

**QUESTIONNAIRE
EDUCATION/
PROVISION FOR
EDUCATION**



**ON CONTINUING
SHORT COURSE
HIGHER
INSTITUTIONS**

COUNCIL ON HIGHER EDUCATION

Instructions

Complete the following questionnaire and return it to makgamatha.g@che.ac.za by 30 June 2014

Please indicate **NO** or **Not Applicable** if there are no applicable policies or practices.

Annexure 1: Number the document in Column 1 and name document in column 2. Ensure that documents are labelled clearly.

Annexure 2: List continuing education / short courses in format provided.

NAME AND ADDRESS OF UNIVERSITY/INSTITUTION	
Office of the Vice Chancellor Rhodes University PO Box 94 Grahamstown 6140	
Name and email of contact for correspondence (if different from above):	Ms Ruth Andrews Manager: Institutional Planning Unit r.andrews@ru.ac.za

1. How does your institution define continuing education (including “short courses”)?

The only continuing education offered by Rhodes University involves ‘Short courses’. Rhodes University defines a Short course as any learning programme of fewer than 120 credits which result in a certificate bearing the Rhodes University name. Short Courses are the only form of continuing education offered by the University outside formal qualifications accredited by the CHE. (Section 2.3 of the Short Course Policy, p.2)

2. Does your institution have one division (or more) responsible for the management and administration of continuing education within the institution? Please provide a brief narrative to outline the arrangements for the offering of continuing education (structures, governance, financial arrangements etc.).

The Institutional Planning Unit administers, tracks and documents the Short course process as follows:

- **Within Academic departments, the HoD and Dean of Faculty signs-off approval.**
 - **Within Support Divisions, the Director and Head of Division signs off approval.**
 - **The Short course curriculum and application documentation is collated by the Course Coordinator within the Division/Faculty offering the course.**
 - **The Institutional Planning Unit (IPU) is notified of the impending offering through communication from the Course Coordinator. A Short course application form is lodged and IPU begins the management and tracking of prerequisite documentation.**
 - **Thereafter the Short course curriculum is submitted to the Centre of Higher Education, Research, Teaching and Learning (CHERTL) – the institution’s quality assurance regulator, for approval.**
 - **Simultaneously the budget or financial plan of a Short course is submitted to the Finance Division for approval.**
 - **The completed Short course documentation is submitted to the Vice Chancellor for final approval and sign-off.**
 - **A formal letter of approval is drafted and signed by the Registrar.**
 - **The signed letter of approval is sent from the VC’s Office to the Course Coordinator.**
 - **Copies of the approval letter are also sent to CHERTL, the Finance Division and the Registrar’s Division.**
 - **The Registrar’s Division needs a copy of the letter before any Short course certificates can be issued.**
3. Do you have a policy or set of policies on continuing education in place? (If YES, please attach the documentation.)

The Rhodes University Short Course Policy. See attachment in Annexure1.

4. Who is the custodian of continuing education policy in your institution and describe the different levels of accountability, governance and management thereof?

The custodian of the policy is the Institutional Planning Unit. The different levels of accountability reside with the Registrar's Division, the Finance Division and CHERTL. The management of this policy is as follows: The Director of Institutional Planning reports to the Vice Chancellor who reports to the Institutional Planning Committee and this Committee reports to the Senate and then to Council.

5. Please specify which structures at the university approved this policy? If yes, since when has this policy been in effect?

The policy was approved by the Institutional Planning Committee, Senate and Council. The policy has been in effect since January 2006.

6. Does the policy make provision for an institutional system or processes for the quality assurance of continuing education, including assessment practices?

If YES, please reference all relevant sections in your institution's policies and attach policies.

Provide details on how quality assurance is managed by the institution, addressing at least the following:

- *Arrangements for the design, development and approval of continuing education offerings*

Course Coordinators are responsible for the development Short courses. The University has a Policy on Curriculum Development and Review (see Annexure 1) which guides curriculum development. The Centre for Higher Education Research, Teaching & Learning (CHERTL) provides support for curriculum development. CHERTL staff are also responsible for approving the curricula of Short courses. This approval process ensures checking that 'curriculum alignment' (Biggs, 1999) is in place – i.e. that assessment, teaching approaches, learning materials, staffing and so on are 'fit for the purpose' of allowing students to meet the learning outcomes of Short course.

- *Arrangements to ensure appropriate academic oversight.*

In the case of academic departments, the Head of Department needs to sign off on the Short Course application. The application then serves before the Dean of the Faculty whose approval to offer the course is also necessary. If a support division is offering a course, signatories would be the head of the relevant entity and the head of the Division. The application is then forwarded to the Institutional Planning Unit for further approval. This includes approval of the financial plan included in the application by Finance Division. The final approval of the application rests with the Vice Chancellor.

- *Arrangements for quality assurance processes, including feedback mechanisms, external evaluation (e.g. Do you conduct any evaluations of participants who attend short courses for the further development or improvement of the short course?). Please describe the processes and attach any relevant documents.*

The Course Coordinator is responsible evaluating the course both formatively and summatively and for incorporating feedback from the evaluation process into the curriculum for the course should it be offered again. The Institutional Planning Unit checks that evaluation takes place. CHERTL checks that feedback has been incorporated into the curriculum should the course be offered again.

- *Arrangements for monitoring the contents of marketing materials for alignment with the regulatory environment, ensuring balanced communication with prospective participants.*

Course Coordinators are responsible for preparing marketing materials. The expectation is that these materials would reflect the information for the course provided on the Short course application. There for monitoring this. Marketing materials are required to align with the University's standards regarding communication.

- *If support staff members are offering continuing education for which a University certificate is offered (including to staff members of the institution), please provide an indication of processes for providing academic oversight and quality assurance.*

Any Short courses offered by support divisions follow the procedures outlined above.

- *What is the position of the institution on the use of NQF levels and credits and the communication thereof to the public and other stakeholders?*

NQF levels and credit values are reflected on Short course certificates issued by the University. The expectation would be that they would also be communicated in marketing materials. Short course applications all require credit values and NQF levels to be stated. No deviations from this are allowed.

- *Please provide details on whether any of your current non-formal courses provide credits towards any formal qualifications?*

Currently, no credits awarded as a result of Short courses are transferred into formal programmes offered by Rhodes University.

- *Please identify which of your courses are unit standards based, and if they do lead to a part qualification, please explain what processes are in place to manage this process. Please identify these and explain how the process works.*

Some Short courses are unit standard based but as the University does not offer qualifications in unit standard format; transfer of unit standards into a formal qualification is not possible.

- *Please describe the assessment policies that regulate short courses. If any of your short courses have summative assessment please explain the processes embarked on by the university?*

The University has a Policy on Assessment (See Annexure 1). Assessment is checked as part of the Short course curriculum approval process by CHERTL staff. This check ensures that the planned assessment is valid and reliable in terms of the learning outcomes identified for the course.

7. Is the policy clear on the arrangements for records management?

If YES, please point to the relevant sections in the policy set.

Please refer to systems available, and include specifically how these relate to the systems for managing the records on formal programmes and of students enrolled in formal programmes in your institution.

The names and details of individuals who have earned credits as a result of a Short course are recorded on a Short Course Register kept by the Registrar’s Division. Should any credits earned on a Short course be transferred to a formal programme, this would be recorded against the name of the individual on the Short Course Register. However, no credits are currently transferred into formal programmes at Rhodes University. The names on the Short Course Register are linked to an ID number, not to a student number issued by the university. (Section 3.3 in the Short Course Policy, p.4)

8. Does the policy provide specific guidelines regarding the certification of continuing education?

If YES, please reference all relevant sections in the policy set as attached, and provide information as per the table at the end of the questionnaire.

Provide information as per the table at the end of the questionnaire, and also provide details on how certification is managed by the institution, addressing at least the following:

- *Describe the certification processes for continuing education.*

The names of candidates who have met the outcomes set for a Short course successfully are forwarded to the Registrar’s Division by the Course Coordinator. The Registrar’s Division then issues Short course certificates following information provided on the original application for the course. These certificates are signed by both the Course Coordinator and the Registrar. The certificates are then embossed with the University’s seal. (Section 3.4.5 and 3.5 in the Short Course Policy, p.4)

- *Indicate whether you distinguish between certificates of competence and certificates of attendance. Please explain how and why.*

Certificate of competence are issued if the Short course is formally assessed and participants have met the required standards.

Letters of attendance are issued for Short courses that are not formally assessed and in this case, a written motivation is submitted together with a Short course application form to motivate why course participants should only be offered as a letter of attendance. (Section 3.5 in the Short Course Policy, p.4)

- *Provide details on the rules for “co-branding”.*

Rhodes University does not enter into ‘co-branding’ agreements.

- *Provide details of the signatories on certificates issued by your institution.*

See above. Certificates are signed by the Registrar and the Course Coordinator.

- *Describe your security features to ensure the integrity of certificates.*

As noted above, certificates are embossed with a seal. This seal is kept in the locked examination storage room. In addition, the seal itself carries a lock.

- *Provide information on how you deal with certificates reported as having been damaged, stolen or misplaced?*

Individuals reporting a lost, damaged or misplaced certificate would be asked to provide an affidavit explaining the circumstances related to the need to replace the certificate signed before a Commissioner of Oaths. The replacement of a certificate is at the discretion of the Registrar upon receipt of this affidavit.

9. Does the policy make provision for regulating the agreements with staff related to continuing education?

If YES, please reference all relevant sections in the policy set as attached.

Provide details on how the conclusion of agreements in respect of continuing education is regulated by the institution. Also include information on the following:

- *If internal staff members are offering continuing education, please describe whether this is considered to be part of the workload and indicate whether there is additional reimbursement.*

Internal staff members sometimes offer Short courses as part of their workload to members of the general public. An example of this would be CHERTL’s Assessor Course offered to members of the academic staff. In such cases these staff members do not get additional reimbursement as teaching on the Short course is considered part of their work. The Short course application form requires all payments to be made to anyone working on the course to be detailed.

The HoD and Dean of the Faculty signs off on the application form and records are kept showing which staff members are involved in offering Short courses. This allows the University to ensure that staff members are not neglecting their regular duties in order to perform work on Short courses. (Section 3 in the Short Course Policy, p.2 & 3)

Please provide details of payment procedures and give an indication if any staff members are remunerated for continuing education activities via a third party (e.g. their own or another company).

Any remuneration to individuals working on Short courses is via the University payroll. Staff would not be permitted to bill the University through their private companies for continuing education activities. Regardless of this, the University understands that any such company would need to be treated as an ‘employee’ as one of the definitions of an ‘employee’ is a ‘personal services company’.

Do you use external facilitators for presentation of continuing education and what processes and procedures are in place for the recruitment and management of these individuals?

When external facilitators are employed to offer Short courses, their qualifications and experience (and therefore their suitability to offer the course) are checked as part of the application process. Such individuals would have to be identified by Course Coordinators. Their work is then subject to the usual evaluation procedures. Persons not employed by Rhodes University working on Short courses are not subject to the University’s disciplinary procedures. However, the University reserves the right to withdraw permission for anyone to work on a Short course that brings the institution into disrepute.

Is the policy clear on the offering of continuing education in collaboration with third parties other than individuals?

If YES, please reference all relevant sections in the policy set as attached.

Provide details on how the institution regulates collaboration with third parties (other than individuals in their private capacity) to jointly offer continuing education, addressing at least the following:

- *How does the institution ensure quality of service to the public?*

When a third party is involved in the offering of a Short course, a memorandum of understanding is signed by Rhodes University and that third party. Partnership with third parties is only considered when the partnership contributes to the University's intellectual environment, community engagement and reputation. (Section 3.9 in the Short Course Policy, p.6)

- *How does the institution ensure that marketing claims will not be misleading?*

Marketing would be regulated by the MoU.

- *How does the institution ensure that the arrangement does not simply constitute "selling of the brand" to an external provider?*

This would be regulated by the MoU

- *How is certification regulated (including records management and issues of co-branding)?*

As stated above, Rhodes University does not enter co-branding agreements. Where an external partnership is established, certification, records management and other issues proceed as described for Short courses where there is no partnership with an external organisation. Only the Registrar's Division issues certificates and records of those who have completed Short courses are also kept in the Division.

- *What internal mechanisms are in place to ensure sound financial management?*

All course fees are collected by the University, even if third parties are involved in the running of Short courses. It is highly unusual for Rhodes to run a course where the income is collected by a third party. There is only one such a course in the past few years. Financial controls were as follows: -

- **The 3rd party collected the fees and this was a known figure, seeing the unit cost and numbers of participants were known to the University.**
- **All expenses were paid by the University and thereafter an invoice was issued to the 3rd party to recover these costs.**
- **Thus the surplus for the course was transparent and after the course had been run, 50% of this known surplus was paid over to the University.**

10. Does the policy make provision for regulating the agreements to offer continuing education to external parties?

Our Policy discourages this. (Section 3.9 in the Short Course Policy, p.6)

If YES, please point to all relevant sections in the policy set as attached.

Provide details on how the conclusion of agreements in respect of continuing education is regulated by the institution, addressing at least the following:

- *Does your institution offer customised training for companies or government departments?*

If yes, what are the contractual arrangements in place?

Yes, in each case, a memorandum of understanding is entered into.

- *Is there a central repository of contractual agreements relating to Continuing Education?*

All contractual agreements are signed by the Registrar and are kept in the Registrar's office.

- *Is the institutional schedule of delegations clear on which individuals may conclude agreements in respect of continuing education?*

All agreements must be signed by the Registrar

11. Is the policy clear on approval¹ of continuing education by external bodies?

All approval of Short courses is done by the University and not by external bodies

If YES, please indicate the relevant sections in the policy set as attached. Please describe how the institution has managed approval processes.

- *Include in this section any courses that provide CPD points to participants.*

We do not provide CPD points to participants

- *Please provide information on any external bodies that provide approvals for continuing education offered by your institution, including the name of the body, a list of the courses concerned, the scope of the approval (i.e. is the approval in respect of a*

¹ The terms could be 'approval, accreditation, recognition or endorsement'

programme/course or of an entity, department or division), and the period for which such approval was given to your institution.

There is none

- *Please describe the process of having these courses recognised by the external body.*

Not applicable

- *Please give an indication of the reporting requirements of each body.*

Not applicable

12. Does your institution offer cross-border continuing education? If yes, please provide details of agreements with the relevant quality assurance authorities concerned.

No, we do not offer cross-border continuing education.

13. Does the policy make provision for regulating the financial activities related to continuing education?

If YES, please reference all relevant sections in the policy set as attached.

Section 3.7 in the Policy (p. 5ff) deals with financial matters.

Provide details on how financial management of continuing education is regulated by the institution, addressing at least the following:

- *Please explain the financial approach utilised for short course activities*

Each Short course is managed in a separate cost centre set up for this purpose. At Rhodes there are several funding models for Short courses: -

- **No-cost Short courses:** These courses are mainly designed for the training of University staff members and the costs are covered by the Rhodes Human Resources Division. The HR division also takes advantage of 'Skills Development' funding in order to fund a portion of these courses.
- **Participant-funded Short courses:** For most Short courses however, a cost per participant is determined by the Course Coordinator. The expenses associated with the running each

course inform the unit cost per participant. The Course Coordinator usually calculates the break-even and in doing so determines the minimum number of participants required in order to make the course viable. Invoices are issued to participants or their employers and any fees paid into the University bank account are credited directly into the dedicated cost centre for that particular course.

- **Corporate funded Short courses:** Content of such courses is often tailored to address the needs of employees of corporate organisations. The course is funded by the corporate and closed to the general public. The corporate identifies the employees that will participate in such Short courses.
- **Donor funded Short courses:** This funding model is built around funding for certain Short courses being secured from donor organisations. The funding could either be provided by the funder for funding a Short course in its entirety or it could be a budget or activity line is a major activity project award. Often these courses have a particular target audience and there could input from the donor in identifying these participants.
- *Are there mechanisms in place to ensure sound financial management and appropriate oversight of financial activities? Refer in you answer to financial approval process within your institution prior to commencement of offering the short course and financial reporting on completion of the Short course.*
- **As part of Rhodes official Short course application document, Course Coordinators are required to set out a detailed budget of income and expenditure for each Short course. This is submitted to the Finance Division for vetting, as part of the Short course approval process.**
- **Course Coordinators need to specify a cost centre in their department / unit that would be charged should the Short course run at a loss.**
- **Once the approval process has been completed, a cost centre will be opened and the Course Coordinator would be required to designate the signatory / signatories for the cost centre. Specimen signatories are supplied on a designated form.**

- **A dedicated staff member in the Finance Division is assigned to manage Short courses. If bridging funding is required to prepare for the upcoming Short course, this needs to be negotiated with the Finance Division. Evidence needs to be provided around which invoices have been issued etc., before bridging funding is approved. Departments are required to initially utilise their previous course surplus reserves before bridging funding is considered.**
- **The Rhodes financial system prevents orders being placed on cost centres where no funds are available.**
- **Once the Short course has been run, the Course Coordinator is required in terms of the institution's guidelines to wrap up the finances on the Short course within a period of six weeks. All approved Short courses are captured on a time-line grid by the finance administrator, enabling the finance staff member to follow-up on courses that have been run. and are needing to be wrapped up.**
- **The Course Coordinator will only be paid once all course costs have been paid. The HR costs for each short course are fully disclosed, with each individual's payment being separately reflected.**
 - *Describe the mechanisms for preventing double dipping against DHET subsidies. Where those exist, please include details on levies imposed by your university that is applicable to the provision of continuing education?*

DST funding is not used to fund Short courses. An indirect overhead levy is imposed on all Short course income received in funding models 2-4 listed above. Approximately 25% of the levy income is used to fund personnel in the Research and Research-Finance Offices. This is to ensure there is sufficient financial administrative support for 3rd stream and project income. The balance of the levy is used to fund central budget activities.

ANNEXURE 1

ANNEXURE NUMBER	NAME OF DOCUMENT ATTACHED
1.	Rhodes University Policy on Short Courses
2.	Curriculum Development Policy
3.	Assessment Policy
4.	Quality Assurance Policy

ANNEXURE 2

Please provide a list of all courses offered over the past three years

Course Title	NQF Level	Credits	Duration	Number of certificates issued for successful completion (mark <u>C</u> for competence), and the number of certificates issued for attendance (mark <u>A</u>)	Internal Approval Date	Details of External Approval (if applicable)
2014 Short Courses						
Certificate in Project Management Techniques	6	6	14-16 Jan 2014	C - 7 A - 0	18 Nov 2013	N/A
Principles of Sustainability	9	10	28 Jan – 1 Feb 2014	C - 12 A - 0	22 Nov 2013	N/A
Certificate in Peer Mentoring (Trojan Academic Initiative)	5	10	Feb – Aug 2014	Pending completion C - 0 A - 0	30 Jan 2014	N/A
Strengthening Doctoral Supervision	8	30	Mar – June 2014	Pending completion C - 0 A - 0	11 Nov 2013	N/A
Climate Change & Resource Management			11-14 June 2014	Pending completion C - 0 A - 0	22 Nov 2013	N/A
Environmental Economics	9	7	24-27 Sept 2014	Pending completion C - 0 A - 0	22 Nov 2013	N/A
Project Management	9	6	5-8 Mar 2014	Pending completion C - 0 A - 0	30 Jan 2014	N/A
Certificate in Management Automotive Retail	8	60	17 Mar 2014 – Mar 2015	Pending completion C - 0 A - 0	30 Jan 2014	N/A
Basic Computer Literacy	5	22	Feb – Nov 2014	Pending completion C - 0 A - 0	30 Jan 2014	N/A
Microsoft Word 2010 Foundation Course (for interns only)	5	4	Feb & Dec 2014	Pending completion C - 0 A - 0	11 Mar 2014	N/A
Microsoft Word 2010 Foundation Course (for staff and public)	5	4	Feb & Dec 2014	Pending completion C - 0 A - 0	30 Jan 2014	N/A
Microsoft Outlook 2010 (for interns only)	5	4	Feb & Dec 2014	Pending completion C - 0 A - 0	30 Jan 2014	N/A
Certificate Programme in Office Administration	5	27	Mar – Oct 2014	Pending completion C - 0 A - 0	30 Jan 2014	N/A
RUMEP Computer Intermediate Course	4	15	Mar – Nov 2014	Pending completion C - 0 A - 0	30 Jan 2014	N/A
Advanced Certificate in Management of Oil & Gas	8	40	18 Feb – 6 Oct 2014	Pending completion C - 0 A - 0	30 Jan 2014	N/A

Essentials of Newspaper Management	6	12	3-7 Mar & 18-22 Aug 2014	Pending completion C - 0 A - 0	17 Feb 2014	N/A
Essentials of Broadcast Management	6	12	24-28 Mar & 20-24 Oct 2014	Pending completion C - 0 A - 0	3 Mar 2014	N/A
Essentials of Government Media, Essential Tools for Editors & Journalists	6	12	31 Mar – 4 Apr, 14-18 July & 6-10 Oct 2014	Pending completion C - 0 A - 0	11 Mar 2014	N/A
Essentials of NEXT Newsroom Management	6	12	7-11 Apr & 28 July – 1 Aug 2014	Pending completion C - 0 A - 0	3 Mar 2014	N/A
Essentials of Digital Media Management	6	12	19-23 May & 4-8 Aug 2014	Pending completion C - 0 A - 0	17 Feb 2014	N/A
Essentials of Managing People	6	12	9-13 June 2014	Pending completion C - 0 A - 0	3 Mar 2014	N/A
ISEA Creative Writing Programme	N/A Letter of attendance	N/A	Feb – June 2014	Pending completion C - 0 A - 0	3 Mar 2014	N/A
Advanced Course for Emerging Media Leaders	6	8	26 Feb – 2 Mar 2014	Pending completion C - 0 A - 0	17 Feb 2014	N/A
Pre-doctoral Course in Higher Education Studies	9	40	1 Mar 2014 – 28 Feb 2015	Pending completion C - 0 A - 0	11 Mar 2014	N/A
Sustainability Law	9	6	5-8 Mar 2014	Pending completion C - 0 A - 0	24 Feb 2014	N/A
IsiXhosa Communication Skills Course Level 1	ABET Level 1	6	17 Mar – 9 June & 4 Aug – 13 Oct 2014	Pending completion C - 0 A - 0	24 Feb 2014	N/A
IsiXhosa Communication Skills Course Level 2	ABET Level 2	6	17 Mar – 9 June & 4 Aug – 13 Oct 2014	Pending completion C - 0 A - 0	24 Feb 2014	N/A
Pre-doctoral Course in Education	9	40	1 Mar 2014 – 28 Feb 2015	Pending completion C - 0 A - 0	14 Mar 2014	N/A
Strengthening Doctoral Supervision	8	30	June – Aug 2014	Pending completion C - 0 A - 0	3 Mar 2014	N/A
Introduction to Research Design	8	10	14-16 Apr 2014	Pending completion C - 0 A - 0	11 Mar 2014	N/A
Catalyst Conversations around Teaching, Assessment & Learning	8	30	25 Feb – 24 June & 29 July – 18 Nov 2014	Pending completion C - 0 A - 0	11 Mar 2014	N/A
Certificate in Information Systems Business Continuity & Disaster Recovery	7	8	Apr 2014	Pending completion C - 0 A - 0	11 Mar 2014	N/A
Certificate in Information Systems Audit Process	7	12	Apr 2014	Pending completion C - 0 A - 0	11 Mar 2014	N/A
Introduction to	7	5	12-16 May 2014	Pending completion	28 Mar 2014	N/A

Environmental Procedures				C - 0 A - 0		
Curriculum Development in Higher Education	8	30	24-28 Mar 2014	Pending completion C - 13 A - 0	1 Apr 2014	N/A
Academic Leadership Development for Higher Education	N/A Letter of attendance	N/A	31 Mar – 4 Apr 2014	Pending completion C - 0 A - 0	1 Apr 2014	N/A
Curriculum Development in Higher Education	6	20	24-28 Mar 2014	Pending completion C - 13 A - 0	28 Mar 2014	N/A
Certificate in Sustainable Business Analysis	7	44	2-3 Apr, 20-23 May, 15-19 Sept & 21-24 Oct 2014	Pending completion C - 0 A - 0	3 Apr 2014	N/A
Future Journalists Programme	6	19	6-9 Apr, 3-7 July & 6-9 Sept 2014	Pending completion C - 0 A - 0	28 Mar 2014	N/A
Urban Forestry & Greening Towards Sustainable Municipalities	6	7	4-8 Aug 2014	Pending completion C - 0 A - 0	4 Apr 2014	N/A
Microsoft Excel 2010 Foundation Course (for staff and public)	5	4	Feb & Dec 2014	Pending completion C - 0 A - 0	3 Apr 2014	N/A
Microsoft Outlook 2010 (for interns only)	5	4	Feb & Dec 2014	Pending completion C - 0 A - 0	3 Apr 2014	N/A
Curriculum Development in Higher Education	N/A Letter of attendance	N/A	14-17 Apr 2014	Pending completion C - 0 A - 0	9 May 2014	N/A
Essentials of Mainstreaming Gender in African Newsrooms	6	12	23-27 June & 13-17 Oct 2014	Pending completion C - 0 A - 0	9 May 2014	N/A
Emerging Media Leaders Course	6	8	2-6 June 2014	Pending completion C - 0 A - 0	9 May 2014	N/A
2013 Short Courses						
Leadership	9	7.5	23-27 Feb 2013	C - 13 A - 6	15 Feb 2013	N/A
Certificate in People Management	9	9	10-14 June 2013	C - 5 A - 0	15 Feb 2013	N/A
Principles of Sustainability	9	10	29 Jan – 2 Feb 2013	C - 7 A - 0	12 Dec 2012	N/A
Advanced Certificate in Management for Oil and Gas	8	40	19 Feb- 11 Oct 2013	C - 21 A - 5	15 Jan 2013	N/A
Certificate in Strategic Management	7	7	15-19 Apr 2013	C - 13 A - 0	30 Jan 2013	N/A
Rhodes University Assessors' Course	8	30	19 Feb – 21 May & 6 Aug – 29 Oct 2013	C - 11 A - 0	16 Jan 2013	N/A
Environmental Law	9	5	20-22 June 2013	C - 3 A - 0	30 Jan 2013	N/A
Tools for Sustainability	9	7	23-27 Sept 2013	C - 12 A - 0	30 Jan 2013	N/A
Environmental Economics	9	7	28 Sept – 2 Oct 2013	C - 8 A - 0	30 Jan 2013	N/A

Climate Change & Resource Management	9	5	3-5 Oct 2013	C - 16 A - 0	30 Jan 2013	N/A
Certificate in Entrepreneurship	9	60	23-37 Sept 2013	C - 13 A - 0	16 Jan 2013	N/A
Certificate in Peer Mentoring	5	10	Feb – Aug 2013	C - 8 A - 0	16 Jan 2013	N/A
Certificate in Marketing Management	9	10	26-30 Aug 2013	C - 11 A - 2	15 Feb 2013	N/A
Certificate in Monitoring and Evaluation for Programme Managers	8	15	14-18 June 2013	C - 5 A - 0	21 Jan 2013	N/A
Fundamentals of Social Accountability Monitoring	6	12	4-15 Mar, 3-14 June & 7-18 Oct 2013	C - 21 A - 0	15 Feb 2013	N/A
Pre-doctoral Course in Higher Education Studies	9	40	Apr – Nov 2013	C - 7 A - 0	25 Jan 2013	N/A
Community-based Problem Solving Course	5	10	Feb – May 2013	C - 9 A - 0	15 Feb 2013	N/A
Urban Forestry & Greening Towards Sustainable Municipalities	6	7	8-12 Apr 2013	C - 19 A - 0	15 Feb 2013	N/A
Certificate in Sustainable Business Analysis	7	44	6 Mar – 14 Aug 2013	C - 95 A - 0	15 Feb 2013	N/A
Essentials of Newspaper Management	6	12	11-15 Mar & 19-23 Aug 2013	C - 25 A - 0	30 Jan 2013	N/A
Essentials of Broadcast Management	6	12	22-26 Apr & 21-25 Oct 2013	C - 10 A - 0	30 Jan 2013	N/A
Government Media, Essential Tools for Editors & Journalists	6	12	3-7 June & 16-20 Sept 2013	C - 9 A - 0	30 Jan 2013	N/A
Essentials of Managing People	6	12	24-28 June & 18-22 Nov 2013	C - 5 A - 0	30 Jan 2013	N/A
Essentials of Digital Media Management	6	12	20-24 May & 4-8 Nov 2013	C - 9 A - 0	30 Jan 2013	N/A
Essentials of NEXT Newsroom Management	7	12	15-19 July 2013	C - 13 A - 0	30 Jan 2013	N/A
Certificate Course in Supervision	6	25	Feb – Oct 2013	C - 16 A - 0	15 Feb 2013	N/A
Certificate Programme in Office Administration	5	27	Mar – Oct 2013	C - 14 A - 5	15 Feb 2013	N/A
ISEA Creative Writing Programme	N/A Letter of attendance	N/A	Feb – July 2013	C - 2 A - 0	30 Jan 2013	N/A
Strengthening Doctoral Supervision	8	30	Feb – June & July – Oct 2013	C - 25 A - 0	5 Mar 2013	N/A
Certificate in Information Systems Audit Process	7	12	Feb 2013	C - 7 A - 0	15 Feb 2013	N/A
Certificate in Information Systems Business Continuity & Disaster Recovery	7	8	Mar 2013	C - 11 A - 0	15 Feb 2013	N/A
Microsoft Powerpoint 2010 Advanced Course	5	5	Mar & Dec 2013	C - 6 A - 0	25 Feb 2013	N/A
Microsoft Powerpoint: Foundation to Intermediate Course	5	8	Mar & Dec 2013	C - 12 A - 0	25 Feb 2013	N/A

Microsoft Outlook 2010	5	4	Feb & Dec 2013	C - 6 A - 0	25 Feb 2013	N/A
Microsoft Excel 2010 Graphs & Objects	5	3	Mar & Dec 2013	C - 5 A - 0	25 Feb 2013	N/A
Microsoft Excel 2010 Intermediate Course	5	6	Mar & Dec 2013	C - 16 A - 0	25 Feb 2013	N/A
Microsoft Excel 2010 Foundation Course	5	4	Feb & Dec 2013	C - 20 A - 0	15 Feb 2013	N/A
Microsoft Word 2010 Mail Merge	5	3	Mar & Dec 2013	C - 6 A - 0	25 Feb 2013	N/A
Microsoft Word 2010 Tables & Columns	5	5	Mar & Dec 2013	C - 14 A - 0	15 Feb 2013	N/A
Microsoft Word Intermediate Course	5	5	Mar & Dec 2013	C - 13 A - 0	15 Feb 2013	N/A
Microsoft Word 2010 Foundation Course	5	4	Feb & Dec 2013	C - 12 A - 0	15 Feb 2013	N/A
Microsoft Excel 2010 Intermediate Course (for interns only)	5	6	Mar & Dec 2013	C - 16 A - 0	25 Feb 2013	N/A
Microsoft Outlook 2010 (for interns only)	5	4	Feb & Dec 2013	C - 32 A - 0	25 Feb 2013	N/A
Microsoft Excel 2010 Foundation Course (for interns only)	5	4	Feb & Dec 2013	C - 20 A - 0	15 Feb 2013	N/A
Microsoft Excel 2010 Intermediate Course (for interns only)	5	6	Mar & Dec 2013	C - 20 A - 0	15 Feb 2013	N/A
Microsoft Word 2010 Foundation Course (for interns only)	5	4	Feb & Dec 2013	C - 25 A - 0	25 Feb 2013	N/A
Basic Computer Literacy	5	22	Feb – Nov 2013	C - 6 A - 0	15 Feb 2013	N/A
Certificate in Management, Automotive Retail	8	60	25 Mar 2013 – Mar 2014	Pending completion C - 0 A - 0	25 Feb 2013	N/A
IsiXhosa Communication Skills Course Level 1	ABET Level 1	6	4 Mar – 28 May & 5 Aug – 15 Oct 2013	C - 22 A - 0	25 Feb 2013	N/A
IsiXhosa Communication Skills Course Level 2	ABET Level 2	6	4 Mar – 28 May & 5 Aug – 15 Oct 2013	C - 5 A - 0	25 Feb 2013	N/A
Teaching for Learning Workshop	N/A Letter of attendance	N/A	4-5 Mar 2013	C - 23 A - 0	25 Feb 2013	N/A
Pre-doctoral Course in Education	9 & 10	40	Mar – Nov 2013	C - 13 A - 0	13 Mar 2013	N/A
Future Journalists Programme	6	19	22 Mar – 26 Apr, 26 June – 1 July & 31 Aug – 2 Sept 2013	C - 32 A - 0	13 Mar 2013	N/A
Introduction to Environmental Procedures	7	5	13-17 May 2013	C - 11 A - 3	18 Mar 2013	N/A
Assessor & Moderator Development Course	6 & 7	12	4-8 Mar & 11-18 Mar 2013	C - 8 A - 0	18 Mar 2013	N/A
The Working for Water Training Programme for	5	6	1-6 Sept 2013	C - 9 A - 0	18 Mar 2013	N/A

the Biological Control of Weeds						
Certificate in Sustainable Business Analysis	7	44	8-9 May, 25-28 June, 21-24 Oct, 29 Nov – 4 Dec 2013 & 17-21 Jan & 22-26 Jan 2014	C - 45 A - 7	22 Apr 2014	
Project Management	9	7.5	28 Sept – 2 Oct 2013	C - 2 A - 0	22 Apr 2013	
Certificate in Sustainable Business Analysis	7	44	29-30 Apr, 28-31 May, 24-28 June, 22-24 July, 26-29 Aug & 23-24 Sept 2013	C - 32 A - 0	22 Apr 2013	
MBSA Junior Management Development Programme	6	60	June 2013 – Feb 2014	Pending completion C - 0 A - 0	22 Apr 2013	N/A
Certificate in Business Functions	7	8	14-15 May, 1, 3 July & 23 Oct 2013	C - 19 A - 0	22 Apr 2013	N/A
Assessor & Moderator Short Course	6 & 7	12	6-10 May & 29 July – 2 Aug 2013	C - 13 A - 0	23 Apr 2013	N/A
Assessor & Moderator Short Course	6 & 7	12	6-10 May 2013	C - 12 A - 0	23 Apr 2013	N/A
Academic Leadership Development for Higher Education	N/A Letter of attendance	N/A	14-17 May & 20-23 May 2013	C - 10 A - 0	22 Apr 2013	N/A
Essentials of Broadcast Management	6	12	27-31 May 2013	C - 15 A - 0	15 May 2013	N/A
RU-SAHRA Integrated Heritage Resources Management Practice Certificate Course	6	32	June 2013 – Feb 2014	Pending completion C - 0 A - 0	12 June 2013	N/A
Combating Land Degradation, New Thinking & Methods of Assessment	6	9	22-26 July 2013	C - 12 A - 0	24 July 2013	N/A
Essentials of Broadcast Management	6	12	8-12 July 2013	C - 10 A - 0	24 July 2013	N/A
Tools for Wetland Assessment	6	10	9-13 Sept 2013	C - 6 A - 0	24 July 2013	N/A
RUMEP Computer Intermediate Short Course	4	15	Mar – Nov 2013	C - 9 A - 0	29 Oct 2013	N/A
Certificate in Operations Management for Local Government	6	38	10 Sept 2013 – 15 June 2014	C - 11 A - 0	27 Sept 2013	N/A
Emerging Media Leaders Course	6	8	26-30 Aug 2013	C - 13 A - 0	22 Sept 2013	N/A
Curriculum Development in Higher Education	6	20	26-30 Aug 2013	C - 13 A - 0	13 Aug 2013	N/A
Certificate in Leading Others	7	25	July 2013 – Apr 2014	C - 16 A - 0	13 Aug 2013	N/A
Certificate in Leading Self	7	25	July 2013 – Apr 2014	C - 14 A - 0	13 Aug 2013	N/A
Approaching Resettlement Responsibly: How to Achieve Better	6	3	15-19 July 2013	C - 21 A - 5	13 Aug 2013	N/A

Resettlement Outcome in Development Projects						
Certificate in Information Systems Business Application Systems	7	11	Sept 2013	C - 14 A - 0	13 Aug 2013	N/A
Teaching for Learning in Higher Education	N/A Letter of attendance	N/A	19-23 Aug, 2-6 Sept & 30 Sept – 4 Oct 2013	C - 31 A - 9	19 Aug 2013	N/A
Assessor & Moderator Short Course	6 & 7	12	12-16 Aug 2013	C - 11 A - 0	13 Aug 2013	N/A
Certificate in Information Systems Protection of Information Assets	7	12	Sept 2013	C - 10 A - 0	13 Aug 2013	N/A
Teaching for Learning in Higher Education	N/A Letter of attendance	N/A	17-18 Sept 2013	C - 12 A - 0	13 Aug 2013	N/A
Assessor & Moderator Short Course	6 & 7	12	12-16 Aug 2013	C - 11 A - 0	13 Aug 2013	N/A
Certificate in Information Systems Protection of Information Assets	7	12	Sept 2013	C - 10 A - 0	13 Aug 2013	N/A
Teaching for Learning in Higher Education	N/A Letter of attendance	N/A	17-18 Sept 2013	C - 12 A - 0	13 Aug 2013	N/A
Environmental Law	7	4	20-22 Aug 2013	C - 3 A - 2	19 Sept 2013	N/A
Community Based Natural Resource Management	6	6	12-16 Aug 2013	C - 13 A - 0	29 Oct 2013	N/A
Certificate Course in Advancement Resource Mobilisation	7	7	21-26 Oct 2013	C - 8 A - 0	10 Oct 2013	N/A
Ecosystems Approach to Fisheries	7	10	4-14 Sept 2013	C - 7 A - 0	10 Oct 2013	N/A
Essentials of Managing a Community Newspaper	6	5	14-18 Oct 2013	C - 15 A - 0	19 Sept 2013	N/A
Certificate in Monitoring & Evaluation for Programme Managers	8	15	11-15 Nov 2013	C - 12 A - 0	5 Nov 2013	N/A
Certificate in Monitoring & Evaluation for Programme Managers	8	15	2-6 Dec 2013	C - 15 A - 0	11 Nov 2013	N/A
Emerging Media Leaders Course	6	8	6-10 Nov 2013	C - 15 A - 0	19 Nov 2013	N/A
Essentials of Digital Media Management	6	6	25-29 Nov 2013	C - 10 A - 0	22 Nov 2013	N/A
2012 Short Courses						
Pre-doctoral Course in Higher Education Studies	9	40	Apr – Nov 2012	C - 12 A - 0	24 Oct 2011	N/A
Certificate in Labour Law	5	58	14 May 2012 – Mar 2013	C - 6 A - 4	17 Feb 2012	N/A
Certificate in Sustainable Business Modelling	7	44	Apr – Sept 2012	C - 22 A - 0	25 Jan 2012	N/A
Tools for Sustainability	9	12	3-7 Oct 2012	C - 0 A - 1	6 Feb 2012	N/A
Environmental Economics	9	7.5	5-9 Mar 2012	C - 1 A - 1	6 Feb 2012	N/A

Principles of Sustainability	9	11	26-30 Jan 2012	C - 10 A - 0	6 Feb 2012	N/A
Climate Change & Resource Management	9	7.5	18 - 22 June 2012	C - 9 A - 2	6 Feb 2012	N/A
Economic & Exploration Geology	N/A Letter of attendance	N/A	24 Jan- 2 Feb & 17 Sept – 1 Oct 2012	C - 12 A - 4	22 Feb 2012	N/A
Project Management	7	7.5	23 -27 Jan & 29 Oct – 2 Nov 2012	C - 13 A - 4	6 Feb 2012	N/A
Certificate in Peer Mentoring	5	10	Feb – Aug 2012	C - 8 A - 0	7 Feb 2012	N/A
Certificate in People Management	9	9	27 Feb – 2 Mar 2012	C - 1 A - 0	22 Feb 2012	
Microsoft Excel 2010, Foundation Course	2	4	Feb & Dec 2012	C - 24 A - 0	1 Feb 2012	N/A
Microsoft Outlook 2010	2	4	Feb & Dec 2012	C - 28 A - 0	1 Feb 2012	N/A
Microsoft Word 2010: Foundation Course	1	4	Feb & Dec 2012	C - 18 A - 0	1 Feb 2012	N/A
Basic Computer Literacy	1	22	Feb – Nov 2012	C - 9 A - 0	3 Feb 2012	N/A
Certificate Course in Supervision	6	25	Feb – Oct 2012	C - 43 A - 0	7 Feb 2012	N/A
Certificate Programme in Office Administration	5	27	Mar – Oct 2012	C - 20 A - 0	7 Feb 2012	N/A
ISEA Creative Writing Programme	N/A Letter of attendance	N/A	Feb – July 2012	C - 5 A - 0	13 Feb 2012	N/A
Essentials in Newspaper Management	6	12	26-30 Mar & 20-24 Aug 2012	C - 34 A - 8	1 Mar 2012	N/A
Certificate in Entrepreneurship	9	7.5	5-9 Mar 2012	C - 6 A - 3	17 Feb 2012	N/A
Certificate in Marketing Management	9	11	9-13 May 2012	C - 1 A - 0	22 Feb 2012	N/A
Certificate in Strategic Management	7	7	21-23 Mar 2012	C - 2 A - 3	22 Feb 2012	N/A
Urban Forestry & Greening Towards Sustainable Municipalities	6	7	26-30 Mar 2012	C - 12 A - 3	14 Feb 2012	N/A
Fundamentals of Social Accountability	6	12	12-23 Mar, 4-15 June & 10-21 Sept 2012	C - 22 A - 0	9 Mar 2012	N/A
Climate Change & Resource Management	9	5	8-10 Oct 2012	C - 7 A - 0	27 Feb 2012	N/A
Environmental Law	9	5	4-6 June 2012	C - 1 A - 1	27 Feb 2012	N/A
Environmental Economics	9	7.5	27 Sept – 2 Oct 2012	C - 2 A - 0	27 Feb 2012	N/A
Certificate in Management, Automotive Retail	8	60	13 Mar 2012 – Mar 2013	C - 16 A - 0	1 Mar 2012	N/A
Project Management	7	7.5	26-30 Mar 2012	C - 4 A - 4	20 Feb 2012	N/A
Project Management	9	9	18-22 June & 27 Sept – 2 Oct 2012	C - 11 A - 3	23 Feb 2012	N/A
Certificate in	8	9	July – Nov 2012	C - 9	14 Mar 2012	N/A

Advancement/Resource Mobilisation				A - 5		
Understanding Broad-based Black Economic Empowerment	N/A Letter of attendance	N/A	10-11 Apr & 17-24 Apr 2012	C - 12 A - 4	28 Mar 2012	N/A
Certificate in Sustainable Business Modelling	7	44	5 Mar -7 Nov 2012	C - 116 A - 15	24 Apr 2012	N/A
Introduction to Environmental Procedures	6	8	14-18 May 2012	C - 36 A - 1	7 Mar 2012	N/A
Future Journalists' Programme	6	19	8-14 Apr, 28 June – 2 & 9-11 Sept 2012	C - 14 A - 0	11 Apr 2012	N/A
Leading Projects	7	7	16-19 July & 26-29 Nov 2012	C - 8 A - 5	3 Apr 2012	N/A
Certificate in Information Systems Business Continuity & Disaster Recovery	7	8	Mar 2012	C - 12 A - 0	8 Mar 2012	N/A
Certificate in Information Systems Audit Process	7	11.5	Mar 2012	C - 15 A - 0	8 Mar 2012	N/A
Research Design Course, a Critical Approach to Research Design Decisions in the Social Sciences	9	10	5-10 Mar 2012	C - 16 A - 5	8 Mar 2012	N/A
Certificate in Information Systems Protection of Information Assets	7	6	Mar 2012	C - 11 A - 3	8 Mar 2012	N/A
Microsoft Excel 2010 Graphs & Objects	3	3	Mar – Dec 2012	C - 14 A - 0	14 Mar 2012	N/A
Microsoft Excel 2010 Intermediate Course	3	6	Mar – Dec 2012	C - 29 A - 0	14 Mar 2012	N/A
Microsoft Powerpoint 2010 Advanced Course	3	5	Mar & Dec 2012	C - 11 A - 0	14 Mar 2012	N/A
Microsoft Powerpoint 2010, Foundation to Intermediate Course	2	8	Mar & Dec 2012	C - 15 A - 0	19 Mar 2012	N/A
Microsoft Word 2010 Intermediate Course	2	5	Mar & Dec 2012	C - 12 A - 0	19 Mar 2012	N/A
Microsoft Mail Merge	3	3	Mar & Dec 2012	C - 11 A - 0	19 Mar 2012	N/A
Microsoft Word 2010 Tables & Columns	3	5	Mar & Dec 2012	C - 11 A - 0	19 Mar 2012	N/A
Finance for Non-Financial University Administrators	6	8	27-29 Mar & 24-25 Apr 2012	C - 9 A - 0	8 Mar 2012	N/A
Essentials of Broadcast Management	6	12	16-20 Apr & 22-26 Oct 2012	C - 9 A - 2	14 Mar 2012	N/A
IsiXhosa Communication Skills Level 1	ABET Level 1	6	12 Mar – 1 June & 6 Aug – 16 Oct 2012	C - 13 A - 0	8 Mar 2012	N/A
IsiXhosa Communication Skills Level 2	ABET Level 2	6	12 Mar–1 June & 6 Aug–16 Oct 2012	C - 5 A - 0	8 Mar 2012	N/A
Rhodes University Assessors Course	8	30	21 Feb – 29 May & 31 July – 23 Oct 2012	C - 13 A - 0	14 Mar 2012	N/A
Certificate in Self	8	15	Apr, July & Aug	C - 6	23 Apr 2012	N/A

Leadership			2012	A - 2		
Essential Tools for Government Communicators	6	10	14-18 May & 24-28 Sept 2012	C - 11 A - 2	3 May 2012	N/A
RUMEP Beginners Computer Literacy Short Course	3	15	Apr – Dec 2012	C - 32 A - 0	9 May 2012	N/A
Essentials of Digital Media Management	6	10	28 May – 1 June & 5-9 Nov 2012	C - 5 A - 0	3 May 2012	N/A
Introductory Geology for Field Operators	5	12	May – Aug 2012	C - 7 A - 0	21 May 2012	N/A
Certificate in Business Functions	6	8	7-8 May, 1-3 July & 17-18 Oct 2012	C - 21 A - 4	9 May 2012	N/A
Certificate in Conflict Sensitive Reporting	6	8	28 May – 1 June 2012	C - 12 A - 0	9 May 2012	N/A
Certificate in Information Systems Technical Infrastructure & Operational Practice	7	10	June 2012	C - 14 A - 0	21 May 2012	N/A
Certificate in Information Systems Management, Planning & Organisation	7	11	June 2012	C - 14 A - 0	21 May 2012	N/A
Certificate in Information Systems Business Application Systems	7	11	Sept 2012	C - 26 A - 0	21 May 2012	N/A
Certificate in Leading the Business	7	25	June 2012 – Feb 2013	C - 18 A - 3	21 May 2012	N/A
Certificate in Leading Yourself	7	25	June 2012 – Feb 2013	C - 37 A - 0	21 May 2012	N/A
Certificate in Leading Others	7	25	June 2012 –Mar 2013	C - 16 A - 0	21 May 2012	N/A
An Introductory Course for New Lecturers	N/A Letter of attendance	N/A	21-25 May 2012	C - 7 A - 0	21 May 2012	N/A
Certificate in People Management	9	9	24-29 May 2012	C - 3 A - 2	21 May 2012	N/A
Essentials of People Management	6	10	18-22 June & 12-16 Nov 2012	C - 6 A - 0	7 June 2012	N/A
Finance for Non-Financial Managers	6	10	11-13 July & 6-8 Aug 2012	C - 19 A - 32	7 June 2012	N/A
Combating Land Degradation, New Thinking & Methods of Assessment	6	9	9-13 July 2012	C - 9 A - 7	28 May 2012	N/A
Certificate in Personal Effectiveness	6	3	17-23 July, 10-14 Sept & 12-16 Nov 2012	C - 22 A - 0	13 July 2012	N/A
Certificate in Strategic Management	9	11	12-16 Sept 2012	C - 2 A - 3	13 July 2012	N/A
Tools for Wetland Assessment	6	10	10-14 Sept 2012	C - 10 A - 9	13 July 2012	N/A
Assessor & Moderator Short Course	6	30	23-27 July 2012	C - 11 A - 0	13 July 2012	N/A
The Working for Water Training Programme for the Biological Control of Weeds	5	6	3-7 Sept 2012	C - 15 A - 0	7 Aug 2012	N/A

Community Based Natural Resource Management	6	6	13-17 Aug 2012	C - 9 A - 0	17 Aug 2012	N/A
MBSA Management Development Programme	8	56	14 Aug 2012 – 29 May 2013	C - 22 A - 2	17 Aug 2012	N/A
Rhodes University/SADC International Certificate in Environment & Sustainability Education Leadership	7	22	27 Aug -13 Sept 2012	C - 8 A - 0	29 Aug 2012	N/A
Assessor & Moderator Short Course	7	12	10-14 Sept 2012	C - 13 A - 0	7 Sept 2012	N/A
Essentials of Broadcast Management	6	12	12-16 Nov 2012	C - 4 A - 0	16 Oct 2012	N/A
Dying & Succession	5	7	19-23 Nov 2012	C - 5 A - 0	12 Nov 2012	N/A
2011 Short Courses						
Urban Forestry & Greening Towards Sustainable Municipalities	6	7	28 Mar – 1 Apr 2011	C - 27 A - 9	9 Nov 2010	N/A
Certificate in People Management	9	9	7-11 Feb 2011	C - 1 A - 0	22 Nov 2010	N/A
Certificate in Leadership	9	9	7-12 Mar 2011	C - 2 A - 0	22 Nov 2010	N/A
Environmental Economics	9	7.5	14-18 Feb 2011	C - 15 A - 0	24 Nov 2010	N/A
Certificate in Finance for Non-Financial Managers	6	10	3-6 Oct 2011	C - 11 A - 8	29 Nov 2010	N/A
Certificate in Finance for Non-Financial Managers	6	10	11-14 Apr 2011	C - 16 A - 7	29 Nov 2010	N/A
Climate Change & Resource Efficiency	9	7.5	30 May – 3 June 2011	C - 1 A - 0	24 Nov 2010	N/A
Environmental Law	9	12	13-18 June 2011	C - 5 A - 1	24 Nov 2010	N/A
Certificate in Finance for Non-Financial Managers	5	10	11-14 Apr 2011	C - 16 A - 7	29 Nov 2010	N/A
Project Management	9	9	30 May – 3 June 2011	C - 4 A - 0	16 Mar 2011	N/A
Project Management	7	7.5	11-15 Apr & 26-30 Oct 2011	C - 21 A - 0	16 Mar 2011	N/A
Certificate in Labour Law	5	58	11 Apr- 25 Nov 2011	C - 10 A - 1	25 Feb 2011	N/A
Certificate in Business Functions	6	3	17-21 Jan, 14-18 Mar & 16-20 May 2011	C - 20 A - 0	11 Jan 2011	N/A
Certificate in Finance for Non-Financial Managers	6	10	1-5 Mar 2011	C - 4 A - 16	22 Mar 2011	N/A
Certificate in Management, Automotive Retail	8	60	14 Mar 2011 – Mar 2012	C - 16 A - 0	13 Apr 2011	N/A
Fundamentals of Social Accountability Monitoring Certificate Course	6	12	7-18 Mar, 6-17 June & 19-30 Sept 2011	C - 21 A - 0	4 Apr 2011	N/A

Certificate in Strategic Thinking	8	3	24-28 Jan, 7-11 Mar & 9-13 May 2011	C - 11 A - 0	11 Jan 2011	N/A
Certificate in Sustainability Fundamentals	6	4	21-25 Feb, 11-15 Apr, 20-24 June & 3-7 Oct 2011	C - 24 A - 0	26 Jan 2011	N/A
Certificate in Leading the Organization	8	15	Feb-Nov 2011	C - 11 A - 0	26 Jan 2011	N/A
Government Media, Essential Tools for Editors & Journalists	6	12	24-28 Jan 2011	C - 25 A - 0	28 Jan 2011	N/A
Essentials of Newspaper Management	6	12	14-18 Mar & 22-26 Aug 2011	C - 30 A - 0	25 Feb 2011	N/A
Essentials of Broadcast Management	6	12	18-22 Apr & 24-28 Oct 2011	C - 32 A - 0	26 Jan 2011	N/A
Essentials of Digital Media Management	6	12	23-27 May 2011	C - 25 A - 0	28 Jan 2011	N/A
Essentials of People Management	6	12	20-24 June & 14-18 Nov 2011	C - 12 A - 0	28 Jan 2011	N/A
Government Media, Essential Tools for Editors & Journalists	6	12	16-20 May & 26-30 Sep 2011	C - 10 A - 0	28 Jan 2011	N/A
Higher Education Assessor Development	6	20	18-21 Jan 2011	C - 2 A - 0	26 Jan 2011	N/A
Higher Education Assessor Development	6	20	18-21 Jan 2011	C - 13 A - 0	26 Jan 2011	N/A
Basic Computer Literacy	1	22	Feb-Nov 2011	C - 9 A - 0	28 Jan 2011	N/A
Microsoft Outlook 2007	2	4	Feb-Nov 2011	C - 14 A - 0	28 Jan 2011	N/A
Microsoft Excel 2007, Foundation Course	2	4	Feb-Dec 2011	C - 15 A - 0	28 Jan 2011	N/A
Microsoft Word 2007, Foundation Course	1	4	Feb-Dec 2011	C - 1 A - 0	28 Jan 2011	N/A
Certificate in Entrepreneurship	9	7.5	14-18 Feb 2011	C - 16 A - 0	28 Jan 2011	N/A
Certificate Programme in Office Administration	5	27	Mar-Oct 2011	C - 26 A - 0	25 Feb 2011	N/A
ISEA Creative Writing Programme	N/A (letter of attendance)	N/A	Feb-Aug 2011	C - 9 A - 0	25 Feb 2011	N/A
Certificate in Marketing, a Sustainability Perspective	9	11	12-16 May 2011	C - 1 A - 0	25 Feb 2011	N/A
Certificate in Strategic Management	9	11	14-18 Sept 2011	C - 5 A - 0	29 Mar 2011	N/A
Certificate in Information Systems Protection of Information Assets	7	8	Feb-June 2011	C - 7 A - 0	25 Feb 2011	N/A
Certificate in Peer Mentoring	5	10	Feb-Aug 2011	C - 12 A - 24	25 Feb 2011	N/A
Finance for Non-Financial Managers	N/A (letter of attendance)	NA	22-25 Mar 2011	C - 4 A - 16	25 Feb 2011	N/A
Research Design Course, Design & Implementation	9	10	14-19 Mar 2011	C - 15 A - 40	25 Feb 2011	N/A
Certificate in Leading People & Teams	8	9	6-8 Apr 2011	C - 12 A - 24	16 Mar 2011	N/A

Certificate in Leading Others	7	25	Mar 2011 –Mar 2012	C - 8 A - 13	16 Mar 2011	N/A
Certificate in Leading yourself	7	25	Mar 2011 – Mar 2012	C - 10 A - 0	16 Mar 2011	N/A
Project Management	7	7.5	11-14 Apr 2011	C - 2 A - 0	24 Nov 2010	N/A
Finance for Non-Financial Managers	Letter of attendance	N/A	4-7 Apr 2011	C - 11 A - 14	25 Feb 2011	N/A
Curriculum Development in Higher Education	6	20	21-25 Feb 2011	C - 16 A - 5	16 Mar 2011	N/A
Certificate in Information Systems, Audit Process	7	11.5	20-28 Mar 2011	C - 15 A - 0	16 Mar 2011	N/A
Certificate in Information Systems, Business Applications	7	12	20-28 Mar 2011	C - 19 A - 0	16 Mar 2011	N/A
Entrepreneurship & Business Management Training	Letter of attendance	N/A	4-8 Apr & 18-22 July 2011	C - 16 A - 0	22 Mar 2011	N/A
Introduction to GIS	6	3	Mar-Nov 2011	C - 14 A - 0	16 Mar 2011	N/A
IsiXhosa Communication Skills Course Level 1	ABET Level 1	6	22 Mar-3 June & 1 Aug-18 Oct 2011	C - 11 A - 0	16 Mar 2011	N/A
IsiXhosa Communication Skills Course Level 2	ABET Level 2	6	22 Mar-3 June & 1 Aug-18 Oct 2011	C - 5 A - 0	16 Mar 2011	N/A
Certificate in Chinese Business Culture	6	24	Apr, July & Sept 2011	C - 7 A - 0	1 Apr 2011	N/A
Introduction to Environmental Procedures	7	5	9-13 May 2011	C - 20 A - 1	6 Apr 2011	N/A
Certificate Course in Supervision	6	25	Apr 2011- Mar 2012	C - 11 A - 0	5 Apr 2011	N/A
Moderator Development	6	10	28-30 Mar 2011	C - 10 A - 3	1 Apr 2011	N/A
Principles of Consulting	8	7	25 July – 6 Sept 2011	C - 9 A - 0	26 May 2011	N/A
Tools for Wetland Assessment	6	8	23-27 May 2011	C - 8 A - 17	18 Apr 2011	N/A
The Working for Water Training Programme for the Biological Control of Weeds	5	6	1-5 Aug 2011	C - 16 A - 0	3 June 2011	N/A
Essentials of Broadcast Management	6	12	4-8 July 2011	C - 14 A - 0	18 Apr 2011	N/A
Microsoft Powerpoint 2007, Foundation to Intermediate Course	2	8	23 June – 21 July 2011	C - 15 A - 0	5 May 2011	N/A
Microsoft Excel 2007, Intermediate Course	3	6	28 June – 2 Aug 2011	C - 22 A - 0	5 May 2011	N/A
Certificate in Business Functions	6	5	1-2 June & 2-3 Aug 2011	C - 27 A - 0	15 June 2011	N/A
Certificate in Information Systems, Management, Planning & Organisation	7	11	13-17 June & 4-8 July 2011	C - 9 A - 0	22 June 2011	N/A
Certificate in Information Systems, Management, Planning & Organisation	7	11	13-17 June & 4-8 July 2011	C - 9 A - 0	22 June 2011	N/A
Tools for Wetland	6	8	12-16 Sept 2011	C - 7	22 June 2011	N/A

Assessment				A - 8		
Rhodes University Assessors' Course	7	30	22 Feb- 24 May 2011	C - 14 A - 0	15 June 2011	N/A
Rhodes University Assessors' Course	7	30	2 Aug- 25 Oct 2011	C - 8 A - 0	15 June 2011	N/A
Rhodes University Assessors' Course	7	30	2 Aug- 25 Oct 2011	C - 8 A - 0	15 June 2011	N/A
Microsoft Excel 2007, Graphs & Objects	3	3	16-30 Aug 2011	C - 15 A - 0	15 June 2011	N/A
Microsoft Word 2007, Mail Merge	3	3	11-25 Aug 2011	C - 14 A - 0	15 June 2011	N/A
Rhodes University International Certificate Course in Environmental Education	7	32	1-31 Aug 2011	C - 15 A - 0	21 July 2011	N/A
MBSA Management Development Programme	8	58	10 Aug 2011 – 30 May 2012	C - 11 A - 0	1 July 2011	N/A
Certificate in Leading People	6	3	18-22 July, 19-23 Sept & Mar 2012	C - 16 A - 11	4 Aug 2011	N/A
Certificate in Personal Leadership Effectiveness	8	3	11-15 July, 12-16 Sept & 7-11 Nov 2011	C - 22 A - 10	28 July 2011	N/A
Advanced Management Programme	7	7	19-23 Sept 2011	C - 19 A - 16	1 Aug 2011	N/A
Community Based Natural Resource Management	6	6	15-19 Aug 2011	C - 8 A - 2	26 July 2011	N/A
Entrepreneurship & Business Management Training	Letter of attendance	N/A	25-29 July 2011	C - 16 A - 0	26 July 2011	N/A
Microsoft Powerpoint 2007, Advanced Course	3	5	29 Sept-20 Oct 2011	C - 10 A - 0	1 Aug 2011	N/A
Microsoft Word 2007, Tables & Columns	3	5	27 Sept-18 Oct 2011	C - 9 A - 0	1 Aug 2011	N/A
Future Journalists' Programme	6	25	4-8 Apr, 30 June-10 July & 17-19 Sept 2011	C - 20 A - 0	19 August 2011	N/A
Ecosystems Approach to Fisheries	7	10	8 Aug – 2 Sept 2011	C - 17 A - 0	24 Aug 2011	N/A
Higher Education Assessment & Moderator Development	7	30	29 Aug- 2 Sept 2011	C - 5 A - 0	15 Aug 2011	N/A
RUMEP Computer Literacy Short Course	3	15	Mar – Nov 2011	C - 17 A - 0	29 Aug 2011	N/A
Finance for Non-Financial Managers	6	10	27-30 Sept 2011	C - 8 A - 0	22 Aug 2011	N/A
Certificate in Information Systems Technical Infrastructure & Operations Practice	7	10	Oct 2011	C - 11 A - 0	31 Aug 2011	N/A
Finance for Non-Financial Managers	6	10	7-10 Nov 2011	C - 1 A - 4	19 Sept 2011	N/A
Combating Land Degradation, New Thinking & Methods of Assessment	6	9	26-30 Sept 2011	C - 7 A - 2	27 Sept 2011	N/A
Certificate in Monitoring	7	15	17-21 Oct 2011	C - 13	21 Sept 2011	N/A

& Evaluation for Programme Managers				A - 7		
Postgraduate Supervision Development	8	10	27-29 Sept 2011	C - 5 A - 0	21 Sept 2011	N/A
Higher Education Assessment & Moderator Development	7	30	17-21 Oct 2011	C - 23 A - 2	15 Oct 2011	N/A
Certificate in Strategic Management	7	7	7-9 Nov 2011	C - 7 A - 4	7 Oct 2011	N/A
Managing Projects	7	6	22-24 Nov 2011	C - 17 A - 0	5 Oct 2011	N/A
World Wide Web Course	1	4	21 Nov 2011 – 29 Feb 2012	C - 11 A - 0	14 Dec 2011	N/A
Aquaculture Short Course Management	5	2	30 Aug – 1 Sept 2011	C - 9 A - 3	2 Nov 2011	N/A
Aquaculture Short Course for Extension Officers	5	4	8-12 Aug 2011	C - 6 A - 0	2 Nov 2011	N/A
Thinking & Planning Strategically	6	6	Nov-Dec 2011	C - 12 A - 0	9 Nov 2011	N/A
MBSA Junior Management Development Programme	6	60	Nov 2011 – Oct 2012	C - 11 A - 0	9 Nov 2011	N/A
Consumer Protection Act	5	8	14-18 Nov 2011	C - 16 A - 0	19 Dec 2011	N/A
Microsoft Word 2007, Foundation Course	1	4	21 Nov – 9 Dec 2011	C - 13 A - 0	14 Dec 2011	N/A