Policy in respect of the presentation of short courses at Stellenbosch University

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Part of the Vision 2012 of Stellenbosch University (SU) is to be involved actively in the development of the South African society. The presentation of short courses forms an important component of this involvement.

1. Aim of the policy

The purpose of this document is to establish a policy for the coordination and regulation of continuing education in the form of short courses that are presented under the banner of Stellenbosch University. This policy articulates with the University’s Learning and Teaching Policy.

The aim of this policy is to:

a) promote and support the development, registration and presentation of short courses by the University in a structured manner, to the benefit of the University, the University staff and the community.

b) establish a framework within which the quality assurance system for short courses can be managed in terms of those rules.

c) create a central mechanism in the form of a support division for short courses on the campus (see par. 5).

d) regulate the necessary systems and processes (as determined by the Council on Higher Education [CHE] of the Higher Education Quality Committee [HEQC]), firstly to meet the needs of the University and secondly to grant the University self-accreditation status for the presentation of short courses.

This policy is limited to the presentation of short courses. It excludes consulting and other types of entrepreneurial activities.

This document replaces the Report of Recommendation of the Academic Planning Committee (no. 1/2003MA, including the report of the Task Group on Further Education on Campus), which was approved by Senate on 28 February 2003.

2. Points of departure

The presentation of short courses links to all three core functions of the University. Insight and knowledge generated by research are transferred via the presentation of short courses (teaching) to the benefit of and in interaction with the community (community interaction).

The presentation of short courses offers an opportunity to the staff of SU to earn additional income and to develop as entrepreneurs. The staff of SU are involved in continuing education as part of
their official duties. As in the case of other duties, this falls under the management and control of the faculty or centre of responsibility, and the academic organisational unit (department or centre) or division within which the particular course is presented.

The presentation of short courses is a teaching activity that takes place in the name of the University. It therefore needs to comply with the quality assurance requirements of the University, as well as with the requirements of the relevant government and other regulatory institutions (the National Department of Education, the CHE and the South African Qualifications Authority [SAQA]).

3. Definitions

3.1 A short course is a training opportunity
   a) that does not form part of the official, approved and subsidised qualification and programme profile of the University.
   b) of which the total study time, as expressed in credits, amounts to less than 120.
   c) that is presented in the name of the University. In other words
      i) the trademark of the University is used (e.g. the name and/or logo of SU, professorial title, ex officio activity), and
      ii) the short course is certified by the University (i.e. certificates with the official emblem of the University and containing the signatures of authorised people are issued).
   d) that complies with the University’s academic standards, and specifically with the guidelines in the Rules for the academic quality assurance of short courses.
   e) that is approved officially by the University in terms of the relevant Senate policy.
   f) that is presented by suitably qualified presenters who are members of staff of the University, or by suitably qualified and competent people who are appointed by the course leader, with the approval of the relevant departmental chairperson or head of environment.
   g) that can be presented for one or more of the following target groups or can be aimed at them: prospective students, registered students, staff, graduates, businesspeople and the general public.
   h) that is presented to achieve one or more of the following objectives: to fulfil the University’s responsibility to play a role in the community; continued professional education; further education; community interaction; service learning (in the case of students who are registered for official qualifications); the exploitation of third-stream income; the commercialisation of the University’s intellectual capital; and the stimulation of innovation. Besides the benefits that arise from the achievement of these objectives, there is a secondary benefit in the sense that the presentation of short courses offers the staff further opportunities to earn income.

3.2 The term “short course” can be divided into the following types:
   a) short courses
   b) certificate programmes
   c) seminars and workshops
   d) continuing professional education (CPE) or development programmes

3.3 The course leaders (sometimes also called project managers) are officially-appointed members of staff of SU. They can include members of staff appointed on joint platforms (in terms of the Rules for the quality assurance of short courses, par. 19a), who accept full responsibility for the relevant course and its academic content. The course leaders are appointed by the departmental chairperson or head of environment (Rules for the academic quality assurance of short courses, par. 17a). In the context of this policy, heads of department, departmental chairpersons and heads of environment are viewed as equivalent.

3.4 A presenter is any person who is contracted by the course leader, in consultation with the departmental chairperson, to present the course as a whole or parts of the course. Presenters therefore can be staff members of SU or people from outside the University.
3.5 Short courses can be presented by means of different teaching media, such as contact sessions or technologically-mediated methods, and to a variety of clients.

3.6 The presentation and certification of courses at SU as an institution of higher education is limited to NQF levels, as identified within the context of higher education (currently NQF levels 5–8). In exceptional cases, short courses may be presented at level 4 (but not at lower levels). No more than a certificate of attendance may be issued for level 4 courses. This stipulation is applicable on condition that:
   a) the strategic benefit for SU is taken into account;
   b) the needs of the market are investigated; and
   c) there is no duplication in service rendering, in other words there may not be another institution where the training can be offered.

4. Academic quality assurance

The responsibility for the quality assurance of the academic offering of SU, in terms of the policy, rests with Senate. This also includes short courses. The way in which the quality of the academic offering is assured is described in the Rules for the academic quality assurance of short courses, which was approved by Senate in 2004.

5. The Division for Short Courses and the University’s trademark

In terms of this policy, the University will establish a Division for Short Courses with the aim of coordinating, standardising and supporting short course processes on behalf of the institution. The management responsibility for short courses rests in the normal lines of management (departmental chairperson and deans, or heads of environment and centres of responsibility).

The benefits of creating a Division for Short Courses include:
   a) improved market penetration by using and marketing a strong trademark;
   b) the promotion of a full-cost approach, in which all costs for short courses are centralised and no cross-subsidisation can take place between formal programmes with a subsidy and short courses without a subsidy;
   c) achieving scale savings by eliminating duplication of services and activities;
   d) better levels of service to staff who wish to present short courses; and
   e) the establishment of systems and processes that eventually will enable the University to undertake the formal accreditation of short courses.

A course may only be presented if it has gone through the full process of approval, in other words if it has been approved by the dean or head of the centre of responsibility via the online registration system and therefore registered on the central register. However, the management of short courses will be decentralised. A training opportunity for which no certificate will be issued does not have to be registered on the central system.

All short courses that are registered via the online system will be marketed by the Division for Short Courses as approved courses of SU.

Staff and departments may only advertise short courses (internally or externally) after they have been registered on the University’s central online registration and approval system. Relevant departments or other organisational units (e.g. centres or institutes) may be marketed along with short courses. Remuneration for the use of the trademark (including the use of official titles such as “professor”) is determined in paragraph 6.4.

6. Finances

The full-cost approach is applied with regard to all short-course activities of the University. This means that the total income should cover the total direct and indirect expenditure. Staff and/or academic units or divisions may only share in the profit after expenses, but will also be
responsible, in terms of the profit-sharing formula, for losses suffered in cases where not enough net income was generated. The profit/loss distribution will be negotiated by the parties concerned in advance.

All income generated by short courses will be paid in at the cost point that was created specifically for the short course. Alternatively, a new project for a short course can be created within an existing cost point. All expenditure will then be incurred against that cost point or project. The overall financial administration is handled by the Finance Division.

The head of the Division for Short Courses must report to the relevant member of the University management with respect to all financial and other aspects of the division.

6.1 Budget and reports
The budget is compiled by the course leader, recommended by the departmental chairperson and approved by the dean or the head of environment as part of the normal online approval process. This budget should be attached to all applications for the approval of short courses, except in cases where other agreements are applicable. The income statement consists of: the income less the levies, the fees for the lecturer or presenter, and other direct costs. This gives the net income or deficit.

The financial management is handled by the course leader concerned in cooperation with the departmental chairperson or head of environment. Within six months after the completion of the presentation of the short course, a full financial report, reflecting the budget versus actual figures, must be sent to the Division for Short Courses. This information is essential for the effective coordination and management of short courses at SU.

6.2 Income
Income is defined as all course fees or registration fees that are paid by the participants in an activity, regardless of whether it takes the form of sponsorships (including exhibition fees) or interest received. Irrecoverable debt with regard to course fees is for the account of the particular course.

6.3 Determining prices
A market-related price for a specific course will be determined by the course leader in consultation with the departmental chairperson or head of environment, with a view to making a profit or breaking even. The net amount less VAT is used for profit-sharing purposes. Courses can also be presented on a non-profit-making basis, provided that any envisaged losses are covered by being subsidised by the department or division itself, or through the use of other forms of payment.

6.4 Fees for presenters
Lecturers of the University and external people who present a course are remunerated on a market-related basis. The course leader, together with the departmental chairperson or head of environment, determines the tariff payable to the presenters. Where assessment forms an integral part of the course and a certificate is issued, assessment fees may be paid to the presenter or lecturer over and above the fees for presentation. Presenters are not remunerated for any development work with regard to a course. When a client has contracted lecturers for development work, the contract will also be subject to the levies set out in paragraph 6.5.

6.5 Central cost recovery
The standard levy of the University on third-stream income, as determined from time to time (currently 12%), is applicable to all income generated by short courses.\footnote{1}{Intellectual property belongs to SU. Staff therefore are not usually remunerated for “development work”. Remuneration for work carried out must be recouped in full from presenter’s fees, profit-sharing, et cetera.} The levy on short courses as third-stream income activity has been applicable for quite some time already and is not related directly to the creation of the Division for Short Courses. The Division for Short Courses is a support service division, and the basic services are provided to departments and divisions at no cost.\footnote{2}{The levy on short courses as third-stream income activity has been applicable for quite some time already and is not related directly to the creation of the Division for Short Courses. The Division for Short Courses is a support service division, and the basic services are provided to departments and divisions at no cost.}
6.6 Other direct costs
All direct expenditure related to a course is recovered from the income from the specific course. This includes payments to external suppliers, for example for printing, postage, advertisements in magazines and newspapers, textbooks, certificates, the hiring of venues, travel and accommodation costs, as well as the purchase, replacement, maintenance and hire of equipment. Development work, capital expenditure and entertainment costs that are not linked to a course, membership of associations and printing that is not directly linked to a course may not be recovered as direct expenditure for a specific course.

6.7 Distribution of profit or loss
Financial statements should be completed as soon as possible by the course leader and departmental chairperson or head of environment and sent to the dean or head of the centre of responsibility and the Division for Short Courses. It should (for statistical purposes) reflect the budget versus actual costs. A period of three months is allowed for all outstanding monies to be recovered and invoices to be paid. The full financial report must be delivered to the Division for Short Courses within six months. The following guidelines for the distribution of the surplus/deficit (according to the approved budget) must be presented (in accordance with the Policy in respect of exploitation of intellectual property), although it can be negotiated at the discretion of the line heads:

- 25 per cent to the relevant faculty or centre of responsibility;
- 25 per cent to the department or division of the course leader; and
- 50 per cent to the course leader for possible further distribution at his/her discretion.

In some cases, a course team (including the departmental support staff) can share the profits. Profit sharing for course leaders or staff who share in the profits as a result of other forms of involvement is subject to the normal instructions for payment within the provisions of the University’s Financial Policy and Tax Legislation (also applicable to par 6.4). Any deficit that arises is distributed in the same way and in the same proportion as any surplus, and cost points are still identified in the planning phase. No profit sharing will be paid out before the final financial report has been produced.

7. Staff and other institutions

7.1 Responsibility of departmental chairpersons or heads of environment and deans or heads of centres of responsibility
Reference is made time and again in this policy to the duties and responsibilities of departmental chairpersons or heads of environment and deans or heads of centres of responsibility with regard to short courses. The final responsibility for the short courses rests with the dean of the faculty concerned or with the head of the centre of responsibility of the support division. Since the presentation of short courses is an opportunity for the University to expand its knowledge products to a broader community, the content and presentation thereof have a direct influence on the external image of the University. It therefore is necessary to always act with caution.

7.2 Teaching and support staff
The participation of teaching or support staff in the presentation of short courses is subject to the approval of the dean or head of the centre of responsibility, on the recommendation of the relevant departmental chairperson or head of environment. The departmental chairperson or head of environment is responsible for monitoring the workload of the staff, including their participation in any short courses. The workload and expertise of staff must be taken into account by the line managers during the process of recommending and approving courses. Involvement in short courses and the exploitation of third-stream income should at all times take place in relation to the achievement of all the core functions of the University, as well as to service rendering by support service environments.
Staff may participate in the presentation of short courses as course leaders or presenters. In all cases, however, they have to act in a personal capacity and not as a company, close corporation, trust or other legal entity. Payments will also only be made to individuals.

Short courses are a core activity of the University. All three core functions of the University, and particularly community interaction, play a role in the presentation of short courses. Staff therefore are not permitted to offer short courses for personal gain in the name of the University. Short courses are not viewed as outside work. This requirement is also applicable when staff present courses in their “free” time (this includes courses that are offered after hours or during leave periods). SU staff therefore are not permitted to develop and present short courses in their field of expertise (for which they were appointed at SU) in their private capacity. SU staff may compile and/or present short courses for outside institutions, but his may not compete with the activities of SU.

The involvement of academic and support staff in the presentation of short courses is handled as part of the normal process for drawing up work contracts between members of staff and the departmental chairpersons or heads of environment. Performance management is dealt with in terms of the normal procedures. The University’s policy regarding intellectual property for formal programmes is also applicable to short courses.

7.3 Presentation by people from outside or joint presentations with other institutions

People (individuals) who are not on the staff establishment of the University may only be contracted to develop and/or present courses in the name of the University in exceptional cases, subject to strict control and sufficient motivation. It is the responsibility of the departmental chairperson or head of environment and dean or head of the centre of responsibility concerned to ensure that the individual’s academic and expertise background are checked and verified, and that the course material measures up to the standards of the University. Short courses are a knowledge product of the University for the broader community and have a direct influence on the external image of the University. It therefore is of great importance that the presenter concerned should have a thorough knowledge of the course content, as well as appropriate and proven experience in the specific field. The provisions of paragraph 3.3 also apply in these cases.

When a short course is presented with another institution (the Department of Education or another institution or company), the importance of the University’s name, trademark and reputation is given preference, as in the case of formal programmes. In the case of a joint presentation, the following need to be taken into account: the reputation of the University and of the third party; quality assurance procedures; the nature of the certificate; arrangements with regard to intellectual property; competition with other University products; and appropriate administrative arrangements.

The most important consideration in any agreement is the protection of the reputation and quality standards of the University.

Agreements will not be considered when the University only provides accreditation and quality assurance at a nominal rate without any clearer, greater benefit. The role and academic and other interests of the University must be significant for its name to be linked to the course.

For the accreditation and quality assurance of a course that is presented jointly, it is essential that SU staff should make a significant contribution to the intellectual capital, course content and course presentation and/or constitute a central part of the evaluation team and mechanism. The responsibility for this lies with the dean or head of the centre of responsibility, on the recommendation of the departmental chairperson or head of environment.

The provision in paragraph 6.5 is also applicable to short courses that are developed or presented by outside people, or that are presented in collaboration with other institutions, on condition that the University takes responsibility for the quality assurance, registration and certification of the course.
8. Concurrent presentation of short courses for both non-formal and formal teaching

In certain cases (e.g. postgraduate modules), lectures and/or contact sessions can be presented concurrently to both subsidised students and non-subsidied people attending courses. The departmental chairperson and dean must both grant permission for this, and registration may only take place via a degree programme or a short course.

9. Language

The language of presentation for each short course must be determined and communicated to those attending the course.

10. Issuing of certificates

Certificates may only be printed by the unit with which the Division for Short Courses has entered into an agreement. Certificates of competence and declarations of attendance may be issued to those attending the course in accordance with the following requirements:

a) **Certificates of competence** may only be issued if those attending the course completed the course concerned successfully and a formal process of assessment, as determined by the academic requirements, was completed. Thereafter it may be declared that a sufficient level of competence had been achieved.

b) **Declarations of attendance** may be issued to those attending the course on condition that they attended the relevant course satisfactorily.

   (Please note: A person attending a course who does not qualify for a *certificate of competence* may qualify for a *declaration of attendance*.)

c) Both the *certificate of competence* and the *declaration of attendance* must be signed by the relevant dean or head of the centre of responsibility, or by the head of department or head of environment and the course leader.

   (Please note: Only official degree and diploma certificates are signed by the vice-chancellor and registrar.)

d) The University emblem and/or advice may be used on the *certificate of competence* and the *declaration of attendance*, subject to the corporate policy of the University and on the basis of strict implementation of the policy by the Division for Short Courses.

e) The identity of the department, unit or division within the University should be indicated suitably on the *certificates of competence* and the *declarations of attendance*.

f) The *certificates of competence* and the *declarations of attendance* may be issued in Afrikaans or in English, or in both languages, depending on the preference of the person taking the course.

The Division for Short Courses will provide standardised certificates to the departmental chairperson or head of the environment of the department or division presenting a short course. These certificates, which will be printed on paper of a high quality, comply with the requirements of the policy regarding the corporate image of the University. No individual will be permitted to issue any alternative certificates for short courses.

11. Responsibilities and services of the Division for Short Courses

**11.1 The Division for Short Courses offers the following services and benefits**

a) The registration of short courses, which will take place in accordance with the *Guidelines for academic supervision and quality assurance of short courses*, and which will be dealt with via the University’s online system for applications for and approval and registration of short courses. This also entails

   i. reports on all short-course activities of the University (deans or heads of centres of responsibility; departmental chairpersons and heads of environment, general management, etc.); and

   ii. reports to the National Department of Education and the quality committee of the CHE.

b) The facilitation of accreditation of short courses, which includes

   i. planning and management of the accreditation of short courses at the University;
ii. facilitating negotiations with quality assurance bodies that implement quality assurance in terms of the legislation of SAQA;
iii. collection and recordkeeping of information for the purposes of registration.
c) Permission to use the University’s trademark for the presentation and marketing of a course.
d) A centralised database of people attending courses, which includes
i. updating all records and statistics with regard to each short course; and
ii. developing and maintaining a website on which short courses will be advertised free of charge.
e) Support through the use of the online registration system for short courses, as well as the maintenance and upgrading of the system.
f) Support to staff with regard to the financial planning, management and administration of short courses.
g) The initiation, facilitation and evaluation of the policy and procedures for the management, administration and registration, and quality assurance of short courses.

11.2 Additional services that could be added to the budget
The following costs are in addition to the basic services mentioned above and are included in the budget for each short course. The Division for Short Courses may refer the course leaders to institutions that can support them in this regard and may even offer some of these services itself.
a) Programme management for, and marketing and administration of short courses:
i. development of a marketing plan and printing of marketing material
ii. handling of correspondence, and the receiving and registration of participants
iii. purchase, preparation and distribution of course material
iv. clearing up of copyright
v. receipt, processing and distribution of assignments and assessment

b) Logistics
i. booking and preparation of venues and audiovisual equipment
ii. planning of meals
iii. identification of distance-teaching methods (where applicable)
iv. travelling and accommodation arrangements for lecturers (where applicable)
v. record-keeping, organisation and presentation of certificate hand-overs

12. Registration
Only short courses that are registered on the University’s short course system and have been approved may be presented under the banner of the University. All students attending short courses will be registered in a single, suitable student registration system.

13. Intellectual property rights
Copyright of all short courses that have been developed in their entirety by SU staff belong to the University in terms of the Policy on the exploitation of intellectual property (IP) of the University. Authorship of the course content will be acknowledged in accordance with normal academic practice. During joint presentations, the IP belongs proportionally to the institutions where it was developed.

The University owns various trademarks that reflect its image and reputation. This policy only regulates the use thereof with regard to short courses. All other applications will take place in terms of the Policy on the exploitation of IP.

Copyright issues must be cleared up with the University’s copyright official during the compilation and reproduction of course material.

14. Marketing
The Division for Short Courses markets approved short courses on its website and may also market them more widely. Course leaders, however, market approved and registered courses
under the banner of the University themselves, subject to the provisions with regard to the
University’s corporate image and if it has been approved by the Division for Communication and
Liaison of the University.

15. Mutual competition

Staff may present any short course in their field of expertise, provided that it has been through the
quality assurance processes as described in this policy and is not in conflict with the spirit or
provisions of any specific agreement or contract entered into by the University. The evaluation of
the level of expertise of a person thus is the responsibility of the dean or head of the centre of
responsibility, on the recommendation of the departmental chairperson or head of environment
within a specific faculty or environment.

The judgement whether mutual competition across faculty borders is regarded as desirable or
otherwise lies with the Vice-Rector (Teaching). The judgement whether the presentation of a short
course is in conflict with an agreement or contract of the University lies with the SU Management.

16. Date for review of the policy

This policy will be reviewed at the end of 2010.