvantaged Institutions (HDIs). CUT has a total of 15 rated researchers, comprising 14 males and one female. There are no Black female rated researchers at the university. This is a worrying factor, as well as the fact that female employees at CUT in general are non-rated scientists.

A first outcome of the participation will be a diagnostic report that will contextualise the challenges researchers have in obtaining a rating. Another benefit will be to create a research profile for each participant, and to draft a programme for readiness based on this profile, their academic curriculum vitae (CV) and a mock rating application.

At most, 20 Black female employees with doctorates were identified, of which 19 are in the faculties, and one in academic professional services.

11.1.2 Other NRF-related programmes (12 female beneficiaries)

More than 20 women participate in research and development initiatives such as Thuthuka, KIC, Indigenous Knowledge System, NRF rating, and Competitive Support for Unrated Researchers. These transformation programmes are classified as ongoing and medium to long-term processes towards developing female employees, where priority is given to people from designated groups.

The UCDP research portion is informed by two major projects and the Research and Development Plan 2014 – 2020, aimed at addressing identified challenges in CUT’s academic staff capacity in seniority (Senior Lecturer and higher), the qualifications of academic staff, and academic staff’s per capita research output (depending on the level of expertise and appointment). The greatest challenge is based on uneven participation in research activities (internally, supervision and publications; and externally, grant applications), especially amongst Black and female South Africans.

The following interventions are implemented within the UCDP Research Grant:

- *Staff development: Postgraduate Study Support Programme:* Awards for nine female employees studying towards master’s degrees, as well as 22 female employees who registered for doctoral degrees.
- *Mobility and Access to Research Resources Programme:* 18 female employees are benefitting from this grant.
- *Research development support towards improving global citizenship and access to research resources:* Eight females were awarded.
- *NRF Customised Intervention Grant Programme for Development of Black Female Researchers:*

The Research Office recently participated in a call from the NRF for Customised Intervention Grants. This programme aims to contribute to the transformation of the research landscape of the country by increasing the number of female researchers with an NRF rating. Higher education institutions with a low number of established researchers (Black and female employees) are the target for this grant, with specific emphasis on HDIs.

A first outcome of the participation will be a diagnostic report that will contextualise the challenges researchers experience to obtain ratings. Another benefit will be to create a research profile for each participant, and to draft a programme for readiness based on this profile, their academic CVs, and a mock rating application.

The approved Terms of Reference for the project are as follows:

- Assessment of existing research capacity developmental initiatives to support Black female researchers to become NRF-rated researchers.
- Meeting with applicants as a group and individuals.
- Identifying strategic support towards growing Black female researchers to apply for NRF rating.
- Making recommendations to relevant institutional committees.
- Signing off on the diagnostic report.

There are currently 20 Black female academics in the faculties and within professional academic services. An invitation was extended to all twenty academics to participate in the programme. The Research Office has already analysed candidates' readiness to participate in the programme, based on DHET-accredited publications (2015 – 2018) and NRF funding (2015 – 2019). A first workshop was convened to discuss reasons for non-participation. This will be followed up with a mock application. The development of female academics will take place over a five-year period, with the aim of having 80 % of this group rated by 2024.

Three of the female academics and academic professional staff applied for a period of sabbatical leave in 2019. This is an intelligent academic space and opportunity created for them to have more time away from work in order to accelerate their professional academic progress, with reference to the terms of reference of the initiatives targeting female employees at CUT.

Although CUT has created opportunities to enable female employees to accelerate their development in the area of research and innovation, it appears that only a few employees tend to grab (or are attracted to) such opportunities. Moreover, the monitoring and evaluation tools that should be used to measure the progress made by the awardees should be in place and implemented accordingly. The extent to which support is given to the awardees should be co-ordinated and monitored in a way that gives confidence to staff who may be reluctant to make use of such opportunities.

In 2015, CUT launched the Stars of Academia and Research (SoAR) programme. Through funding from the DHET, four [academic] fellows were supported, three of which were female employees. Three of the four awardees successfully completed their studies, whilst the remaining one is working towards completing his/her study.

In 2017, the SoAR programme, which grew in size and shape, included support staff. Five new fellows (two support and three academic staff members) were supported. However, given that the DHET discontinued such funding, and the benefits observed from the programme, CUT Management saw it fit to fund the project through the Unit of Institutional Renewal and

Transformation. Two of the fellows successfully completed their studies, whilst three are yet to complete.

From 2016, the Senior Director: Centre for Innovation in Learning and Teaching (CILT) was mandated to mentor Black female academics. This was done through conversations and inspirational talks from recognised leaders in higher education, such as Prof. Mamokgethi Phakeng, the Vice-Chancellor and Principal of the University of Cape Town. Through Education, Training and Development Practices Sector Education and Training Authority (ETDP SETA) funding, female employees also participated in a short learning programme for women in leadership, after which some continued with empowerment sessions amongst themselves and others who could not attend the programme.

11.1.3 New Generation of Academics Programme (nGAP)

nGAP involves the identification and recruitment of highly capable scholars as new academics, and is targeted to address and implement matters affecting gender transformation, whilst taking equity matters into consideration, and with specific reference to the disciplinary areas of greatest need. Successful nGAP applicants are appointed into full-time permanent positions that are located within, and factored into, long-term staffing plans. Government covers the full costs of the positions in the first three years, whilst the second half of the costs are equally shared between CUT and the state. After a period of six years, CUT is responsible for the total costs of the positions.

All appointments are governed by agreements that vividly reflect the expected obligations, expectations, roles and responsibilities of CUT and the appointed candidate (academic). CUT had an opportunity to enjoy and take advantage of this recurrent scheme, characterised by successive cohorts of appointees. nGAP is viewed by CUT as a powerful, influential and strategic transformative programme, which is well co-ordinated and managed by CILT; funded by the DHET; and aimed at increasing the critical mass of young academics, especially Africans and females.

Due to its transformative nature, 80 % of participants must be Black men and women, of which 55 % must be women. All participants must be below the age of 40 years. Phase 1 of the project commenced in 2016, and, to date, has been continuing up to Phase 4. Lecturers are empowered through workshops related to teaching and learning, as well as research. Funding that is provided enable them to attend development opportunities identified either by the DHET, the university or the individual lecturer.

Each lecturer is allocated a mentor, who is a senior academic in a similar field, and they meet regularly to discuss development needs, and how these can be met. The mentor guides the lecturer in terms of teaching and research development, and advises on important opportunities from which the lecturer can benefit.

By the end of 2018, the project comprised 11 supported lecturers in departments within the four faculties of the university. The specific departments are Electrical Engineering, Physics, Information Technology, Mechanical Engineering, Built Environment, Biomedical Technology, Clinical Technology, Radiography, Life Sciences, Language/Social Sciences, Hospitality Management, and Art Studio Practice. In May 2019, a session on coaching were organised for Black female academics, where they were empowered in self-assessment for personal development.

Phase 4, for the following Junior Lecturer positions, was approved in 2018:

- Environmental Health;
- Dental Assisting;
- Life Sciences;
- Built Engineering;
- Civil Engineering; and
- generic-based subjects.

However, only two positions were filled, with two lecturers appointed with effect from 03 September and 1 November 2018 in the Built Engineering and Chemistry departments, respectively. Other positions are yet to be filled.

In its 2018 Annual Report, CILT argued that, on average, the nGAP has been helpful in terms of resourcing faculties with qualified staff, and further empowering them with teaching and research skills. In fact, most female employees continue to benefit from this strategic initiative.

11.1.4 University Capacity Development Grant (UCDG)

UCDG funding made the offering of a new programme that focuses on scholarship of teaching/learning and research development possible, namely the University Capacity Development Programme (UCDP). The term of this programme is three years, which is currently being implemented until 2020. The programme funds the following projects:

- staff development and capacity building;
- student development and support; and
- new generation researcher development and research development support towards improving global citizenship and research capacities.

Although the positive benefits of the UCDG for female employees have been reported, systems and tools to monitor, evaluate and measure the extent to which they are impacted, are yet to be developed. However, the University of Pretoria's Centre for Research Education, Science and Technology (CREST) organised a Monitoring and Evaluation Workshop, which was attended by CILT representatives, in order to ensure that universities are compliant with the Ministerial Statement on managing the UCDG. Nonetheless, these initiatives are viewed in design and purpose as transformative at CUT.

11.2 GENDER TRANSFORMATION

The university's Employment Equity (EE) Plan expired in December 2018, and has been succeeded by a follow-up plan for the term January 2019 until December 2023. The following tables provide a summarised comparison against the new 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 2019:

Table 45: Total staff complement:

Target vs. actual	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF
2019 numerical target (%)	34.1	2.6	0.5	8.7	33.9	3.1	0.4	11.2	3.6	1.9
Actual as at April 2019(%)	33.2	2.3	0.3	8.5	35.2	3.5	0.3	10.9	3.9	2.0
Gap between target and actual	-0.9	-0.3	-	-0.2	1.3	0.4	-	-0.3	0.3	0.1
			0.2				0.1			

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

Table 46: Support services: Executive and Middle Management level:

Peromnes level	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	Total level	per level
P1	0	0	0	1	0	0	0	0	0	0	1	
P2	1	1	0	0	1	0	0	0	1	0	4	
P4	3	0	0	5	3	1	0	0	0	0	12	
P5	2	1	0	2	1	0	0	1	1	0	8	
P6	6	2	1	4	9	0	1	3	1	0	27	
Total	12	4	1	12	14	1	1	4	3	0	52	

Note: Staff from the designated group represent 71,2%, whilst staff from the non-designated group represent 28,8%. Females represent 38,5% at these levels.

Table 47: Faculties: Senior and Middle Management level:

Level	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	Total level	per level
Dean (P4)	1	0	0	2	1	0	0	0	0	0	4	
Assistant Dean: RIE	2	0	0	1	0	0	0	0	1	0	4	
Assistant Dean: TL	0	0	0	0	1	0	0	2	1	0	4	
Head of Department	4	1	0	4	2	0	0	6	4	1	22	
Total	7	1	0	7	4	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%.

Table 48: Explanation of designated and non-designated groups

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

The data depicted in the tables above show that the 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 women. Furthermore, the appointments of the Director: Information and Communication Technology (ICT)/Chief Digital Officer (CDO) and the Chief Financial Officer (CFO) are a progressive step to address this anomaly.

The positions of Senior Director: Centre for Innovation in Learning and Teaching, and Chief Audit Executive have been filled during October 2019. Both candidates, who are Black females, will take up their positions on the 1st of November 2019 and 1st of January 2019 respectively. This will mean that four Black female Senior Managers were appointed during the academic year 2019.

The data in the table below, Table 2.4, show the comparison of African females at the various employment levels between the higher education sector and CUT:

Table 49: Employment Equity Statistics (HE Sector as per 2018 CEE report vs. September 2019 CUT):

Employment equity statistics												
Higher education sector as per the CEE report for 2018 compared to CUT as at September 2019												
Workforce Profile		Males				Females				Foreign Nationals		Total Percentage
		African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Top & senior Management	HE Sector	13.35%	4.20%	4.45%	30.80%	8.00%	2.55%	3.20%	28.45%	3.45%	1.50%	100.00%
	CUT	22.22%	5.56%	0.00%	33.33%	27.78%	5.56%	0.00%	0.00%	5.56%	0.00%	100.00%
Professionally qualified	HE Sector	14.00%	4.70%	2.50%	19.40%	13.00%	3.70%	3.30%	31.70%	4.90%	2.60%	100.00%
	CUT	23.91%	3.26%	1.09%	16.30%	15.76%	3.26%	0.54%	21.74%	11.96%	2.17%	100.00%
Skilled & semi-skilled	HE Sector	19.10%	6.70%	1.30%	7.90%	31.00%	10.20%	2.30%	19.10%	1.50%	1.00%	100.00%
	CUT	46.83%	2.02%	0.00%	3.31%	38.76%	2.31%	0.00%	3.03%	2.02%	1.73%	100.00%
Unskilled labour	HE Sector	33.00%	11.30%	0.20%	1.00%	39.00%	11.90%	0.20%	1.60%	1.00%	0.60%	100.00%
	CUT	29.09%	0.00%	0.00%	4.09%	61.36%	2.27%	0.00%	0.91%	0.91%	1.36%	100.00%

Although CUT is progressing better than the HE sector on average, the gender distribution at most levels remains a challenge. Various strategies have been and will be implemented to address this situation. CUT will now put more emphasis on accelerating redress in the area of *professionally qualified* Black female employees, which appears to be a concern for Executive Management, and all the governance structures at CUT. Programmes managed by the Unit for Transformation & Institutional Renewal will be in place to reduce the number of *unskilled* female employees at CUT through (in)formal initiatives for upskilling purposes.

During the years 2018 and 2019, CUT made the following appointments at Executive and Senior Management level, respectively:

Table 50: Appointments and Executive and Senior Management level during 2018 - 2019

		Male (1 st term of office appointment)	Male (2 nd term of office extension)	Female (1 st term of office appointment)	Female (2 nd term of office extension)
2018	Executive Management (P1-P3)	2			1
	Senior Management (P4-P5)	3	2	1	1
2019	Executive Management (P1-P3)				
	Senior Management (P4-P5)	1	1	1	1

CUT has recruited and appointment two more Black female employees, as indicated in the table above. This demonstrates some levels of implementing gender transformation strategies that goes a long way to ensure the enhancement of female representation at Senior and Executive Management levels.

11.3 WOMEN WITH DOCTORAL DEGREES AT CUT

CUT has put into place interventions that seek to accelerate and support female employees to obtain their doctoral degrees, in order for them to be prepared to qualify for academic/support positions of leadership that requires a qualification at that level.

As at September 2019, the number of permanent employees at CUT totalled 871. Of this number, a total of 132 permanent employees (15% of CUT’s staff establishment) have doctoral degrees, of which 51 (39%) are female permanent employees. All in all, CUT continues to struggle to attract female employees with doctoral degrees, in particular those from designated groups.

11.4 CUT POLICIES AND PROCEDURES TOWARDS FEMALE EMPLOYEES

As a relatively new university of technology, established in 2004 as a result of a merger of two different university campuses, namely the Technikon Free State (a predominantly White institution) and the Welkom campus of the Vista University (a smaller university that catered mostly for Black students), CUT was one of the first universities of technology to be subjected to the institutional audit by the Higher Education Quality Committee (HEQC) in 2004.

This audit took place at a time when CUT was grappling with challenges on how to handle a merger and broader institutional transformation. Following this was the Soudien Transformation Review of 2009 for all national universities. As a result, both the aforementioned processes brought about CUT’s Council-approved Institutional Transformation Plan. CUT then embraced an institutional definition of transformation as “a dynamic, continuous process of change and adjustment that impacts on all facets of university

life as encapsulated in the three missions of a university and all attendant policies, systems and practices that constitute the day-to-day life of a university”.

In line with the transformation agenda, and to enhance the effectiveness of the services and contributions to society, CUT produced a Transformation Agenda for the university in 2008. Aligned with that agenda, the CUT Council approved a new university vision in 2010, called “Vision 2020”, which is currently under review/revision. The two documents, particularly Vision 2020, positioned the university to be “an engaged university that focuses on producing quality social and technological innovations in socio-economic development, primarily in the Central region of South Africa”. Transformation is, therefore, aimed at assisting students and staff to become more competent, caring, responsible and productive citizens.

Together with the university’s Transformation Agenda, Transformation Plan: 2016 – 2020; Vision 2020 and its associated Strategic Plans 2010 – 2015 and 2016 – 2020, the university also developed a position paper on transformation, namely the Twin Challenge of Equity and Excellence (T2E2) in Appointments, and the CUT Leadership Charter. Embedded in all these documents are the founding principles that have informed the transformation agenda of the university.

The approach taken since these guiding documents were developed, has been an ongoing process of operational renewal, and internal strategic and operational adjustments.

This section therefore provided a self-evaluation that truly reflects a measure of the extent to which these policies and regulations advanced the challenges that CUT faced over the years in terms of matters of gender transformation and equality for female employees in the workplace.

11.5 TRANSFORMATION GOVERNANCE

All the CUT Council structures, and policies/procedures are appropriately aligned with the relevant recommendations of the King III Report. The policy and procedure for ethical governance, management and operations clearly stipulate that “CUT employees and students are expected to operate to high moral, ethical and legal standards”. When correctly implemented, such principles have the potential to guard against any attempt to undermine CUT’s gender transformation project, with the aim of achieving its EE targets as reflected in the Transformation Plan.

It appears that CUT has implemented clear plans to improve the capacity and performance of the Institutional Forum (IF), as a statutory body dealing with transformation-related matters, advising the CUT Council on such matters. CUT acknowledges that much work should be done regarding measuring, monitoring and evaluating governance structures’ effectiveness, and their capacity to deal with gender transformation matters mainly/directly affecting female employees at CUT.

11.5.1 CUT’s institutional culture

CUT has policy statements in place that protect female employees on matters pertaining to gender discrimination and victimisation. What still remains a challenge, is the effectiveness of such regulations, given that the majority of women (in particular Black females) are controlled by fear in their environments. A culture of ignorance persists pertaining to matters that affect women holistically, as some Line Managers in different environments within the university reduce these matters to nothing. There are no monitoring mechanisms in place to identify and deal with cases of breaches. Multiple initiatives and programmes, such as the Transformation Summit; diversity-related workshops; programmes to accelerate female employees’

professional development; etc. do, to a certain extent, equip staff and students with the skills to develop harmonious working relationships and ways of co-operating. However, this remains a challenge.

The newly established Institutional Renewal and Transformation Unit is in place to deal decisively with all matters that may be construed as anti-women, and as barriers to achieving gender transformation at CUT. In summary, the institutional culture is viewed by many as the main barrier to the transformation project at CUT.

11.5.2 Staff equity

CUT continues to have difficulty attracting senior academic staff members, especially from designated groups, who can easily be appointed in strategic leadership positions at Executive level. In actual fact, female employees who are appointable in such positions, are not supported and protected from unfair treatment by their immediate Line Managers. When correctly interpreted and implemented, CUT policies and regulations have the potential to attract and retain talented and highly qualified female employees.

The policy on succession planning is conveniently implemented to empower female employees who are already in senior positions; however, it lacks a strategy to support and empower female employees from lower managerial, as well as non-managerial, levels. Nevertheless, it appears that an attempt is being made for relevant division(s) at CUT to have clear and just mechanisms to implement the policy at the levels of Middle and Senior Management, respectively. In addition, it appears that CUT has difficulty attracting and retaining female employees from designated groups, particularly women who are differently abled.

The argument that there is a limited pool of suitably qualified women from these groups, should be rejected outright. In fact, CUT should develop and put to practice mechanisms, and implement measures that will address the under-representation of designated groups, as strictly required by the EE legislation. Tellingly, CUT's interventions are yet to make great strides in changing the demographic profile of a previously *predominantly White* Bloemfontein campus of CUT, whilst radically implementing the transformation mechanisms for gender redress at the *under-resourced* Welkom campus.

11.5.3 Curriculum transformation

A once thought-about CUT Strategic Transformation of Educational Programmes and Structures (STEPS) process entailed the revision of the instructional programmes offered at the institution. This was done to ensure that all programmes respond to topical and acute development needs in fields such as science, technology, engineering, arts, mathematics, renewable energy, water management and hydrology, transport and logistics, community development work, education, health management, and studio art and design. CUT has committed itself to make a concerted and coordinated effort to design and develop curricula informed by African scholarship that consolidate and build upon existing synergies, and engage critically with local matters and challenges.

However, the participation and involvement of female employees are often undermined, as employees who are in charge of such strategic leadership roles are mostly men and, in rare instances, White female employees. For instance, at CUT only a quarter (25%) of Faculty Dean positions are occupied by female employees, with half of the Dean complement being White males. This abnormality should be corrected, and it is recommended that those responsible for recruitment and selection should make strategic appointments that seek to address this decisively. The university should begin to incorporate gender transformation, led

by female employees, across the curriculum, and this should be taught in formal programmes at CUT.

11.5.4 Disability support

CUT has a policy on provision for students who are differently abled. However, in the absence of any effective structure or body to raise awareness and provide educational support to people with disabilities, it is deemed to fail. CUT does not have a clear plan on how to support female employees that may be affected by GBV within, and outside of the campus.

Although CUT has defined steps to have infrastructure that supports people with disabilities, more should be done to improve this even further. CUT does not appoint female employees with disabilities in positions of authority at convincing rates. CUT acknowledges this shortcoming, and believes that it should be immediately addressed. The university should embrace the principles of universal design and access, as advocated in the United Nations Convention on the Rights of Persons with Disabilities.

It is therefore important for CUT's Executive Management to continue to work smart by reviewing and implementing progressive policies that will provide confidence to, and motivate female employees to feel appreciated and needed by the institution, and to not be driven away from the institution.

11.6 SUMMARY

CUT, through the Unit for Institutional Renewal and Transformation, takes very seriously the implications of holistic implementation of the Transformation Plan 2016-2020, which is currently under review.

Although the CUT Council has approved various initiatives to accelerate the advancement of female employees, with special focus on Black female employees, much still needs to be done in putting systems in place to monitor and evaluate the nature of impact they have on women. Tellingly, 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.

The Executive Management of CUT has put systems in place to monitor the extent to which various divisions implement all programmes that aim to fast-track the gender transformation within the institution through consequence management. The Unit for Institutional Renewal and Transformation, in the office of the Vice-Chancellor and Principal, is an independent space to drive issues that affect women and people from designated groups in order to reach EE targets.

Claims of subtle racism are dealt with amicably by the CUT Management as and when they are reported. A clear mechanism is put in place to allow employees to report any act of discrimination or violence against female employees at CUT.

The CUT policies that advocate for gender transformation in all spheres are in the process of being reviewed and put to practice in each and every environment within the institution.

A safe space has been created by CUT for women employees to have an opportunity to willingly submit their dissatisfaction with issues that affect them directly in the workplace. An Advisory Board that will provide strategic governance support to the IR&T Unit should be established to accelerate the empowerment of female employees at the university.

SIGNED BY:

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