

September 10, 2004

**OUTCOME REPORT**  
**ALO Leadership Development at the University of the Western Cape**

**UM Site Visits to UWC Year One, Quarter One**

**Background Information**

The USAID Cooperative Agreement with the American Council on Education (ACE) seeks to mobilize the resources of U.S. higher education in support of international development cooperation. To build capacity in academic leadership and nursing education at the University of Western Cape (UWC) in Cape Town, South Africa this partnership is developing an academic leadership program at UWC and revising and restructuring UWC's nursing curriculum to accommodate the needs of 21<sup>st</sup> century nursing students in South Africa.

As a result of the partnership activities it is anticipated that UWC's capacity, in both academic leadership and nursing education will be increased.

**Project Activities: Year One, Quarter One**

Activities under this agreement for Year One began on May 12, 2004 and will conclude in February 25, 2005.

Prior to the UM site visit to UWC partnership directors (Dr. Jan Persens of UWC and Dr. Ron Turner of UM) conferred by telephone to review all project plans, activities, schedules, staffing, budgets, and evaluation procedures. Before the UM site visit to UWC project directors also confirmed monitoring and assessment plans with the project evaluators.

On a rotating schedule between June 21 and August 8, 2004 the project partnership director from UM, Dr. Ron Turner, along with Dr. Kay Libbus, Dr. Lora Lacey-Haun and the evaluator, Dr. Tanya Whitehead, made site visits to UWC.

Site visit outcome reports reflect Project A: Leadership Development, Project B: Nursing Education and management perspectives. Reported material was provided by Dr. Lora Lacey-Haun for Project A, Dr. Kay Libbus, for Project B, Dr. Ron Turner for Project Management and Implementation, and Dr. Tanya Whitehead for Project Evaluation. These reports are provided below in the order indicated. Following the reports major and/or emerging implementation issues are noted, and a conclusion is provided.

**PROJECT A: Developing an Academic Leadership Program at UWC**

**Project Leaders: Dr. Anita Maurtin-Cairncross (UWC) and Dr. Lora Lacey-Haun (UM)**

GOAL OF PROJECT A: Developing an academic leadership program at UWC

Objective 1a: Establishment of an academic leadership program as an ongoing institutional effort to improve operating processes and systems and to support academic leadership development

Objective 2a: An increase in the capacity and capability of faculty interested in academic administration, departmental chair, and other leadership opportunities

**Year One Site Visit (July 19 – August 6, 2004) activities for Project A are as follows:**

Dr. Lora Lacey-Haun traveled to UWC from July 19 – August 6, 2004 to engage UWC faculty and staff in planning the Academic Leadership Program. The following are a list of her meeting sessions, showing the breadth and scope of the collaboration process in which she was engaged:

- Dr. Anita Maurtin-Cairncross, Coordinator of Project A at UWC
- Rector Brian O’Connell
- Focus group lead by external consultant Dr. S. Wickham on the topic of supervision
- Executive Director of Human Resources: Ms. A. Hambrook-Glaeser
- Briefing with Vice Rector of Academic Affairs, Professor Tyrone Pretorius
- Focus group discussion with all Deans
- Meeting with Dean of the Faculty of Arts Professor S. Ridge and Deputy Dean Professor G. Fredericks
- Meeting with Professor L. Tshiwula, Vice Rector of Student Development
- Multiple meetings with Professor Jan Persens
- Meeting with Professor A. Travill, Deputy Dean, Faculty of Community and Health Sciences
- Multiple meetings with Professor T. Khanyile, Chair of Nursing Department
- Meeting with Mr. N. Hendricks, Acting Dean, Division of Life Long Learning
- Meeting with Dean of Science, Professor Van Bever Donker
- Meeting with Dean of Education, Professor Meerkotter
- Seminar on the Ethics of Research conducted by the African Colleges of Medicine
- Meeting with Dr. I. Miller, Registrar
- Meeting with Mr. M. Regal, Acting Executive Director of Finance
- Meeting with Dean of Research, Professor R. Christie

**Findings are as follows:**

Based upon the expressed opinions of the faculty, it is clear that the Academic Leadership Development Program at UWC needs to be a coordinated program with existing resources including: UWC’s Middle Management Certificate Program, Vice-Chancellor’s Leadership Development for Deans, UWC HR, and UWC Faculty Development Program.

UWC’s support for the Academic Leadership Program is demonstrated by:

- a. Overwhelming support by all persons interviewed by Dr. Lacey-Haun.
- b. Identification of potential ongoing funding to sustain the program through the government workforce training program.

- c. Identification of many individuals on campus with areas of expertise needed for implementing the Academic Leadership Program.
- d. Support of top administration for the program as a campus wide program and for an emphasis on women leadership development.

Four major areas were identified that will influence the final program developed; these areas need further discussion with the leadership at UWC:

1. Priority topics for inclusion in the program, e.g. conflict management, dealing with difficult situations, facilitating faculty/staff development
2. Issues surrounding orientation (induction) to UWC for individuals assuming leadership positions including UWC's mission, values and strategic initiatives, operation and policy guides need to be developed. Early discussion on these programmatic areas has begun. UWC faculty stated that the format desired will have the following characteristics: it will be progressive, on-going, and challenging. Regular feedback sessions must be built-in to the program. The timing of the program needs to be integrated into the university calendar. Mentorship connections for new faculty must be identified and a mentorship plan written and established. If funding were to allow it, faculty stated that they prefer implementation of a multi-level 360-degree assessment strategy. The UWC respondents stated a strong negative opinion regarding the usefulness of synchronous on-line sessions. However, they strongly supported development of an on-line resource center with asynchronous message posting.
3. Special program opportunities for women were an area of high interest. Note: A. Martin-Cairncross will collect data before the October visit to Missouri to more fully develop this area. A basic approach may be needed in areas such as building self-confidence, the influence of societal views, and treatment of women.
4. The Executive Leadership at UWC needs to consider some strategies for facilitating the transformation that is being discussed on campus. Many faculty interviewed, especially those at levels up to that of Dean, were concerned that the mechanisms and resources to function under the proposed transformation would have to be assured to develop at a rate that would support them as they worked under new levels of expectation.

**Next Steps** for the ALO Leadership Program between August 2004 and October 2004 are as follows:

1. Anita Martin-Cairncross will collect data on needs for women leadership development.
2. L. Lacey-Haun will set up agenda and consultants for UWC team visit to Missouri.
3. T. Pretorius, A. Martin-Cairncross, and J. Persens will visit Missouri October 10 – 17. During this visit, the program format, the program content, and the selection of participants should be determined. Plans should be developed for fully implementing the program in June 2005.

**PROJECT B: Revising and restructuring UWC's nursing curriculum to accommodate needs of 21<sup>st</sup> Century nursing students in South Africa**

**Project Leaders: Dr. Thembisile Khanyile (UWC) and Dr. Kay Libbus (UM)**

GOAL OF PROJECT B: Revising and restructuring UWC's nursing curriculum to accommodate needs of 21<sup>st</sup> Century nursing students in South Africa

Objective 1b: Development of an *Academic Learning Program* to assist underachieving students

Objective 2b: Development of appropriate teaching and learning materials for nursing education at UWC

Objective 3b: Revise UWC nursing course syllabi and program, plan outlines and develop report on teaching methodologies and technologies based on analysis of UWC's nursing program

**Year One Site Visit (June 17 – July 15, 2004) activities for Project B are as follows:**

In the process of developing the nursing project goals Kay Libbus met with and interviewed Nursing School and UWC administrators, academic faculty, post-graduate students, and representatives from community agencies. A list of these individuals appears in appendix A. She was also provided the opportunity make a number of visits to clinical sites; a list of these sites is included in Appendix B. Finally, she reviewed a number of documents from the Nursing School at UWC, and National documents. A list of sources is shown in Appendix C. The strategies and goals to be achieved over the course of the project are being developed jointly by the three UM Schools of Nursing and the Nursing School at UWC.

The report is divided into three areas: Part 1.) An Assessment of Strengths and Challenges; Part 2.) Possible Areas for Collaboration; and Part 3.) Next Steps.

**Part 1: Assessment of Strengths and Challenges faced by UWC School of Nursing**

Strengths

- In the words of Dr. T. Pretorius, (Vice-Rector of UWC, June 21, 2004), UWC School of Nursing has “the opportunity to make history in South Africa.” According to Professor Thembisile Khanyile, director of the UWC School of Nursing, the ministry of health estimated that 1000 new nurses will be needed annually to meet the needs of the Western Cape Province. The UWC School of Nursing was identified by the Minister of Education as one of the two enrolling institutions in the Western Cape Province for undergraduate nursing students.
- A new and innovative provincial baccalaureate nursing curriculum has been created through the Cape Higher Education Commission (CHEC).
- A Memorandum of Understanding through CHEC provides support for classroom and clinical teaching from academic staff from the former undergraduate nursing programs at University of Cape Town (UCT) and Stellenbosch University.
- Nursing education has been identified as an ‘executive project’ by UWC administration

- Academic faculty from other UWC departments are willing to support the SON missions. For example Dr. Thandi Pouone at the UWC School of Public Health, an expert in childhood malnutrition, has offered to teach a unit for the School of Nursing in the detection and management of child hood malnutrition, and Dr. Debbie Jackson, a staff member in the UWC School of Public Health, will be teaching a module and research for the SON.
- UWC and SON commitment supports the need to continue to produce quality nursing graduates, albeit in a much larger volume [366 first year students were admitted in January 2004 up from a typical intake of 100-120 per year].
- Two additional lecturers were added to the SON academic staff in 2004.
- There is now a nucleus of four doctoral prepared academic staff at the SON, at least one of whom has extensive experience as a scholar and researcher.
- There is a relatively new chairperson at the SON who is committed to finding ways to facilitate academic staff development.
- There is an active academic staff development program with Community and Health Sciences offering assistance to the School of Nursing.
- The majority of School of Nursing academic staff supports UWC and provincial policy dictating that academic staff must earn advanced degrees and develop into productive, publishing scholars.
- Research funding is available through a variety of organizations.
- UWC and SON leaders are committed to action.
- The SON has moved into a larger physical facility and has established a skills laboratory. Two satellite laboratories are planned at two hospitals, Tygerberg and Groote Schuur.

### Challenges

- Changing from the traditional modes of nurse-training are not accomplished without difficulty, particularly since the South Africa Nursing Council (SANC) prescribes a training pattern that does not completely reflect the provincial and national need for nurses as the backbone of and major provider for Primary Health Care [It was noted that the SON clinical placement site schedule reflects emphasis on bedside nursing]
- The School of Nursing is out of compliance with the SANC regulation that all nursing academic staff have advanced preparation in nursing education.
- The 2004 increase in student numbers and the expectations of continued high enrollments place stress on academic staff time and suggest the need to examine existing methods of teaching and assessment.
- The necessity for advanced degrees, scholarship and publication places stress on academic staff time and suggests the need to examine existing methods of teaching and assessment.
- Non-nursing administration and academic staff have difficulty appreciating the intense and thus expensive, nature of undergraduate nursing education.
- SON has identified inadequacy of library materials and learning materials.
- Student preparation for academic work appears to be uneven; the school is faced with a challenge of having to cater for the mature adults who are returning to learning as well as incoming students from a variety of educational backgrounds.
- For some students, English is not their first language. As South Africa has 11 official languages, writing in appropriate syntax complicates the academic challenges for many students.
- The 4000 hour clinical practicum requirement of the SANC stretches academic staff in terms of supervision and students in terms of the unavailability of normal holiday time.

## **Part 2: Areas of Potential Collaboration between UM and UWC**

Areas of potential collaboration for the UM-UMC Nursing Faculties were identified as indicated below. These areas for collaboration will be refined, specified and extended based on data collected by UWC academic staff visits to UM and additional UM visits to UWC.

### Teaching

- UWC and UM academic staff work together to develop alternative and innovative teaching methodologies [for example, self-mediated learning materials including capacity development and teaching methods for skills laboratory; use of Internet based assignments, etc.]
- UWC and UM academic staff work together to develop innovative clinical experiences for students. For example, consider the possibilities of allowing students to use a certain percentage of hours of volunteer time as clinical hours; use 'alternate' break experiences such as family studies as clinical hours, increased development of practicum that helps meet S.A. and Western Cape Province health goals such as the development of the nursing clinic at Saartjie Baartman Women's Center.
- UWC and UM academic staff work together to investigate ways in an increasing proportion of active teaching methodologies may be used. For example, developing new methods for teaching the large lecture class and instituting ways in which academic staff can model teaching technologies for each other will be explored.
- UWC and UM academic staff work together to develop assessment techniques to minimize academic staff marking time. For example, test construction, increased use of objective types of examinations, use of trained teaching assistants in marking papers, reducing the effort that faculty put into assessing the use of written English rather than the assessment of critical content and skills and other approaches will be explored.
- UM and UWC examine ways to increase capacity through working with academic faculty external to the School of Nursing and/or UWC, including the faculties of the UWC School of Public Health and nursing faculties at UCT and Stellenbosch.
- UWC and UM examine ways to identify and remediate under-prepared students, including: using pre-matriculation or early post-matriculation screening to assess academic readiness and, subsequently, to utilize early referral to campus services.
- UWC and UM examine the feasibility of adding post-graduate programs to prepare students for additional service areas in Primary Health Care, including advanced nurse practitioners such as family nurse practitioners, pediatric nurse practitioners or development of a joint MPH-MCUR degree.

### Academic Staff Development

- Specific UM academic staff mentor UWC faculty in areas of both teaching and research.
- UM-UWC will develop courses / modules in advanced nursing education via distance learning to assist UWC academic staff to acquire necessary teaching credentials.

### Research

- Collaboration and mentoring between UWC SON post-graduate faculty and UM SON post-graduate faculty and research leaders in developing research infrastructure and developing a 'niche' area for nursing research at UWC. For example, UM faculty will

- serve as external readers for UWC SON post-graduate theses and dissertation and suggest ways in which academic staff and students may co-publish papers; UM can mentor UWC in the development of Research Interest Groups.
- Collaboration between UWC SON post-graduate faculty and other UWC faculties in research.
  - Collaboration between UWC SON post-graduate faculty and with other School of Nursing faculties in the Western Cape Province.
  - Close collaboration between UWC's four doctoral prepared staff in setting the research mission of the SON.
  - Joint UWC-UM nursing research projects.

### **Part 3: Next Steps**

Activities since returning to the U.S. (July 23)

- UM School of Nursing Project Coordinator, Dr. Kay Libbus, received E-mail from Dr. Thembisile Khanyile, Director of the UWC Nursing Program; she had met the July 17 collaborative program deadline for a research proposal for a small HIV-AIDS project.
- UM Nursing Project Coordinator met in Columbia, MO. USA with Dr. Ron Turner and Dr. Jan Persens, project directors, on August 17 to discuss methods of regular/weekly communication between the UM and UWC nursing project leaders, dates and program plans for the UWC project leader's visit to UM, and plans for communication between the UM nursing program leader and other nursing faculty on the UM campuses.
- On August 18, Dr. Kay Libbus contacted Richard Madsen, a MU statistician, who will be visiting SA for 6 weeks (this will be his 5<sup>th</sup> visit). He has consulted extensively with nursing faculty and students at UM. He was asked to work with UWC nursing faculty while he was there September and October. He consented to do this within limits of his time.
- August 17, during the first faculty meeting of the new school year the UM nursing project leader explained the UM/UWC ALO project and asked for volunteers from UM to work with UWC faculty in specific areas.
- The UM nursing project leader followed up her appeal to the MU faculty with an E-mail August 23 and received positive replies from 5 of UMC faculty.
- The areas that were mentioned by faculty that they would be happy to collaborate in are:
  - Problem Based Learning
  - Development of community-based clinical experiences
  - Development of primary health care post-graduate program
  - Development of nursing education post-graduate program
  - Research collaboration in areas of oncology, medication compliance and more.
  - Preceptor mentoring
  - Participation in Professor Khanyile's visit to UM
  - Teaching and research in women's health

- August 23 the UM nursing project leader created an e-mail distribution list for UWC nursing leadership and provided information regarding Dr. Madsen's visit related to statistical consulting.
- A conference call among UM nursing project participants is scheduled for Friday September 3. The purpose of the conference is to work on 'next steps' and protocol for the project.
- Work at both campuses is moving forward in the planning for October meetings which UWC faculty will attend on site at UM.
- A conference call scheduled for Friday September 3 that will include numerous project personnel. The purpose of the conference is to work on 'next steps' and protocol for the project.

## **Overview of ALO Project Management Activities**

GOAL OF PROJECT: Engagement in a mutually beneficial inter-institutional project focused on Higher Education Leadership and Administrative Transformation.

Objective 1b: Development of a *Faculty Leadership Training* program at UWC

Objective 2b: Revising and restructuring UWC's nursing curriculum to accommodate needs of 21<sup>st</sup> Century nursing students in South Africa

### **Program Management Activities Year One, Quarter One Site Visit**

#### **Purpose**

The purpose of this trip by UM project director Dr. Ron Turner was to engage in discussions with colleagues at the University of the Western Cape (UWC) in Bellville, South Africa related to the academic exchange program established by UM and UWC in 1986, including: review of 2004 program activities, and plans for 2005 and beyond. These discussions included consultation with the UWC vice chancellor, the UWC director of international relations and representatives of the UWC faculties and departments.

A central purpose of this trip centered upon the implementation of the ALO funded project in academic leadership and nursing curriculum and staff development. This visit to UWC enabled Dr. Ron Turner to confer with the ALO project leadership team at UWC, including Professor Jan Persens, Dr. Thembisile Khanyile, and Dr. Anita Martin-Cairncross. The visit to UWC was scheduled to coincide with visits to UWC by: Dr. Lora Lacey-Haun, UM's ALO project leader for academic leadership and Dr. Tanya Whitehead, the ALO project evaluator from UMKC. Immediately prior to this visit to UWC, Dr. Whitehead and Dr. Turner were briefed by Dr. Kay Libbus, UM's ALO nursing project leader, and reviewed her site visit report and recommendations for the future.

Dr. Turner was able to meet with both the UM and UWC ALO project staff to review 2004 progress and develop plans for 2005. He was also able to meet with Dr. Persens, UWC's ALO project director to resolve a number of project management and implementation issues.

ALO Project Management and Implementation. Dr. Persens confirmed that Dr. Thembisile Khanyile had been elected by the UWC nursing faculty to serve as department head. In view of this appointment, Dr. Khanyile will serve as the ALO nursing project leader and will act as UWC's counterpart to Dr. Kay Libbus, who serves as UM's ALO nursing project leader. Dr. Cheryl Nikodem will continue as a key participant in the ALO project. Dr. Khanyile's participation will be reflected in the revised budget to be submitted to ALO.

Dr. Persens also confirmed the selection of Dr. Anita Martin-Cairncross as UWC's ALO project leader for academic leadership. She will serve as UWC's counter-part to Dr. Lora Lacey-Haun, the UM academic leadership ALO project leader and will continue to work closely with UWC Vice Rector Tyrone Pretorius who will continue to serve as a key participant in the ALO leadership project. Dr. Martin-Cairncross' ALO responsibility and effort will be reflected in the revised project budget to be submitted to ALO.

Dr. Persens organized opportunities for Dr. Tanya Whitehead to participate in ALO meetings during her visit to UWC and to engage in discussions with campus leaders and members of the UWC community. These discussions were designed to provide background needed for the evaluation of the project.

The need for advance planning was discussed by Dr. Ron Turner and Dr. Jan Persens for future ALO sponsored visits to meet new J-1 visa requirements and to avoid complications and delays in the visa application and approval process. Recent changes in visa procedures make it essential that these plans are developed and implemented in a timely way.

Requirements for verification of contributed UWC staff effort and the need for timely submission of ALO project expenses and requests for reimbursement were reviewed and clarified. Plans for participation in the annual ALO conference were finalized, including a detailed agenda for Dr. Persens' visit to Missouri following the August conference in Washington, D.C. It was also agreed that regular, preferably, weekly communication between the ALO project leaders in nursing and academic development would be helpful in sustaining the excellent level of communication that has been established in the early months of the ALO project. Plans for fall 2004 visits to Missouri by UWC ALO project participants were also reviewed and confirmed.

***ALO Nursing Project Review.*** Dr. Persens and Dr. Turner met with Dr. Thembisile Khanyile, ALO nursing project leader, to discuss her role as project leader and to consider implementation issues and next steps in the project. Dr. Kay Libbus' site visit report and next steps in UWC's identification of priorities for further progress among the options outlined by Dr. Libbus were also discussed. The need for on-going communication on the nursing project with members of the department and others in the UWC community, including the dean of dentistry and the vice-chancellor were outlined. Due to the presence of Dr. Lora Lacey-Haun, the ALO academic leadership project leader from UM, further contact with Dr. Lacey-Haun was recommended. Dr. Lacey-Haun, as UMKC nursing dean, agreed to consult with Dr. Khanyile and her colleagues. Dr. Libbus was entirely supportive of these discussions.

Dr. Khanyile reviewed her plan to come to Missouri in late 2004 for consultation with UM nursing faculty as outlined in the ALO project schedule. Final dates for that visit and Dr. Khanyile's program in Missouri are being developed jointly with Dr. Libbus. Dr. Khanyile also discussed her proposal related to HIV/AIDS research that has been submitted for funding under the long-standing UM/UWC academic exchange program.

The visit to UWC by Dr. Kay Libbus was recognized as a valuable contribution to the development of the nursing program at UWC.

In addition to individual discussions with Dr. Khanyile, Dr. Turner joined Dr. Persens and Dr. Whitehead in a meeting of UWC's senior nursing leadership team. This meeting focused on teambuilding and underscored the strong base of support for the ALO nursing project by UM and UWC project participants. It is apparent that completion of the curricular, staff development, research, and student development goals identified for the ALO project will assist UWC in responding to the large enrollment increases in 2004 and 2005. The UM ALO nursing project participants are eager to work with their UWC counterparts in the advancement of this important effort.

***ALO Academic Leadership Project*** Dr. Persens and Dr. Turner met several times with Dr. Lora Lacey-Haun, UM's ALO academic leadership project leader, during the site visit to UWC. Dr. Anita Maurtin-Cairncross joined Dr. Lacey-Haun in those meetings designed to review progress

and plans for the future. Vice Rector Tyrone Pretorius was away from the campus during Dr. Turner's visit. Dr. Lacey-Haun and Dr. Maurtin-Cairncross reported on the extensive series of meetings with UWC's leadership team in an effort to assess institutional priorities in leadership development to be addressed in the design of the UWC academic leadership program. Dr. Persens and Dr. Turner reviewed plans for the remainder of 2004, including plans for the UWC ALO project team to Missouri in October 2004 to meet with UM colleagues associated with the UM Academic Leadership Institute. Dates for the October visits were established and program details for the team from UWC are being finalized.

**Major or Emerging Implementation Issues Identified:**

1. Due to personnel changes unrelated to this project at the University of The Western Cape the person taking the leadership role in Project A: Nursing Education on the UWC side will be changed from Dr. Cheryl Nikodem to Dr. Thembisile Khanyile. Dr. Nikodem will continue involvement with the ALO project in a supporting role.
2. Given recent changes in project leadership at UWC, the project budget will be revised to reflect contributed personnel costs in line with the participation of staff engaged in the project.
3. Dr. Lora Lacey-Haun, taking the leadership role on Project B: Leadership Development on the UM side, has requested that a second person from UM be added to Project B for the period of program implementation to occur in June 2005. It is her belief that to implement the initiative two Leadership program trainers, offering a wide array of skill-sets, will be needed to work in tandem to ensure an effective implementation of the Leadership program.
4. An outcome of discussion between partners was a decision to forgo the organization of a conference which was to be held at UWC on the topic of professional development needs and opportunities for UWC staff. Instead, UWC faculty will have the exceptional opportunity to experience segments of the state of the art UM Academic Leadership Institute activities and conduct seminars for UM faculty on leadership issues in South Africa during extended stays at UM.
5. Regular communication patterns will need to be developed between the project sites. The potential of building in Internet connectivity to facilitate communication may be helpful and the usefulness of this media will be explored. An alternative method of increasing contact could be regular conference telephone calls.

**Conclusion:**

Based on consultations during this trip as described above, consultations with Vice Chancellor Brian O'Connell, Dr. Persens, the ALO project staff, UWC deans and faculty members, and upon the evidence provided by objectives already achieved plans for the ALO project are on target. It is expected that progress will continue on schedule and within the project budget.

**APPENDIX A:**  
**Meetings and Interviews: Dr. Kay Libbus**

University of Western Cape Administration

Professor Tyrone Pretorius, Vice-Rector  
Professor Renfrew Christie, Dean of Research  
Professor Jan Persens, Director of International Relations  
Professor Ratie Mpfu, Dean of the Faculty of Community Health Sciences

UWC School of Nursing Academic Staff

Dr. Thembisile Khanyile, Director  
Dr. Nomafrench Mbombo, Assistant Director  
Dr. Elma Kortenbout  
Dr. Cheryl Nikodem  
Ms. J.D. Jeggels  
Mr. S. Arunachallam  
Mrs. F.M. Daniels  
Mrs. H. Julie  
Ms. E. Kearns  
Ms. A Splinter  
Mrs. Sonja Walker  
Mrs. A. Traut  
Mrs. E. Fortuin  
Mrs. Loretta Le Roux  
Ms. Shamima Mooideen (post-graduate student in advanced midwifery)  
Ms. Haaritha Boltman (post-graduate student in advanced midwifery)

UWC School of Public Health Academic Staff

Dr. Debbie Jackson  
Dr. Thandi Puoane  
Dr. Marjorie Sable (Visiting Scholar from the University of Missouri-Columbia)  
Dr. Gail D. Hughes (Visiting Scholar from the University of Mississippi Medical Center)  
Dr. Ann Anderson (Visiting Scholar from London School of Tropical Medicine)  
Dr. Anita Maurtin-Cairncross (Staff Development)

Clinical Site Personnel

Sisters in charge of Antenatal Clinic and MOU at Elsies River Health Center  
Sister in Charge at Zakhle Clinic (Khayelitsha)  
Sister Sophie Matthews – Mental Health Specialist for Helderberg Region (Somerset West)  
Ms. Z. January – Occupational therapist and psychosocial therapist for Helderberg Region (Macassar)  
Synnov Skorge, center manager of Saartjie Baartman Centre for Women and Children  
Director of PATCH Child Abuse Center (Somerset West)  
Director of Helderberg Community Crisis Center (Somerset West)

**Appendix B:  
Clinical Site Visits: Dr. Kay Libbus**

Tyberberg Hospital  
Elsies River Health Center and Maternity Obstetric Unit  
Saartjie Baartman Center for Women and Children  
Macassar Health Center  
Somerset West Health Center  
Helderberg Community Crisis Center  
PATCH Child Research Center

**Appendix C:**  
**National, Provincial, University and School of Nursing Documents Reviewed**

Health Western Cape (2003). Health Care 2010: Health Western Cape's Health Plan for Ensuring Equal Access to Quality Health Care. Department of Health.  
[http://www.capegateway.gov.za/Text/2004/2/healthcare\\_2010.pdf](http://www.capegateway.gov.za/Text/2004/2/healthcare_2010.pdf)

University of Western Cape (2004). University Calendar 2002, Faculty of Community and Health Sciences. Cape Town: author.

South Africa Department of Health. Strategic Health Plan.  
<http://www.doh.gov.za/docs/misc/stratplan-f.html>

South Africa Department of Health. The primary Health Care Package for South Africa: A Set of Norms and Standards. <http://www.doh.gov.za/docs/misc/stratplan-f.html>

South Africa Nursing Council Home Page. <Http://www.sanc.co.za>

UNICEF Integrated Management of Childhood Illness.  
[http://www.unicef.org/health/index\\_imcd.html](http://www.unicef.org/health/index_imcd.html)

Cape Higher Education Commission. (4 April, 2004). Submission of Realigned Curriculum for B Cur Degree in Nursing (General Psychiatry and Community Health) and Midwifery According to Government Notice R425 February 1985 (SANC). Cape Town: Author.

Includes: Covering letter to UWC Senate Committees; Detail of first year modules; Detail of second year modules; Detail of third year modules; Detail of fourth year modules; Breakdown of academic and clinical hours; Addendum A – Initial distribution, of institutional responsibilities for offering specific modules. This is subject to discussion in the context of the affordability model and other elements of the Memorandum of Understanding

Memorandum of Understanding for proposed CHEC realigned curriculum for BCur degree in nursing.

Current UWC nursing program curriculum including selected specific undergraduate and graduate modules (courses)

UWC School of nursing self-evaluation report

UWC School of Nursing Policy Manual

School of Nursing Organization

Guidelines on Election of Chairperson

Terms of Reference for Management Committee

Committee Representations from the school

Mission and Objectives of the University

Admission policy

Staff Recruitment Policy

Equity acceleration program

Throughput rates for 2002 and 2003

UWC assessment policy

Quality assurance policy

Educational exchange policy  
Recognition of Prior learning policy  
UWC HIV policy  
Student Safety  
Annual report  
Student evaluation  
B. Cur Council  
Guidelines for Orientation (staff)  
Student Disciplinary Code  
Academic Planning Unit  
HR appointments Procedure  
Learner Support  
R425 directive (SANC regulations for nursing education)  
UWC Thesis guide  
UWC Supervision Guide  
UWC Proposal guide