

PROGRAMME

UFS Senate Conference 2025

**A CALL FOR INNOVATION: REIMAGINING
WORK-INTEGRATED LEARNING AT THE UFS**

19–20 MAY 2025



www.ufs.ac.za

*Inspiring excellence, transforming lives
through quality, impact, and care.*

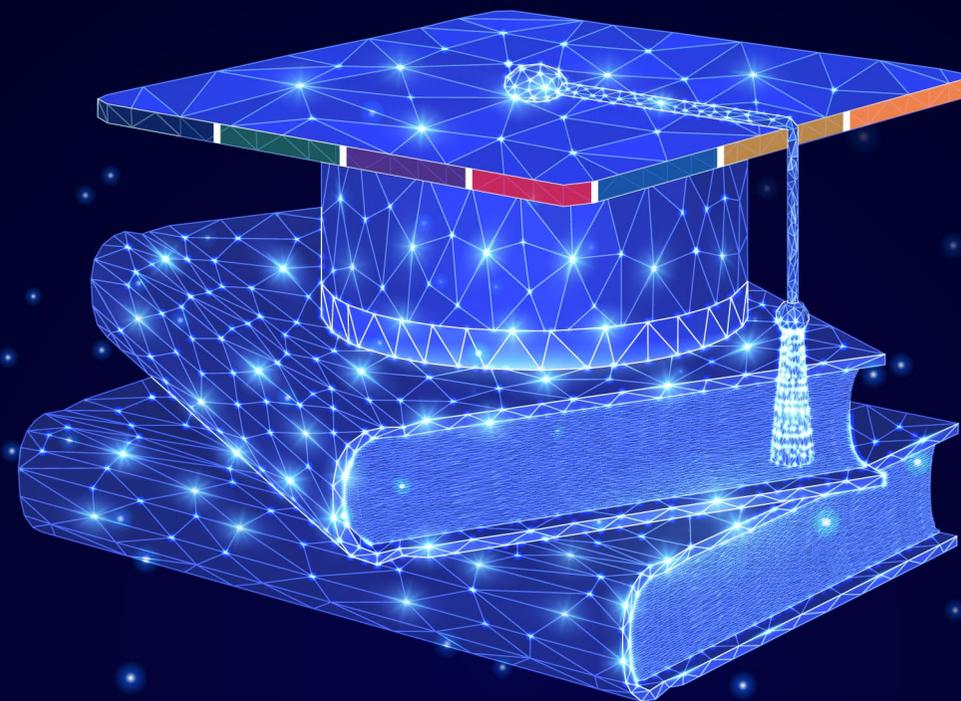
VISION 130
Renew and Reimagine
for 2034



UNIVERSITY OF THE FREE STATE
UNIVERSITEIT VAN DIE VRYSTAAT
YUNIVESITHI YA FREISTATA

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"Universities should be about more than developing work skills. They must also be about producing civic-minded and critically engaged citizens – citizens who can engage in debate, dialogue and bear witness to a different and critical sense of remembering, agency, ethics and collective resistance."

Henry Giroux

"All information belongs to everybody all the time. It should be available. It should be accessible to the child, to the woman, to the man, to the old person, to the semiliterate, to the presidents of universities, to everyone. It should be open."

Maya Angelou

"Innovation distinguishes between a leader and a follower."

Steve Jobs

"You can make a lot of speeches, but the real thing is when you dig a hole, plant a tree, give it water, and make it survive. That's what makes the difference."

Wangari Maathai

RENEWAL AND REIMAGINING FOR GREATER IMPACT

Vision 130's **"Renewal and reimagining for greater impact"** remains meaningless if we remain blind to the central values that underpin the prospect of change: excellence, innovation and impact, accountability, care, social justice and sustainability. These values are inextricably connected to our aspirations of being research-led, student-centred and regionally engaged in the mission to produce globally competitive graduates and knowledge. More importantly, a central element of our impactful engagement that cuts across all aspects of the academic project is embodied in the learning strategies that underpin the educational process, confirming that purposeful teaching not only enhances graduate attributes and work readiness, but also in fact augments research possibilities.

For example, social learning theory suggests that students learn through interaction with other people in society, and behaviours are changed after receiving feedback. Immersive learning is a specialised form of experiential learning where students are placed in a setting to generate specific experience designed for this purpose. Another type of experiential learning is service learning, where students work in the community throughout the study semester while applying knowledge acquired during class. In Work-Integrated learning (WIL), students gain experience through a practice or internship specially designed and incorporated into the curriculum of the course of study.

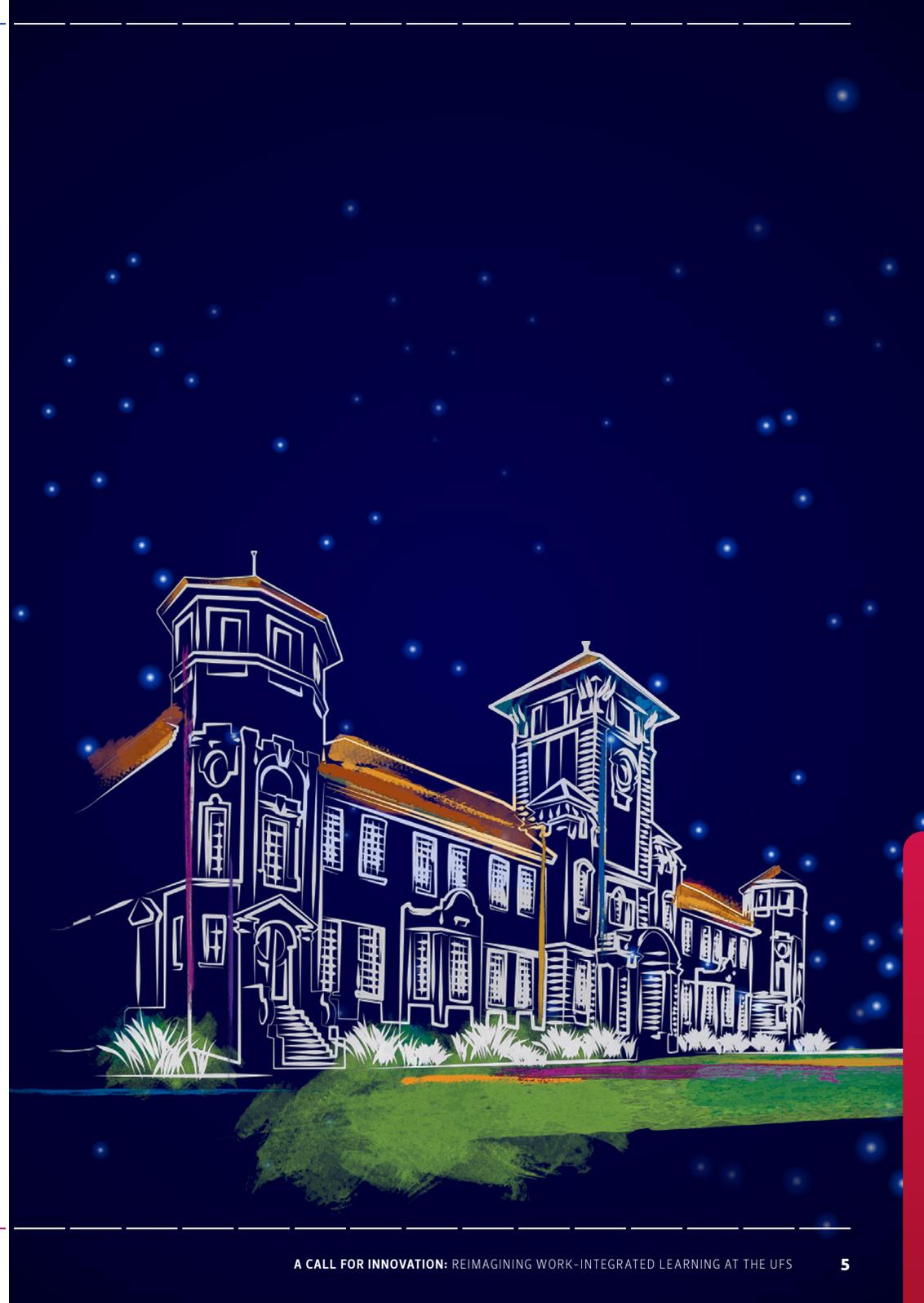
WIL may broadly be described as **"an umbrella term used for a range of approaches and strategies that integrate theory with the practice of work within a purposefully designed curriculum"** (Patrick et al. 2008: iv). It is known by several terms, including 'work placements, internships, practicum, cooperative education, field work ... [and] service learning' (International Journal of Work-Integrated Learning n.d.). In professional degrees, WIL is usually a mandatory aspect of the curriculum, whereas it is often optional in the case of generalist degrees, though this varies between universities and between countries. Students who complete WIL gain situated knowledge, skills and experience, which facilitates the shift from university study to graduate career.

WIL programmes provide students with the opportunity to apply their learning in practice, with mentorship as an important component. A structured working experience gives students the opportunity to explore their self-identity, develop employability skills and acquire professional acumen through the assistance of a capable mentor in the field. WIL therefore has a strong curriculum intentionality.

SOME OF THE QUESTIONS THAT WE WILL POSE TO TEST THE RESPONSIVENESS OF OUR UNIVERSITY, ARE:

- How can work-integrated learning enhance the values of the UFS?
- What changes are the citizens of the university bringing to an understanding of work-integrated learning, and what does this look like across faculties?
- What will or should the future of our teaching and learning (including research and innovation) look like if we wish to appropriately prepare UFS students and staff in respect of work-integrated learning?

The conference curates a range of conceptual, empirical, strategic and practical suggestions to enable us to think together about this strategic aspect of our academic project.



DAY 1: MODULAR LECTURING SPACE AND ASSESSMENT CENTRE

BLOEMFONTEIN CAMPUS || MONDAY 19 MAY 2025 || 12:00–19:00

12:00–12:40 Delegates socialise after enjoying light lunch packs at the venue
Streaming of conference, corporate/faculty videos and the VC video

SESSION 1 || 12:45–14:40

Chairperson: Prof Anthea Rhoda || Deputy Vice-Chancellor: Academic

12:45–12:55	Welcome by Chairperson Explains purpose, focus, rationale and structure of the Senate Conference
12:55–13:15	Speaker: Prof Hester Klopper Vice-Chancellor and Principal, UFS Topic: A Call for Innovation: Reimagining Work-Integrated Learning at the UFS
13:15–13:35	Speaker: Adv Navilla Somaru Director of Public Prosecutions, Free State Topic: Industry-facilitated Innovative WIL
13:35–13:55	Speaker: Prof Joyce Nduna ETD P SETA Research Chair, CPUT Topic: Designing Innovative Work-Integrated Learning Practices to Facilitate Transdisciplinary Engagement
13:55–14:20	Moderated Q&A session
14:20–14:40	Comfort break with tea/coffee Streamed and recorded conference-related material/corporate videos/music

Chairperson of next session announces that **ALL SENATE MEMBERS** are to proceed to the **PLENARY HALL** at **14:35**.

SESSION 2 || 14:45–15:45

The Case for Work-Integrated Learning || Documentary
Chairperson: Prof Vasu Reddy || Deputy Vice-Chancellor: Research and Internationalisation

14:45–15:05	Film screening Documentary: <i>First Job</i> Charlene Stanley
15:05–15:30	Panel discussion: Vasu Reddy in conversation with Charlene Stanley and some participants in the film
15:30–15:45	Chairperson of session facilitates a few questions and answers and hands over to next chairperson

SESSION 3 || 15:45–16:45

Faculty Showcasing of Work-Integrated Learning (1)

Chairperson: Dr Molapo Qhobela || Deputy Vice-Chancellor: Institutional Change, Strategic Partnerships and Societal Impact

15:45–16:25	Case studies of WIL at the UFS 4 presentations, maximum 8–10 mins each focusing on: <ol style="list-style-type: none">1. <i>What is the case study to be showcased?</i>2. <i>How does this case illustrate work-integrated learning and innovation?</i>3. <i>What is/was the focus, purpose and what was achieved, how and why?</i> Dr Grey Magaiza Humanities Prof Liesel Massyn Economic and Management Sciences Dr Daniël Andrew Theology and Religion Dr Lucia Meko Health Sciences
16:25–16:45	Moderated Q&A and wrap-up
16:45	Chairperson of session hands over to Chairperson of Session 4

SESSION 4 || 16:45–17:55

GROUP DISCUSSIONS

Chairperson: Prof Mogomme Masoga || Dean: Faculty of the Humanities

GROUP DISCUSSIONS IN FOUR BREAKAWAY ROOMS

30 minutes for discussion || 30 minutes for feedback from each rapporteur

PS: All participants will be randomly assigned to breakaway rooms.

Breakaway Room 1 || Plenary Hall

Breakaway Room 2; Breakaway Room 3; Breakaway Room 4 || Senate members would have received randomly selected room numbers/group numbers UPON registration on Day 1 to proceed to the relevant breakaway room, which will be identified during the session.

During feedback sessions, all participants will remain in their respective breakaway rooms and feedback will be broadcast from each breakaway room.

16:45–16:50	Chairperson will explain process and breakaway discussion groups move to rooms
16:50–17:20	Discussion in groups

GROUP 1 || PLENARY HALL

Facilitator: Prof Joyce Tsoka-Gwegweni || HS
Alternate: Prof Corlia Janse van Vuuren || HS

Rapporteur: Prof Brownhilder Neneh || EMS
Alternate: Prof N Zondi || HUM

Question: What changes are the citizens of the university bringing to an understanding of work-integrated learning as part of the call for innovation? What are these? What do they look like across faculties?

GROUP 2 || BREAKAWAY ROOM 2

Facilitator: Prof Paul Oberholster || NAS
Alternate: Dr Daya Naidoo || DIRAP

Rapporteur: Prof Tameshnie Deane || Law
Alternate: Prof JM Sebaeng || HS

Question: What principles can we implement in designing interdisciplinary and transdisciplinary engaged scholarship with respect to work-integrated learning and innovation?

GROUP 3 || BREAKAWAY ROOM 3

Facilitator: Prof Marlice Rabe || HUM
Alternate: Prof DE Motaung || NAS

Rapporteur: Prof Aliza le Roux || NAS
Alternate: Prof Frans Prinsloo || EMS

Question: What are the trends helping to shape an understanding of work-integrated learning, its innovations, and what impact it might have?

GROUP 4 || Breakaway Room 4

Facilitator: Prof NE Pearce || HS
Alternate: Prof F Maruma || HS

Rapporteur: Prof Francois Steyn || HUM
Alternate: Dr Mareve Biljohn || EMS

Question: If we adopt a view of work-integrated learning as knowledge production and collaborative enquiry between scholars, students and industry personnel, how does work-integrated learning connect with pedagogy, teaching, research and innovation?

PS: Groups will remain in breakaway rooms during feedback.

17:20–17:50 Feedback from rapporteurs (5 min x 4)

17:50–18:00 Closure and wrapping up of Day 1 || **Very brief:**
Chairperson of session also invites Senate members to the cocktail function hosted by the Vice-Chancellor and Principal in the foyer of the Modular Lecture Building

18:00–19:00 Delegates attend cocktail function
hosted by the Vice-Chancellor and Principal, Prof Hester Klopper:
Welcoming remarks and observations

DAY 2: MODULAR LECTURING SPACE AND ASSESSMENT CENTRE

BLOEMFONTEIN CAMPUS || TUESDAY 20 MAY 2025 || 07:45–13:00

07:45–08:15 Delegates socialise following tea/coffee in foyer
Streaming of conference, corporate video and VC video

SESSION 1 || 08:15–10:00

Chairperson: Prof Hester Klopper || Vice-Chancellor and Principal

08:15–08:25 **Welcome and purpose: Chairperson**
Welcomes attendees and explains the purpose, with some reflection on Day 1
Focus, rationale and structure of the Senate Conference;

08:25–08:45 **Speaker: Prof Per Assmo || University West, Sweden**
Topic: A Case for Work-Integrated Learning: Models and Framework

08:45–09:05 **Speaker: Prof Henk de Jager || CEO, THENSA**
Topic: Integrating Theory and Practice: Innovative Stakeholder Engagement

09:05–09:25 **Moderated Q&A**

09:25–09:45 **Comfort break with tea/coffee**
Featuring streamed recorded conference-related material/music

SESSION 2 || 09:45–10:50

Faculty Showcasing of Work-Integrated Learning (2)

Chairperson: Prof Cias Tsotetsi || Vice-Principal: Academic and Research, Qwaqwa Campus

9:45–10:20 **Case studies of WIL at the UFS || 4 presentations, maximum 8–10 mins each focusing on:**

1. *What* is the case study to be showcased?
2. *How* does this case illustrate work-integrated learning and innovation?
3. *What* is/was the focus, purpose and *what* was achieved, *how* and *why*?

Christopher Rawson || Law

Prof Thuthukile Jita || Education

Prof Gerhard Bosman || Natural and Agricultural Sciences

10:20–10:50 **Moderated Q&A session**

SESSION 3 || 10:50–11:55

GROUP DISCUSSIONS

Chairperson: Prof Olusola Ololade || NAS

GROUP DISCUSSIONS IN FOUR BREAKAWAY ROOMS

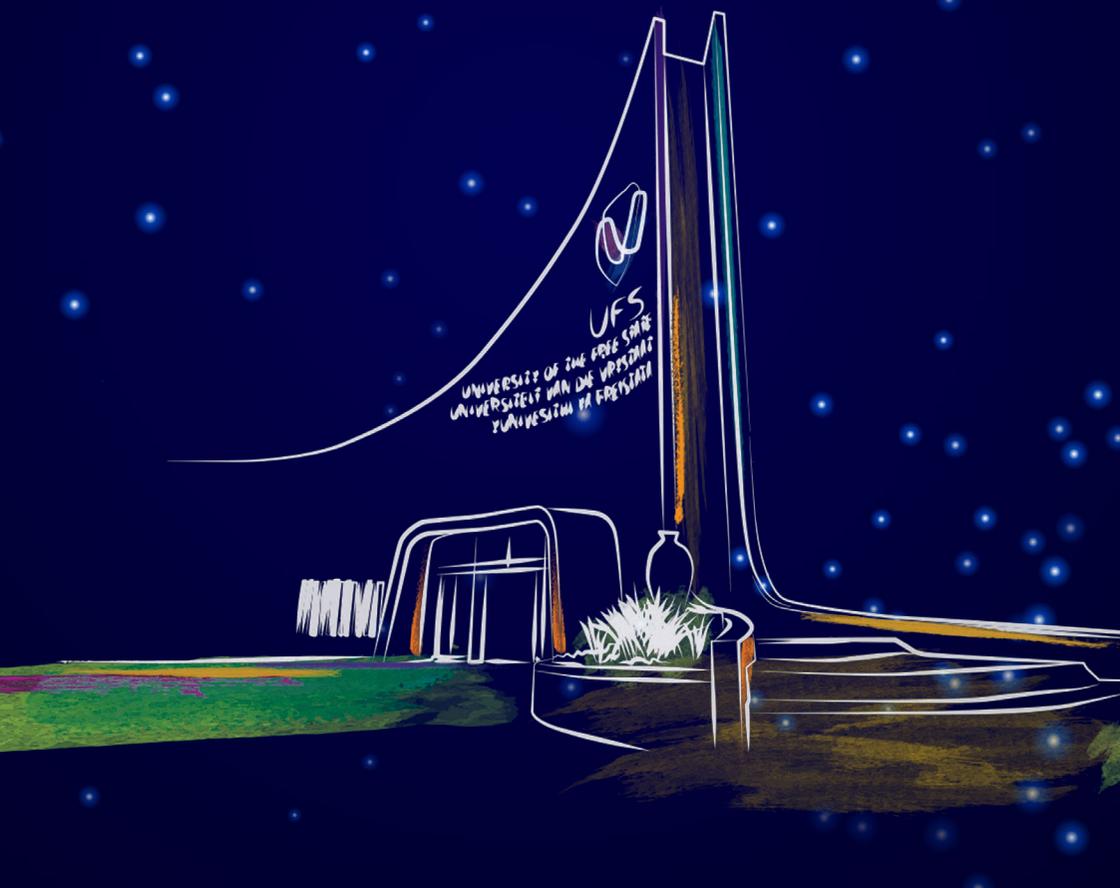
30 minutes for discussion || 30 minutes for feedback from each rapporteur

PS: All participants will be randomly assigned to breakaway rooms.

Breakaway Room 1 || Plenary Hall

Breakaway Room 2 || Breakaway Room 3 || Breakaway Room 4 || Senate members would have received randomly selected room numbers/group numbers UPON registration on Day 1 to proceed to the relevant breakaway room, which will be identified during the session.

During feedback sessions, all participants will remain in their respective breakaway rooms and feedback will be broadcast from each breakaway room.



GROUP 1 || Plenary Hall

Facilitator: Prof John Klaasen || T&R

Alternate: Dr Eugene Fortuin || T&R

Rapporteur: Prof Loyiso Jita || EDU

Alternate: Prof YT Bahta || NAS

Question: What types of activities (disciplinary, interdisciplinary, transdisciplinary) for work-integrated learning (with innovation) can be designed for students (including research) to create a community of practice?

GROUP 2 || Breakaway Room 2

Facilitator: Prof Sam Adelabu || NAS

Alternate: Prof E Snyman-Van Deventer || Law

Rapporteur: Prof Liesel Lues || EMS

Alternate: Faranah Osman || CIO

Question: What are the indicators of success towards which we should work in respect of work-integrated learning to create innovation with impact?

GROUP 3 || Breakaway Room 3

Facilitator: Prof Francois Strydom || CTL

Alternate: Prof Liezel Herselman || NAS

Rapporteur: Prof A Minnaar-Ontong || NAS

Alternate: Prof Tshokolo Makutoane || HUM

Question: What will or should the future of our teaching and learning look like if we wish to appropriately prepare UFS students and staff for the world of work in respect of WIL?

GROUP 4 || Breakaway Room 4

Facilitator: Prof Serges Kamga || Law

Alternate: Prof Lodewyk Sutton || T&R

Rapporteur: Prof Marijke Labuschagne || NAS

Alternate: Prof NR Maharaj || HS

Question: What are the tensions inherent in our understanding of 'work-integrated learning'? What would you propose as a working understanding of the concept that may be specific for our teaching, learning, curriculum development, research and innovation aligned to Vision 130?

11:30–12:00 Feedback from rapporteurs and Chairperson hands over to Prof Klopper

PS: Groups will remain in breakaway rooms.

TOWARDS CLOSURE

12:00–12:20 Closure and wrap-up of Day 2 and Conference:
Prof Hester Klopper || Vice-Chancellor and Principal; Chair of Senate

12:20–13:00 Delegates enjoy a light lunch before departing.

SENATE CONFERENCE ORGANISING COMMITTEE

- **Prof Vasu Reddy** || Deputy Vice-Chancellor: Research and Internationalisation Co-Chairperson
- **Prof A Rhoda** || Deputy Vice-Chancellor: Academic – Co-Chairperson
- **Dr M Qhobela** || Deputy Vice-Chancellor: Institutional Change, Strategic Partnerships and Societal Impact
- **Mr NN Ntsababa** || Registrar
- **Ms LC Loader** || Senior Director: Communication and Marketing
- **Mrs SJ van Jaarsveld** || Acting Chief Operating Officer
- **Ms F Osman** || Chief Information Officer
- **Prof P Ngobeni** || Principal: Qwaqwa Campus
- **Prof C Tsotetsi** || Qwaqwa Campus Vice-Principal: Academic and Research
- **Dr D Naidoo** || Senior Director: DIRAP
- **Prof M Mosia** || Education
- **Mr W Botha** || Information and Communication Technology Services
- **Mr G Coetzer** || Information and Communication Technology Services
- **Prof E Kotzé** || Faculty of Natural and Agricultural Sciences
- **Mr D Modise** || Facilities Planning
- **Mr K Motshabi** || Faculty of Law
- **Mr A Naidoo** || Deputy Registrar
- **Ms A Pienaar** || Communication and Marketing
- **Prof F Prinsloo** || Faculty of Economic and Management Sciences
- **Prof J Sebaeng** || Faculty of Health Sciences
- **Ms JH van Pletzen** || Deputy Registrar: Governance
- **Mr T Block** || Facilities Planning
- **Ms R Deysel** || Facilities Management
- **Ms M Greyling** || Student Academic Services
- **Prof G Hoogendoorn** || Faculty of Law
- **Mr N Masalesa** || Protection Services
- **Dr N Ramnath** || Communication and Marketing
- **Ms M Nortje** || Communication and Marketing
- **Mr C Rawson** || Faculty of Law
- **Dr R Sebolao** || Faculty of the Humanities
- **Prof H van der Westhuizen** || Faculty of Theology and Religion
- **Mr C van Jaarsveld** || Protection Services
- **Ms V Vermeulen** || Facilities Management
- **Ms E Viljoen** || Office Manager to Prof V Reddy
- **Mrs NM Maboe** || Secretariat || Meeting Administration; Registrar's office

BIOGRAPHICAL SKETCHES

PROF HESTER C KLOPPER

Prof Hester C Klopper was appointed as the 15th Vice-Chancellor and Principal of the University of the Free State (UFS) with effect from 1 February 2025. She is a global academic leader, experienced executive, published author and seasoned researcher. Prof Klopper has eight postgraduate qualifications, including a PhD from the University of Johannesburg (UJ) and an MBA from the University of Luton (UK). She has also received an honorary doctorate from Oxford Brookes University (UK) for her contribution to health and nursing sciences.



Before joining the UFS, Prof Klopper was Deputy Vice-Chancellor at Stellenbosch University for eight and a half years, overseeing Strategy, Global and Corporate Affairs (SGCA).

Her quality was recognised as a young academic, as the Minister of Health appointed her to the National Task Force to investigate Nursing Education in South Africa in 1994.

Over the following three years, she was listed among the Top 500 Women in South Africa and held more than 30 local and global leadership roles during her career. She has served on numerous global and national boards related to Global Health, Doctoral Education, Health Policy and Nursing Science. Between 2013 and 2015, she led one of the world's largest international membership organisations with more than 135 000 members across 95 countries.

Prof Klopper is a fellow of the South African Academy of Science, was the first South African to be inducted as a Fellow of the American Academy of Nursing and was a recipient of the Fellowship Ad Eundem of the Royal College of Surgeons of Ireland. In recognition of research excellence, she was inducted into the Hall of Fame of Sigma and the Hall of Fame of Fundisa.

Her exceptional strategic leadership, research, and teaching skills are reflected in her distinguished career spanning 30 years. Driven by her passion to shape the future through education, development and service, she continues to be a catalyst for innovation and growth in higher education.

ADV NAVILLA SOMARU

Adv Navilla Somaru obtained a Bachelor's degree in Law in 1991 and an LLB Honours in 1993 from the University of KwaZulu-Natal (UKZN) before completing an LLM at the North-West University (NWU) in 2017. After serving her articles, she began her career as a public prosecutor in 1995 in Ladysmith and was admitted as an Advocate of the High Court of South Africa in 1999. Before being appointed as Director of Public Prosecutions Free State, she was a senior public prosecutor in Mafikeng, a chief prosecutor, and a deputy director of public prosecutions in the office of the Director of Public Prosecutions in Bloemfontein.



With 30 years of service as a prosecutor, having prosecuted in the district, regional, and high courts, Adv Somaru has worked her way up the ranks and is now the Director of Public Prosecutions in the Free State.

Other than managing the performance of approximately 300 staff members in her division and engaging with numerous stakeholders in the province, she also oversees the prosecution of serious and high-profile cases. She holds various national portfolios and annually chairs the national committee drafting performance contracts and work plans for NPA staff.

During her career, Adv Somaru has received numerous awards for her sterling performance, including the prestigious Ismail Mohammed Law Reform Essay Competition Award for her LLM thesis. She is committed to justice, serving as a lawyer for the people, and is passionate about victim rights, access to justice, and vulnerable groups. Adv Somaru leads the province together with her dynamic team, committed to maintaining high levels of performance and excellence.

PROF NOTHEMBA JOYCE NDUNA

Prof Nothemba Joyce Nduna is an Associate Professor and former Director of the Centre for Community Engagement and Work-Integrated Learning (CE and WIL) that supports six faculties to forge strategic WIL partnerships for placing students in workplaces and ensuring monitoring, assessment and moderation of WIL activities for graduation purposes at the Cape Peninsula University of Technology (CPUT).

She holds a Bachelor's degree and an Honours degree in Arts from the University of South Africa, a Master of Arts degree from the University of the Witwatersrand, a Master of Education degree from Rhodes University and a Doctor of Philosophy degree from the University of Stellenbosch. Prof Nduna was appointed by the CPUT to serve as the ETD SETA WIL Research Chair.

She has extensive experience and a good track record as a TVET college council member, and has encouraged the TVET colleges to participate in action research and enter into formalised research partnerships with the CPUT.

She managed the Research and Development Project of the DHET College Lecturer Education Project that involved the faculties of Education of sixteen South African universities and played a conceptualising role in the development of a National WIL Curriculum Framework for TVET and ACET qualifications.

At an international level, Prof Nduna serves as a member of the Research Committee for the World Association for Cooperative Education (WACE) and has strong networks with international WIL practitioners and researchers.



PROF HENK DE JAGER

Prof Henk De Jager studied full-time for three years and on a part-time basis for 15 years. During his studies, he obtained an MDipTech in Electrical Engineering, a Bachelor's degree in Industrial Psychology, a Postgraduate Diploma in Tertiary Education and a DTech in Education Management.

He has 36 years of experience in higher education, including 12 years as Executive Dean in Engineering, Technology, Built Environment and Information Technology and Deputy Vice-Chancellor: Research, Innovation and Engagement, and served as acting and substantive Vice-Chancellor and Principal of the Central University of Technology with effect from 1 October 2016 until 30 September 2021.

He is currently the Chief Executive Officer (CEO) of the Technological Higher Education Network of South Africa (THENSA). He is also a Senior Associate at Sereni T People Development, where his involvement in strategic projects includes being the Project Coordinator for the Feasibility Study: Phase 2 of the new University of Science and Innovation in Ekurhuleni.

Prof De Jager is registered as a Professional Engineering Technologist with the Engineering Council of South Africa. He was also a board member of Universities South Africa (USAf) and the South African Technology Network (SATN), Chairperson of the World of Work Strategy Group of USAf, and a member of the International Association of University Presidents (IAUP). He has supervised students at postgraduate level and is the author of several publications in proceedings and scientific journals. His research is focused on innovation ecosystems, governance of higher education institutions, and strategic management and leadership in higher education.

Prof De Jager regards himself as a proud African and as a son of the soil of this great continent. He embraces the late President Nelson Mandela's approach to leadership – "I am leading by serving others" – and regards the function of leadership as producing more leaders, not more followers.



PROF PER ASSMO

Prof Per Assmo is a Professor in Human and Economic Geography and holds the position of Deputy Vice-Chancellor for Internationalisation at University West in Sweden. Prof Assmo is a researcher leader in the Complete Academic Research Environment of Work-Integrated Learning (WIL) at the University, including the supervision of PhD candidates. Among other things, Prof Assmo is the editor of the new international research journal named CIWIL – Current Issues in Work-Integrated Learning. He also holds a position as Extraordinary Professor at the University of the Western Cape, working with internationalisation of research and education collaboration between Sweden and Southern Africa. As a senior researcher, he has conducted numerous externally funded research and development projects in Eastern and Southern Africa since the 1990s.

His current research work primarily includes WIL-oriented co-creative projects in Europe, focusing on local societal development.



CHARLENE STANLEY

Charlene Stanley holds two law degrees from the University of the Free State (Bluris and LLB). Instead of pursuing a legal career, however, she concluded early on that a quest for justice can be equally well served in journalism – while simultaneously allowing her to pursue a passion for stories and a deep interest in the creative power of the audio-visual medium. She currently has close to 30 years' experience in television production, first as a news and current affairs journalist for SABC and eTV, and later as a documentary producer for Sabido Productions – eMedia's prestige documentary unit producing stories from the African continent.



Charlene and her videographer husband Eddie have won several awards for their work – including three national awards in the Vodacom Journalist of the Year competition, and a Golden Panda Documentary Award at the Sichuan Film Festival in China.

Documentaries that she has produced have been shown at international film festivals such as the Sheffield DocFest and the Sondrio Film Festival, as well as locally at the Durban Film Festival, the kykNET Silwerskerm Festival and the Free State Arts Festival.

Since 2015, Charlene has been co-director of the Bloemfontein-based production company Storytown Productions. The company's work includes regional documentaries for eTV, plus the inspiring youth documentary series "Behind the Rainbow" for SABC2. Charlene believes that you should find stories in your own backyard first, and that true stories – if beautifully told – have the power to change the world.



GUIDELINES FOR CHAIRPERSONS OF SESSIONS, FACILITATORS OF GROUP DISCUSSIONS, AND RAPORTEURS

GUIDELINES FOR CHAIRPERSONS OF KEYNOTE SESSIONS – 19 AND 20 MAY

Chairpersons of the keynote sessions will:

- introduce the session by briefly (±10 minutes maximum) welcoming conference attendees and indicating the purpose, focus, rationale and structure of the Senate Conference (for the relevant day);
- outline some house rules and guidelines for participation (e.g. conference is about debate, discussion and engagement; encourage/foster debate; respect opinions/differences, where rest rooms are, etc.);
- briefly introduce the keynote speakers prior to their presentations (it will not be necessary to read out detailed CVs, as the attendees can refer to the speakers' biographical sketches that may be found in the programme booklet);
- remind speakers that a maximum of 20 minutes will be allowed for their presentations and that they will get the opportunity to engage with Senate members during the moderated Q&A sessions following the presentations;
- remind speakers that reasonable time has been allocated for questions at the end of each session;
- ensure that all speakers present in the order in which they appear in the programme;
- ensure strict adherence to the time allocation indicated in the programme;
- thank the speakers at the end of their presentations.

GUIDELINES FOR THE PANEL DISCUSSION CHAIRPERSON – FILM SCREENING – DAY 1: 19 MAY

The Chairperson of the panel discussion will:

- very briefly introduce the panellists prior to their presentations;
- ensure that panellists present in the order in which they appear in the programme if names are provided (in this case the leader is the director of the film, who will facilitate the panel discussion following the film);
- ensure strict adherence to the time allocation indicated in the programme;
- remind attendees who wish to pose questions or make comments, in response to presentations by the panellists, during the moderated Q&A session to:
- introduce themselves by name and department/faculty;
- keep questions/comments brief and concise;
- ensure a diversity of voices when selecting participants wishing to pose questions or make comments;
- thank the panellists and participants at the end of the session.

GUIDELINES FOR THE PANEL DISCUSSION CHAIRPERSON – CASE STUDIES – 19 AND 20 MAY

The Chairperson of the panel discussion will:

- very briefly introduce the panellists prior to their presentations, simply by (for example) indicating which faculty they represent. Their biographical sketches are NOT featured in the booklet;
- remind panellists that they have a maximum of 8–10 minutes each for their presentations. If they go over the allocated time, there will be no time for the Q&A session;
- ensure that panellists present in the order in which they appear in the programme;
- ensure strict adherence to the time allocation indicated in the programme;
- remind attendees who wish to pose questions or make comments, in response to the presentations by the keynote speakers and panellists, during the moderated Q&A session to:
 - introduce themselves by name and department/faculty;
 - keep questions/comments brief and concise;
- ensure a diversity of voices when selecting participants wishing to pose questions or make comments;
- thank the panellists and participants at the end of the session.

GUIDELINES FOR FACILITATORS OF GROUP DISCUSSIONS – 19 AND 20 MAY

The facilitators of group discussions will:

- welcome participants to the group discussion, reminding them of the topic that the group is requested to discuss;
- take responsibility for running the session, as well as facilitating the discussion aligned to the topic/question selected for the group;
- manage, navigate and stimulate the generation of ideas that advance innovative and strategic thinking as responses to the topic/question under consideration. All questions are designed in a way that steers thinking into the future. Facilitators should direct discussion in a way that addresses the following questions, for example: In relation to the group's topic/question, what prospective changes that help to reimagine the university are possibly aligned to the question? What conceptual, concrete and innovative ideas could take us forward?
- initiate the brainstorming by stimulating the group's thinking with a very brief set of perspectives aligned to the topic/question posed;
- ensure that the group adheres to the time allocated;
- ensure that the group uses the time allocated as productively as possible.

Note to Facilitators of Group Discussions:

Groups will be randomly assigned by the production team to take Senate members into discussion in physical rooms during breakaway sessions. Group discussion brainstorming is 30 minutes on each day. The IT team will time each room with a countdown to end the discussion, but chairpersons must also play a role here in time management.

GUIDELINES FOR RAPORTEURS

Rapporteurs will:

- provide pithy and concise feedback from the group's discussion during the plenary feedback session;
- capture the key points of interventions (whether conceptual, practical or in the form of recommendations) flowing from the group discussion;
- ensure that the feedback to the plenary session is accomplished within 5–7 minutes per group.

A large, stylized graphic of a graduation cap (mortarboard) in the background. In the center, there is a circular logo with a multi-colored border (red, orange, yellow, green, blue, purple). Inside the circle, the text "UFS Senate Conference 2025" is written in a bold, sans-serif font. "UFS Senate" is in a smaller font size above "Conference", which is above "2025".

UFS Senate
Conference
2025



