

UNIVERSITY OF THE
FREE STATE
UNIVERSITEIT VAN DIE
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Short Learning Programme Policy

POLICY STATEMENT	
1. Preamble/ background	<p>1.1 The UFS Short Learning Programme (SLP) Policy establishes a framework for governing the creation and implementation of short learning programmes. This is done to safeguard the integrity and reputation of the UFS and guarantee value for participants, sponsors, and the UFS.</p> <p>1.2 The Kopsie Phahamisa Academy (KPHA) is a central structure of the institution that is vested with the authority to govern and coordinate all SLP offerings at the institution. As the custodian of the SLP Policy, the KPHA is accountable to the UFS Senate through the Academic Committee and reports to the Deputy Vice-Chancellor: Academic.</p> <p>1.3 The KPHA is responsible for offering governance and coordination support to all UFS entities that offer SLPs in terms of processes from inception, registration, marketing, and implementation to certification and reporting.</p>
2. Purpose	<p>2.1 The policy seeks to achieve the following objectives:</p> <ul style="list-style-type: none"> a) Establish a framework to ensure the academic integrity and quality of the SLPs offered by the UFS. b) Define best practices for the approval, customisation, and registration of the SLP Management System (SLPMS). c) Formalise governance and coordination processes associated with the provision of SLPs. d) Specify approaches for cost recovery, expenditure, and distribution of income and surplus generated from providing SLPs.
3. Scope	<p>3.1 This policy applies to all permanent and contract staff members within faculties/departments/schools/centres/units as well as external parties affiliated with the UFS. It pertains to the provision of all SLPs that carry the UFS name and logo and are offered beyond the scope of the Higher Education Qualifications Sub-Framework (HEQSF), whether presented on or off UFS campuses.</p> <p>3.2 This policy takes precedence over all other policies related to various types of SLPs. All present and future SLPs at the UFS are required to comply with this policy.</p> <p>This policy does not cover information sessions, engagement events, conferences, seminars, and strategic planning sessions.</p>
4. Definitions and abbreviations	<p>Academic entity is an organisationally recognised academic department, school, or support unit within the UFS that is equipped to develop and carry on SLP instructional offerings and activities within a specific field of knowledge / discipline. The academic entity is the dedicated custodian and provider of the SLP, and it may have a dedicated contact person(s) for liaison regarding all SLP-related matters.</p>

Advanced standing is the status granted to an applicant in recognition of their successful completion of some previous studies and/or other educational experiences, which may be regarded as equivalent to the prerequisite of the intended study. The recognition affords the applicant an opportunity for an alternative admission route to studies at an advanced level compared to what prior formal studies would have afforded.

Certification in the context of SLPs entails:

- For credit-bearing SLPs: A sealed document confirming the successful completion of the programme, specifying the number of credits achieved at a designated NQF level.
- For non-credit-bearing competence based SLPs: A sealed document verifying that the student has completed the programme, meeting the attendance and assessment requirements.
- For non-credit-bearing attendance based SLPs: A document verifying that the student has met the attendance requirements of the programme.

Continuous Professional Development (CPD) refers to a lifelong, systematic learning and development process that involves a range of learning activities through which professionals/individuals acquire, maintain, update, broaden, and deepen their knowledge, professional competence, specific personal qualities, and technical skills throughout their working life in order to retain their capacity to practice safely, competently, effectively, and legally in accordance with the scope and expectations of their practice.

Continuous Professional Development Points (CPD points) are values that professional bodies may allocate to SLPs they recognise as learning and development activities that meet the set requirements of the respective profession for ongoing CPD compliance. The CPD points are awarded and certified as recognition of continuing development in accordance with the expectations of the professional practice and/or licensing and registration of the professionals in the field.

Customised Short Learning Programmes refers to existing SLPs that need customisation to align with a client's specific "just-in-time" requirements. This customisation may involve amendments to the SLP's name, delivery mode, delivery method, learning outcomes (subject to the 50% rule), and/or assessment methods.

Database in the context of SLPs refers to the database on the UFS SLP Management System (SLPMS).

Duration is the learning time as a measure of the volume of learning required for the completion of a programme, quantified as the number of notional learning hours required for achieving the learning outcomes specified for the programme.

	<p>This includes contact time, structured learning, work-integrated learning (WIL), self-study, and assessment time.</p> <p>Expedited approval refers to a fast-tracked process for the approval of an SLP that may be followed in exceptional and urgent circumstances to make programme submissions to the Academic Committee of Senate outside of the officially scheduled physical Academic Committee meeting. To execute the process, Directorate for Institutional Research and Academic Planning (DIRAP) prepares the relevant programme proposal documentation and requests approval from the Chair of the Academic Committee to undertake a fast-tracked submission process. If approved, the application may be circulated to the Academic Committee electronically via round-robin approve or reject proposals.</p> <p>Franchising in relation to the SLPs of the UFS refers to the granting of the authorisation, right, or services of UFS SLPs to another institution, company/organisation, or individual to do business under the name, trademarks, and/or systems of the UFS, performing SLP services such as curriculum design and development, delivery, and quality management of the SLPs that are approved, registered, and certificated as SLPs of the UFS.</p> <p>Learning level is the level describing learning achievement at a particular level that provides a broad indication of the types of learning outcomes and assessment criteria that are appropriate to a programme at that level.</p> <p>Lifelong learning is continuous learning and development that is tailored to the needs of individuals to provide education that is flexible, diverse, and available at different times and contexts and is pursuable throughout the life of an individual in order to improve their knowledge, skills, competence, attitudes, and values in relation to some personal, societal, or professional motive.</p> <p>Ownership: SLPs must have both an Academic Owner and an Operations Owner; these roles need not be affiliated with each other.</p> <p>Academic ownership: A UFS staff member is required to take responsibility for the academic content, quality management, and assessment management of the programme. Ideally, this must be a full-time permanent staff member; however, in exceptional circumstances, a contract-appointed staff member may fulfil this role.</p> <p>Operations owner: An academic entity (refer to the definition), not directly affiliated with the Academic Owner, must assume the operations responsibility for the offering of the SLP. This encompasses all administrative and financial matters related to the approval, marketing, offering, and certification of the SLP.</p>
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Participants of an SLP are persons who register for and participate in the SLP to study and acquire the knowledge, skills, and other competencies as intended.

Principal creator(s) is the person(s) who is responsible for identifying the need for the SLP and developing and managing the SLP. The principal creator(s) need not be involved in the offering of the SLP but must be involved in the general and quality management of the programme.

Punitive measures include undergoing the institutional disciplinary process and restitution and/or restriction against presenting SLPs in the future.

Quality assurance refers to the systematic way in which the institution / academic entity implements systems, processes, and procedures and specific criteria to guarantee that educational provisioning meets the specified educational minimum standards.

Quality enhancement refers to systematic quality systems, processes, and procedures aimed at improving quality and refining the future practice and performance of educational provisioning based on specific criteria established by the institution/academic entity.

Quality management entails the systematic arrangements in place for ensuring, monitoring, and enhancing the quality of educational provisioning based on specific criteria established by the institution, with consideration of the specific recommendations, educational needs, and strategic objectives of the institution.

Recognition of Prior Learning (RPL) is a term that refers to the principles and processes through which the prior knowledge and skills of a person are made visible, mediated, and rigorously assessed and moderated for the purposes of alternative access and admission, recognition, or further learning and development. RPL, as defined nationally by SAQA, applies to informal or non-formal learning only. Learning resulting from formal routes will normally be recognised via Credit Accumulation and Transfer (CAT); however, in cases where CAT is not applicable, the RPL route may be explored.

Short Learning Programmes (SLPs) are purposeful, flexible, and just-in-time programmes designed for specific educational purposes such as enhancing and/or refreshing participants' knowledge and skills in a specific professional area for purposes of personal or continuing professional development. SLPs are offered outside the jurisdiction of the formal Higher Education Qualifications Sub-Framework (HEQSF) and may thus not necessarily lead to the awarding of formal qualifications of the HEQSF.

Attendance-based SLPs:

Attendance-based SLPs are primarily vocational and industry-orientated, focusing either on application or skills transfer. Certificates of attendance are issued to participants who will have attended and participated in the learning and formative assessment activities of the SLPs but may not have necessarily been comprehensively assessed for the achievement of the learning outcomes of the SLPs. The programmes are therefore not recognised for purposes of confirmation of competence or for programme/module access and/or advanced standing/exemption for eligibility for admission into formal programmes of the UFS. Programmes that are not assessed for competence, such as workshop-type SLPs developed to meet specific requirements, may fall in this category.

Competency-based SLPs (eligible for advanced standing):

These SLPs involve formal summative assessment for determination of the achievement of the learning outcomes thereof. The SLPs may be used for application of RPL for access to formal programmes and/or for advanced standing / exemption from the modules or part of a particular formal qualification, improving the participants' eligibility for admission to the formal programmes of the UFS. SLPs may further be used for CPD purposes. Academic records or certificates of competency are issued after successful completion of these SLPs, indicating the access and advanced standing / exemption eligibility. Competency-based customised programmes that are aligned to formal programmes for advanced standing eligibility, and whose design and learning outcomes remain in conformance to the original SLP without alteration, belong to this category of SLPs.

Competency-based SLPs (ineligible for advanced standing):

These SLPs are offered for personal learning and CPD in areas of learning and development not necessarily linked to the learning outcomes of a formal programme of the UFS. The SLPs are formally assessed for determination of attainment of the relevant learning outcomes, and the certificates of competency are issued after successful completion of these SLPs. Some of the programmes may be considered for verifiable CPD hours/points, but the SLPs may NOT be used for application of RPL for access and/or advanced standing / exemption into / from the modules of the formal programmes of the UFS. Competency-based customised programmes that are partially aligned to formal programmes due to the alteration of the original design and learning outcomes belong to this category of SLPs.

Commercial SLP: This version is offered with the aim of meeting annual prescribed income and profit targets. The commercial SLP is designed to generate revenue in line with established financial objectives.

	<p>Developmental SLP: This version is intended for UFS staff members or as a community-service-based programme. While the programme is required to cover all costs (direct and indirect), it will not be subject to the annual prescribed profit target.</p> <p>T-entity means a cost centre approved by Finance from which all SLPs must be run for financial purposes.</p> <p>Universal Design means the design of products, environments, programmes, and services to make them usable by all persons to the greatest extent possible, without the need for adaptation or specialised design. Universal Design shall not exclude assistive devices for particular groups of persons with disabilities, where needed (UNCRPD, 2004 Article 2).</p>
5. Guiding principles	<p>SLPs offered by the UFS are primarily tailor-made to address the professional, vocational, and industry-specific needs of individuals, society, and the labour market. These programmes are presented at different cognitive levels and span a range of study/career fields. While SLPs are commercially beneficial to the UFS, the institution consistently upholds the quality assurance standard it has set, ensuring that academic integrity always takes precedence over commercial benefit.</p> <p>Governance and coordination of SLPs at the UFS are managed through formal academic governance structures, committees, and systems. The UFS does not associate itself with any franchising of SLPs, as such programmes would not fall under the governance of the UFS. The collaboration of all academic entities and other structures offering SLPs at the UFS is crucial to maintaining the integrity of the processes and activities across the SLP value chain.</p> <p>The UFS aims to offer SLPs that are purposeful, flexible, and just-in-time, catering to specific educational needs. These programmes are designed to enhance and refresh participants' knowledge and skills in specific professional areas for personal or continuing professional development. SLPs are offered beyond the formal Higher Education Qualifications Sub-Framework (HEQSF) and therefore may not necessarily lead to the awarding of formal qualifications within the HEQSF.</p>
6. Policy/procedure	<p>6.1 DESIGN AND DEVELOPMENT OF SLPs</p> <p>6.1.1 The design and development of the SLPs should be guided by the target audience and the intended purpose of the programme, with the underlying principle of "fit for purpose" driving this effort.</p> <p>6.1.2 Since the target audience may include persons with disabilities, the SLPs' presentation and offering (whether physical or online) should speak to Universal Design in Instruction (UDL) principles.</p> <p>6.1.3 To align the academic intent with the audience and purpose, the KPHA is tasked with conducting a market analysis. The results</p>

	<p>will inform the appetite for and necessity of the development or reapproval of an SLP.</p> <p>6.1.4 SLP content development must draw on academic expertise and research in the relevant discipline / field of study. The process should adhere to sound academic and curriculum design principles and standards.</p> <p>6.1.5 The Academic Owner of the SLP bears responsibility for the design and quality management, while the Operations Owner is responsible for the delivery and administration, including the financial aspects, of the SLP.</p> <p>6.1.6 The UFS appreciates its core function being higher education and thus where a programme can be offered in the HEQSF, it will form part of the formal programme environment and not be offered as a SLP.</p> <p>6.1.7 SLPs that are non-credit bearing may not refer to an NQF level or credits. The UFS accepts the following nomenclature as alternatives:</p> <ul style="list-style-type: none"> a) Learning level instead of NQF level b) Duration instead of credits <p>6.1.8 SLPs that are offered as credit-bearing programmes may refer to the NQF level and credits as awarded by the accreditation body.</p> <p>6.1.9 Admission requirements for SLPs must align with the purpose and target audience, ensuring that participants possess the required knowledge or experience for successful participation and completion.</p> <p>6.1.10 SLPs, considering the target audience and programme purpose, should leverage technology and UDL principles for optimal delivery and to reach the broadest target audience while maintaining academic standards.</p> <p>6.1.11 Given the fast-paced nature of SLPs, Academic Owners must finalise results within two (2) weeks of the final assessment, and the Operations Owner must capture the results within a week.</p> <p>6.1.12 Punitive measures will be taken against staff members/departments/units not in compliance with this policy, related SOPs, financial arrangements or offering non-registered SLPs under the UFS's name.</p> <p>6.2 QUALITY ASSURANCE AND MANAGEMENT</p> <p>The UFS has been granted the authority to register its own SLPs by the Higher Education Quality Committee (HEQC) of the Council on Higher Education (CHE). This delegation necessitates the establishment of an internal Quality Management System (QMS) to uphold the quality of SLP provisioning.</p> <p>The quality assurance processes for SLPs at the UFS are overseen by the KPHA and the DIRAP. These units operate under the jurisdiction of the Academic Committee of Senate, which is responsible for evaluating and approving new SLPs as well as ratifying customised, amended, and renewed SLPs on behalf of the Senate.</p> <p>DIRAP's role in the quality assurance process for SLPs includes:</p> <ul style="list-style-type: none"> a) Confirming the alignment of SLPs with national policies. b) Ensuring alignment between the institutional mission and strategy and the SLP offerings of the UFS.
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- c) Ensuring that sound curriculum design principles are applied to SLPs in terms of admission requirements, purpose, learning outcomes, duration, learning levels, and teaching and assessment strategies.
- d) Verifying the completeness and accuracy of SLP applications and required institutional information.
- e) Preventing duplication of existing SLPs.
- f) Allocating SLPs to the most suitable academic entities.

The KPHA's role in the approval process for SLPs includes:

- a) Ensuring the marketability and financial feasibility of the SLP.
- b) Reviewing presented budgets to ensure provision for cost recovery, both direct and indirect, and the prescribed profit target, where applicable.
- c) Confirming the availability of resources, both physical and human, for offering the SLP.
- d) Facilitating communication and processes among all stakeholders.

The responsibility for SLP quality management lies with the Academic and Operations Owners of the SLP:

- a) The Academic Owner oversees all aspects related to the academic content, offering, and assessment of the SLP, ensuring programmes with higher academic integrity that are fit for purpose.
- b) The Operations Owner manages all administrative and financial aspects to offer the SLPs efficiently.

6.3 PROGRAMME APPROVAL

6.3.1 Programme Approval

- a) A new SLP application must outline the programme's characteristics, enabling the approving structures to thoroughly assess its academic integrity, impact, and commercial value.
- b) Consideration and approval will only be granted to SLP applications in the appropriate format through the designated system.
- c) New SLPs are approved in the following sequence:
 - 1) KPHA Management Committee
 - 2) DIRAP
 - 3) KPHA Finance (budget approval)
 - 4) Faculty Board
 - 5) Academic Committee of Senate

6.3.2 Programme Customisation

- a) Customisation of an existing SLP for a particular purpose or client will lead to the registration of a derivative SLP in the SLPMS.
- b) Customisation allows for the following changes to be made to an existing SLP, which results in a new SLP:
 - 1) Name change
 - 2) Change in the mode of delivery
 - 3) Change in the manner of delivery
 - 4) Variation of the assessment strategy
 - 5) Change to the admission requirements
 - 6) Change to less than 25% of the learning outcomes

- c) Only SLP applications in the correct format and via the correct system will be considered for approval.
- d) Customised SLPs are approved in the following sequence:
 - 1) KPHA Management Committee
 - 2) DIRAP
 - 3) Head of Division / Dean
- e) Customisations must serve at the Academic Committee of Senate for noting.

6.3.3 Programme Amendments

- a) An existing SLP may be amended to remain relevant, which will result in the replacement of the original SLP in the SLPMS.
- b) The amendment allows for the following changes to be made to an existing SLP:
 - 1) Name change
 - 2) Change in the mode of delivery
 - 3) Change in the manner of delivery
 - 4) Variation of the assessment strategy
 - 5) Change to admission requirements
 - 6) Change to less than 50% of the learning outcomes
- c) Only SLP applications in the correct format and via the correct system will be considered for approval.
- d) Customised SLPs are approved in the following sequence:
 - 1) KPHA Management Committee
 - 2) DIRAP
 - 3) Head of Division / Dean
- e) Customisations must serve at the Academic Committee of Senate for noting.

6.3.4 Programme Renewal

- a) Regardless of any modification or customisation, all SLPs must be renewed every five (5) years.
- b) The aim of renewing SLPs is to guarantee the continued relevance and viability of the programmes.
- c) Consideration and approval will only be granted to SLP applications submitted in the appropriate format through the designated system.
- d) SLP renewals are approved in the following sequence:
 - 1) KPHA Management Committee
 - 2) DIRAP
 - 3) KPHA Finance
 - 4) Head of Division / Dean
- e) Reapprovals must serve at the Academic Committee of Senate for noting.

6.3.5 Programme Accreditation

- a) Only programmes that have been approved by the AC of Senate may be considered for accreditation by an appropriate accreditation body.
- b) The KPHA together with DIRAP will ensure that the correct process is followed for the accreditation of a SLP with the relevant accreditation body.

6.3.6 Programme Catalogue Record

- a) All SLP approvals (new, customised, amendment, and renewal) must be captured in the SLPMS.
- b) The SLP foundation and attributes must be captured by the KPHA within a reasonable time after final approval has been given.
- c) If the ratification by the Academic Committee of Senate necessitates any modifications, these must be documented accordingly in the SLPMS.
- d) Certification is prohibited until ratification has been granted, as the situation may dictate.

6.4 MONITORING AND EVALUATION

The KPHA, in collaboration with DIRAP, oversees the quality of SLPs, assessing it through individual SLP session feedback and official programme review cycles.

6.4.1 SESSION FEEDBACK

- a) Following each SLP session, participants are obligated to complete end-of-session feedback surveys facilitated by the KPHA.
- b) The feedback from these surveys should guide subsequent enhancements and improvements at the operational, academic entity, and presenter levels.
- c) The feedback from the surveys is provided to the Academic and Operations Owners for analysis, helping to identify areas of improvement for the upcoming cycle.
- d) The feedback from the surveys is shared with DIRAP to assess whether the quality expectations and requirements have been fulfilled.

6.4.2 FORMAL REVIEW

- a) Formal review and renewal of all SLPS occur every five (5) years, focusing on relevance, updated content, and academic quality.
- b) Programmes may undergo continuous adaptation or be subject to special reviews based on feedback from the participants, clients, and other stakeholders.

6.5 FINANCIAL ARRANGEMENTS

6.5.1 FINANCIAL MODEL

- a) Each SLP offering must recover all costs, both direct and indirect, and, where applicable, meet the prescribed profit target.
- b) The UFS charges a 15% levy on the turnover (income) of all SLPs.
- c) Overheads for an SLP should be limited to 40% of the turnover.
- d) Non-permanent UFS staff members are remunerated based on the determined hourly rate, approved in the relevant SLP budget, for their time spent on the programme. The hourly rates respond to the academic and/or professional expertise levels of the appointees. Remuneration takes into consideration the instructional hours, preparation, assessment, participant consultation, and other activities as well as the degree of academic responsibility in the SLP.
- e) Permanent staff members of the UFS:

	<ol style="list-style-type: none"> 1) Staff appointed and remunerated to manage, develop, offer, and assess SLPs cannot receive additional remuneration, except under the overtime policy or by applying for a merit bonus. Full human resource cost recovery will be paid into the SLE entity, from which salaries and bonuses can be funded. 2) Staff members participating in managing, developing, and assessing an SLP should be considered in the performance criteria / workload and be recognised as part of the promotion criteria. 3) Regarding the human resource cost recovery for a staff member: <ul style="list-style-type: none"> - 40% is allocated to the faculty/department SLE entity. - 60% is earmarked for the staff member's research and transferred to the relevant incentive entity. At the discretion of the division head, 50% of the 60% human resource cost recovery may be paid to the staff member, subject to meeting predefined requirements. <p>f) The surplus distribution model is as follows:</p> <ol style="list-style-type: none"> 1) Surplus distribution BELOW programme target: <ul style="list-style-type: none"> - UFS receives 60% - Academic entity receives 30% - Principal creator receives 10% 2) Surplus distribution ABOVE programme target: <ul style="list-style-type: none"> - UFS receives 50% - Academic entity receives 35% - Principal creator receives 15% 3) Deficit distribution: <ul style="list-style-type: none"> - The Academic Entity bears the entire loss and is liable for the 15% levy. <p>g) Surplus distribution to a single party is limited to R35 000.</p> <p>h) Deviation from the financial model with regard to overheads and surplus distribution may be requested from the Chief Financial Officer (CFO) of the UFS via the KPHA. This request will be considered on merit based on a detailed motivation submitted to the CFO via the KPHA.</p> <p>6.5.2 FINANCIAL MANAGEMENT</p> <ol style="list-style-type: none"> a) An SLP must have an approved budget, not older than 12 months, before an offering may commence. b) SLPs must be offered from a single cost centre per offering. c) Where an SLP is being offered against a contract, an overdraft may be requested to fund the rollout of the programme pending the tranche payments. The standard overdraft process will apply. <p>6.5.3 FINANCIAL SYSTEM</p> <ol style="list-style-type: none"> a) All financial aspects of SLPs must be managed in the PeopleSoft Finance System. b) SLPs must be managed from the cost centre T range (T-entity). c) The UFS financial policies, rules, and procedures for the management of T-entities will be applicable at all times.
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6.5.4 PAYMENT STRUCTURE

- a) SLPs are payable in advance, unless otherwise agreed to in writing with the KPHA.
- b) SLP participants who are subject to a payment plan may not receive certificates until all funds have been received and allocated.

6.5.5 CANCELLATION

- a) If an SLP offering is cancelled by the UFS for any reason, the refund will not be subject to the administration fee.
- b) If a refund must be processed due to the decision of the participant, the administration fee will be applicable.

6.5.6 RECONCILIATION

- a) Each T-entity must be reconciled within a month of the certification process being finalised.
- b) The Operations Owner or KPHA will process the reconciliation for close out of the entity by the Finance Department.
- c) Any person who unnecessarily delays the reconciliation process will be subject to punitive measures.

6.6 CONTRACT MANAGEMENT

6.6.1 OPPORTUNITY SOURCING

Any duly authorised person for any academic entity at the UFS may source SLP opportunities for the UFS.

6.6.2 SUBMISSION OF PROPOSALS

- a) Any proposal submitted for the offering of SLPs must be vetted and signed by the KPHA Director.
- b) All proposals are subject to a duly authorised budget.
- c) All proposals are subject to the operational requirements for the effective offering of the SLP.
- d) Any person who submits proposals contrary to this policy will be subject to punitive measures.

6.6.3 CONTRACT NEGOTIATION AND SIGNING

- a) Any staff member who engages in contract negotiations must have the composite knowledge of the UFS policies and procedures to so bind the UFS.
- b) SLP contracts must be vetted via the approved processes.
- c) SLP contracts must be submitted to the KPHA Director for oversight.
- d) SLP contracts may only be signed by the person with Council-delegated authority; this process is facilitated by the KPHA.
- e) Any person who negotiates or signs a contract beyond the allowed authority may be held personally liable in terms of that agreement.

6.6.4 PROJECT FACILITATION AND MANAGEMENT

- a) All SLP contracts, in soft copies, must be stored at the KPHA.
- b) The Operations and Academic Owners take responsibility for the contract (and financial) management, while the KPHA assists with the management aspects.
- c) It remains the Operations and Academic Owners' responsibility to ensure that the SLP offering is compliant with all contractual obligations.

6.6.5 REPORTING AND CLOSE OUT

- a) The Academic and Operations Owners must ensure that they comply with the reporting and information duties as per the contract.
- b) The reconciliation process must be followed when the contract is closed off to ensure that all financial management aspects of the contract are compliant.

6.7 OPERATIONS

6.7.1 MARKETING AND WEBSITE

- a) The KPHA will be responsible for advising and assisting Operations Owners in the marketing strategy for the SLP.
- b) The Operations Owner remains responsible for all targeted marketing, while the KPHA is responsible for marketing the SLP via the official UFS channels (website, Facebook, and LinkedIn).
- c) The marketing material should include comprehensive, current, and accurate information on the SLP.
- d) All marketing material must comply with UFS branding specifications.
- e) The KPHA remains responsible for the maintenance of the KPHA website.
- f) Operations Owners must inform the KPHA of any changes to offerings to ensure the accuracy of the information on the website.

6.7.2 SLP MANAGEMENT SYSTEM

All SLPs must be managed and offered through the SLPMS.

6.7.3 HUMAN RESOURCES

- a) All human-resource-related matters will be dealt with in accordance with the duly approved and relevant UFS policies.
- b) External staff may be involved in all areas of the offering of SLPs, provided that they are suitably qualified for the position as determined by the head of department (HOD) and Human Resources.
- c) SLP remuneration tariffs may deviate from the approved UFS tariffs, provided that:
 - the budget makes provision for the deviation;
 - the deviation is market-related; and
 - the deviation may be repudiated if an SLP does not meet the profit target.

6.7.4 FINANCIAL SUPPORT

- a) The Finance Department offers support to all SLP Operations Owners and the KPHA in the general financial management of SLPs.
- b) All the financial policies and procedures of the UFS are applicable to the offerings of SLPs, subject to 6.5 of this policy.

6.7.5 LEARNING MANAGEMENT SYSTEM

SLPs at the UFS may only be offered from a duly approved learning management system.

6.7.6 INFORMATION AND COMMUNICATION TECHNOLOGIES

All SLPs and staff involved in SLPs must comply with the relevant UFS policies regarding all systems, technology, and related matters.

6.7.7 REPORTING

The KPHA is responsible for reporting to the Academic Committee on a quarterly basis.

6.8 CERTIFICATION

6.8.1 CERTIFICATE REQUESTS

- a) The Operations Owner must request certifications within two (2) weeks of processing the final results.
- b) DIRAP must verify certificates within 1 week of receiving the complete certificate proofs.
- c) The KPHA must finalise the printing of certificates within 6 weeks of receiving the request and all the needed and complete information and documents from the Operations Owner.

6.8.2 FORMAT AND ISSUING

- a) Certificates and badges are populated according to a template approved by the Academic Committee of Senate.
- b) Certificates of competence will bear the SLP seal.
- c) Certificates of attendance will bear the academic entity or UFS logo.
- d) Certificates must be signed by the relevant persons but should at least include a HOD, Dean, or Deputy Vice-Chancellor, as the case may be.
- e) Deviation from the approved templates must be approved by the Academic Committee of Senate.
- f) The KPHA is responsible for the facilitation of the certification process, record-keeping, printing, and storage of certificates.
- g) DIRAP is the quality assurance unit for the issuing of certificates, ensuring correct content and verification.

6.8.3 REISSUE

- a) A certificate is reissued if it contains an error.
- b) If the error is the fault of the UFS, the responsible unit will bear the

cost of the reissue.

- c) If the error is the fault of the participant, the participant will bear the cost of the reissue.
- d) The original certificate must be returned to the UFS and destroyed in the event of the reissuing of the certificate, and the original certificate number must be used.
- e) If the original cannot be returned to the UFS, a new certificate number will be issued.

6.8.4 REPRINT

- a) A certificate is reprinted if the original is lost, destroyed, damaged, or needs to be amended (normally due to a name change).
- b) If the reason for reprinting is the fault of the UFS, the responsible unit will bear the cost of the reprint.
- c) If the reason for reprinting is the fault of the participant, the participant will bear the cost of the reprint.
- d) The original certificate must be returned to the UFS and destroyed in the event of the reprinting of the certificate, and the original certificate number must be used.
- e) If the original cannot be returned to the UFS, a new certificate number will be issued.

6.8.5 STORING

- a) Electronic certificates are securely stored for a period of ten (10) years.
- b) Certificates may not be distributed or handed over to participants unless their account is in order; pending this, the printed certificates will be stored in a safe at the KPHA offices.
- c) No printed certificate will be stored for longer than 18 months. Should the participant require the printed certificate after the 18-month period, the certificate will be reprinted (as per 6.8.4).
- d) Operations Owners who cannot distribute printed certificates successfully must return the certificates to the KPHA for safekeeping.

6.9 PROGRESSION

6.9.1 RECOGNITION OF PRIOR LEARNING

The SLP Policy is aligned with the UFS RPL Policy and current national legislation. Participants who complete a competency-based SLP at the UFS can apply for advanced standing for entry into a formal qualification through the RPL process. This process is managed by the UFS RPL Office (CTL) in collaboration with the SLP academic entity and KPHA.

6.9.2 CREDIT ACCUMULATION AND TRANSFER

Credit accumulation and transfer is embedded in the RPL process and Policy at the UFS. Participants who complete a competency-based SLP at the UFS can apply for recognition of a formal module through the recognition process. The process is managed by the entities that offered the SLP and formal module.

6.9.3 ARTICULATION

Articulation is embedded in the RPL process and Policy at the UFS. Participants who complete a competency-based SLP at the UFS can apply for articulation into a formal programme. The recognition process is managed by the UFS RPL Office (CTL) in collaboration with the SLP academic entity and the KPHA.

6.10 RECORD MANAGEMENT

6.10.1 PROGRAMME INFORMATION

- a) When SLPs are approved and registered on the SLPMS, they are given a foundation name, and the unique attributes are captured, which includes all the relevant academic information of the SLP.
- b) These foundations and attributes always remain in the system, and any variations are captured to reflect the historical development and approvals of the specific programme.
- c) It is the duty of the KPHA to maintain the SLPMS at all times.

6.10.2 PARTICIPANT INFORMATION

- a) When SLP participants create a profile, apply, and are registered for SLPs, their details are captured in the SLPMS and will remain there in compliance with the POPIA and protection of information policies and processes of the UFS.
- b) Results for the participants per registered SLP are captured in the SLPMS and will remain there indefinitely.
- c) Participants' account statements will be available in the system for a period of 12 months after completion of the particular SLP.
- d) It is the duty of the KPHA to maintain the SLPMS at all times.

6.10.3 FINANCIAL INFORMATION

The financial management of SLPs takes place on the Oracle PeopleSoft Finance System. The policies relevant to the management of T-entities are applicable.

6.10.4 THIRD-PARTY INFORMATION

- a) Third-party information, which includes but is not limited to the contractor, employer, sponsor, funder, participant, and evaluator, in both the person and juristic sense, must at all times be dealt with in compliance with the POPIA and protection of information policies and processes of the UFS.
- b) Documents and related personal information may only be kept for the duration that serves the purpose or as contracted.
- c) Persons not complying with these laws and UFS policies will be subject to punitive measures.

7. Responsibility	<p>7.1 For the requested amendment, the following parties are responsible:</p> <ul style="list-style-type: none"> a) KPHA: Responsible for the implementation and oversight of the policy together with all relevant SOPs and SLP Procedural Directives. b) Finance Department: Responsible for giving effect to the policy with diligent processes in alignment with UFS Finance Policies. c) Human Resources Department: Responsible for giving effect to the policy with due diligence in alignment with UFS Human Resources' policies. d) Heads of Departments and Deans: Responsible for giving effect to the process by ensuring effective application of Human Resources' performance management and effective financial management. e) Operations Owners: Responsible for giving effect to the policy with diligent process and insight of the SLP and broader UFS environment. f) Academic Owners: Responsible for giving effect to the policy with diligent process and insight of UFS quality management and assurance arrangements. g) DIRAP: Responsible for giving effect to the policy with diligent process and insight of UFS quality management and assurance arrangements. h) CUADS: Responsible for advising on the reasonable accommodations necessary to include persons with disabilities by coordinating the provision of accessible material, communication access, alternative assessments, and disability-specific information, where applicable.
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8. Accountability and Authority:	
8.1 Implementation:	Implementation of the approved policy by the KPHA, Director for Short Learning Programmes.
8.2 Compliance:	<p>8.2.1 The KPHA is a central structure of the institution vested with the authority to govern and coordinate all SLP offerings at the UFS. In its role as the custodian of the SLP Policy, the Director for Short Learning Programmes is accountable to the UFS Senate through the Academic Committee and reports to the Deputy Vice-Chancellor: Academic.</p> <p>8.2.2 The responsibilities of the KPHA, through the Director of Short Earning Programmes, include offering governance and coordination support to all UFS entities that offer SLPs. This support spans processes from the inception and registration of SLPs, marketing, and implementation to certification and reporting.</p>

8.3 Monitoring and evaluation:	KPHA: Director of Short Learning Programmes
8.4 Development/review:	KPHA Director of Short Learning Programmes
8.5 Approval authority:	<p>The amendment to the SLP Policy has undergone review and is considered a major change. As per the UFS governance structure, the final approval authority for this amendment is the Council. The following structures have approved this amendment, recognising its relevance to both academic and operations components:</p> <p>8.5.1 Rectorate 8.5.2 University Management Committee 8.5.3 Academic Committee of Senate 8.5.4 Senate 8.5.5 Finance Committee of Council 8.5.6 Council</p>
8.6 Interpretation and advice:	Director: KPHA
9. Who should know this policy?	
9.1	<p>The policy applies to all permanent and contract staff members in faculties/departments/schools/centres/units and external parties involved in the offering of SLPs. These SLPs are offered outside of the formal HEQSF, bear the university's name or logo, and can be presented either on or off UFS campuses.</p> <p>Key points regarding the application of this policy include:</p> <ul style="list-style-type: none"> • Applicability: The policy covers staff members of the UFS, regardless of their employment type (permanent or contract), and external parties involved in offering SLPs. • Scope: The policy pertains to all types of SLPs offered outside the HEQSF and presented with the university's name or logo, irrespective of the location (on or off UFS campuses). • Superseding: This policy supersedes all other policies associated with various forms of SLPs, such as workshops. • Adherence: All future and existing SLPs at the UFS must comply with the provisions outlined in this policy. • Exclusions: Unstructured information, conferences, seminars, and strategic planning sessions are explicitly excluded from the scope of this policy. <p>The policy sets a comprehensive framework for the governance and coordination of SLPs at the UFS.</p>

10. Policy/procedure implementation plan	<p>10.1 Implementation of the amendment to the policy will be facilitated by the KPHA.</p> <p>10.2 Communication regarding the amendment will be disseminated through the Digest, with additional communication via the Deans and HODs.</p> <p>10.3 Workshops will be conducted to familiarise all staff with the updated policy.</p> <p>10.4 This multipronged approach aims to ensure that relevant stakeholders are informed and knowledgeable about the changes introduced by the amendment.</p>
11. Resources required	None

12. Answers to FAQs	Most questions related to the financial model and the processes. SOPs will be developed to align with the policy within 3 months of approval.
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EFFECTIVENESS OF THE POLICY

Performance Indicator(s):	To be completed on review by the person responsible for implementation, monitoring and evaluation.
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Annexure 1

03-May	Humanities	Faculty Board input
07-May	Health Sciences	Faculty Board input
10-May	Education	Faculty Board input
13-May	Theology and Religion	Faculty Board input
14-May	Law Faculty	Faculty Board input
15-May	Uvpersu	Staff union input
20-May	Nehawu	Staff union input
22-May	CTL Management Committee	CTL input
20-May	Student Affairs	Student Affairs input
05-Jun	Economics and Management	Faculty Board input
06-Jun	Natural and Agricultural Sciences	Faculty Board input

Annexure 2

17-Jul	Rectorate	Approval and recommendation to UMC
29-Jul	University Management Committee	Approval and recommendation to Fincom
20-Aug	Academic Committee of Senate	Approval and recommendation to ECS
16-Sep	Executive Committee of Senate	Approval and recommendation to Senate
25-Oct	Finance Committee of Council	Approval and recommendation to Council
29-Oct	Senate	Approval and recommendation to Council
22-Nov	Council	Final approval