

## Q and A on the Integrated Transformation Plan

### 1. What is the ITP?

The ITP or Integrated Transformation Plan is the university's plan to transform itself into the university it wants to be. The ITP covers all aspects of the university, including the Core Functions (Teaching and Learning, Research, and Engaged Scholarship), the University Culture (Student experience, Staff Experience, Names, Symbols and Spaces, and Universal Access) and Structural Issues (Finance, Governance, Systems, and the Multi-Campus Model).

Please click here for the complete plan: [https://www.ufs.ac.za/docs/default-source/all-documents/the-ufs-integrated-transformation-plan.pdf?sfvrsn=9752a521\\_0](https://www.ufs.ac.za/docs/default-source/all-documents/the-ufs-integrated-transformation-plan.pdf?sfvrsn=9752a521_0)

### 2. What is a transformed university?

A transformed university in South Africa will be one striving for social justice in everything it does. It will be an institution where its diverse people feel a sense of common purpose and where the symbols and spaces, systems, and daily practices all reflect commitment to openness and engagement. It will respond to the needs of the local community, while at the same time participating in global knowledge production. It will be an institution that has engaged actively with its colonial and apartheid legacies and recognises its common humanity and the universal nature of the intellectual endeavour. A transformed university will be a place for competing views, disagreements, and sometimes even discomfort.

### 3. Why is the ITP important?

The ITP signals the commitment of the University of the Free State to widen the scope and radically accelerate transformation in the university:

- it instigates a curriculum review which will interrogate the marginalisation of particular identities and philosophies of knowledge, incorporating scholarship from Africa and the global South
- it emphasises methodologies and practices for improving student success
- it advances the UFS as a research-led university with an increased knowledge contribution locally, on the continent, and globally
- it accentuates improving the visibility of the UFS's engagement with society at large
- it is set to strengthen the administrative systems to develop robust, stable, and socially-just processes underpinning the operational structures in the university

#### 4. Where do I fit in?

The ITP comprises some twelve (12) Cross-functional Task Teams. They are:

- Teaching and Learning;
- Research, Internationalisation, and Innovation;
- Engaged Scholarship; Student Experience;
- Student Accommodation and Residence Culture;
- Staff Experience and Composition;
- Names, Symbols, and Spaces;
- Universal Access;
- Financial Framework (Size and Shape);
- Governance and Policy;
- Governance: Systems and Administration;
- Multi-campus Model South Campus and Multi-campus Model Qwaqwa Campus.

Together, these teams cover the university as a whole; they will be reaching out to staff and students to understand the current situation and the desired state in relation to the existing deliverables under each team in order to effect change.

#### 5. What is in it for me?

The ITP represents wide-scale and far-reaching change. If the opportunity presents itself, it is a chance to be involved in an exciting process. Ultimately, everyone will benefit from a transformed university where the legacy of apartheid and colonialism at political, social, economic, and intellectual levels are replaced by new practices, new modes of organisation, and values capable of delivering social justice.

#### 6. How can I make a difference?

Staff and students are represented on each of the cross-functional teams. In addition, the twelve (12) cross-functional works streams will be reaching out to staff and students. They will also be taking unsolicited input as it arises. If there are issues you would like to raise, please feel free to get in touch with the relevant task-team convenors.

#### 7. What can I expect?

If you are a member of a task team, expect a lot of hard work and a very rewarding experience. If you are not on a task team, please be ready to provide input when asked. If you have strong views relevant to any of the task teams, please consider making a written submission or approach the relevant convenor to participate in such discussions.

## 8. Important dates

Dates for future institution-wide engagements will be communicated in due course; however, in relation to ITP implementation, the convenors will form the ITP Implementation Committee.

They are the Vice-Rector: Academic; Vice-Rector: Research; Vice-Rector: Institutional Change, Student Affairs, and Community Engagement; Vice-Rector: Operations; Director: IRSJ; Dean: Student Affairs; Registrar: Governance and Policy; Registrar: Systems and Administration; the Qwaqwa Campus Principal; and the Principal of the South Campus.

It will be chaired by the Vice-Rector: Institutional Change, Student Affairs, and Community Engagement; and deputised by the Vice-Rector: Operations. This committee will meet monthly.

There is also an Oversight Committee which will have representatives of Council, Rectorate, Deans, Management, Senior Directors, Directors, Central SRC, and Unions. It will be chaired by the Rector and Vice-Chancellor and will meet on a quarterly basis.

## 9. Online support

For ITP enquiries, please send your email to [ITP@ufs.ac.za](mailto:ITP@ufs.ac.za)