



EMPLOYABILITY STRATEGY

NORTH-WEST UNIVERSITY

12 September 2018

CAREER CENTRE

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1. EXECUTIVE SUMMARY

In today's fast-paced world the use of technology is shaping almost everything that we do. Furthermore, we live in a poverty-stricken society, with few opportunities for employment. These socio-economic challenges require everyone to keep up with innovative and unique solutions that will relieve us from the burden of these challenges. The NWU has therefore identified the need to look at enhancing our efforts with respect to employability. This strategy supports what NWU has noted as part of the high-level NWU strategy to enhance employability and ensure that NWU graduates are active six months after graduation.

Accordingly, efforts with respect to employability will be driven by well thought-out objectives that are clearly articulated in this document. This strategy will provide guidelines and set specific objectives to improve industry opportunities for NWU graduates. The strategy will seek to leverage our unique situation of being a unitary institution with a diverse composition of students and staff. This diverse composition of the NWU offers an opportunity to explore varying expertise, and varying methods and processes to improve the employability of NWU graduates.

The NWU Career Centre acknowledges that there is and has been extensive good practice in this area of employability, and only seeks to consider a more inclusive approach that promotes the principle of **“Motho ke Motho ka Motho O Mongwe”** meaning that “you are because we are”. This promotes values of collaborating and partnering with both industry partners and internal stakeholders in academia to ensure that we are able to expand opportunities for NWU graduates and to ensure that NWU has graduates that are ready to add value to society.

1.1 Action Required in the Near Future

Current socio-economic challenges demand that we look at how we do work, and give rise to the need for more synergy. The need for collaboration is paramount to overcome challenges of a lack of employment opportunities and career development for NWU graduates. For this reason, this plan will seek to remain relevant and practical – in view of the overall socio-economic challenges.

The objectives set out in this document will also seek to position NWU graduates as a group of individuals who are geared for challenges, problem solvers who are certain of their own abilities, and people who stand out as critical thinkers with an “I can” attitude. The Universum Survey in 2017 found that our students have good leadership qualities, and this profile will be embraced to create a value proposition for the industry and all our stakeholders.

1.2 Outlook for Success

The NWU Employability Strategy must ensure that we remain relevant to the demands of South African society and also to global demands.

The collaboration and partnership efforts will ensure that we employ effective interventions related to the employability of NWU graduates. There is a need for all employability pockets of excellence to work towards the implementation of effective and efficient interventions. A silo approach will not position our efforts for success, and therefore a principle of “**Motho ke Motho ka Motho O Mongwe**” (borrowed from Setswana), in English meaning “you are because we are”, must apply at all times in order to confront the challenges of unemployment and lack of opportunities for NWU graduates.

1.3 Support

The NWU Leadership will need to show support for the implementation of this plans, by ensuring that Exco faculty make available resources, expertise and manpower to drive all the identified key objectives. A working committee should be established to work on the term of reference, to coordinate for reporting and oversight monitoring function of all efforts related to employability across NWU.



2. Current Status

A significant number of schools within faculties are active in becoming involved in varying interventions related to employability. The drive for opportunities that are related to experiential learning, research and employment has been practised as a norm by academia. In doing so, varying approaches are used, and networking channels are available in most faculties and schools. A greater part of faculties across NWU are driving projects and research that are meant to give real-world exposure to students. This ultimately equips students with the necessary skills to find employment, or be self-employed.

In moving forward to the future, and in conformance with NWU strategic plans, there is a need to conduct our efforts in a combined manner and make sure that we standardise and equalise our efforts towards employability across the three campuses. All silo projects of employability must adopt a flexible approach that drives the institution's strategy of equitable provision of resources.

The NWU has a pool of knowledge that forms part of our core function as an academic institution. In view of this, we reflect on the following relevant success models that can improve the employability of our NWU students, and improve their qualities of adapting to changes to become game changers who make things happen.

2.1 Internal Success Models Noted from NWU Strategy

2.1.1 High quality teaching that is reflected in our external peer reviews, student satisfaction, employer feedback, employability of work-seeking graduates employed or self-employed within six months in the top 10% of graduates in higher education in South Africa.

2.1.2 Research and innovation capability that is notable internationally with an impact that is ranked in the top five in SA, and ranked in the top 500 globally.

2.1.3 Public sector reputation: a collaborative university, a preferred partner for public projects, national imperative aligned, with a clearly distinguished role in national development projects, national debate and policy/regulatory influencer, public opinion shaping, responsive and accountable, a valued national-regional-local asset, a prime example of true transformation and nation building, value for money ranked in the top five in South Africa.

2.1.4 A clearly differentiated student value proposition that promotes equity of access to education, a sense of belonging, empowering and supportive learning experience, seamless learning and relevant, creative and innovative approaches that seek to partner and collaborate in bridging the gap between theory and practice for all NWU students.

In light of these success models, NWU Career Centre as a custodian of this process is delighted and ready to embark on a journey to enhance efforts to improve employability for all NWU students. In addition this is also achievable by embracing NWU's diverse staff and academia.

For this reason, the thought process of this plan is a result of a consultation process with faculty exco members, one-on-one consultation with NWU heads of departments and industry representation. A structured workgroup attended a workshop at the NWU Sports Village on 28 February 2018. This represented a commitment to make a significant difference in how we drive efforts of employability for NWU graduates.

This engagement assisted in shaping the direction and priorities that require our attention, as set out in this plan.

Table 1 Stakeholders Consulted

Internal Stakeholders	External Stakeholders
<ul style="list-style-type: none"> ○ Faculty of Economic and Management Sciences ○ Faculty of Health Sciences ○ Faculty of Humanities ○ Faculty of Engineering ○ People and Culture ○ Corporate Relations and Marketing ○ Faculty of Law ○ NWU Business School ○ Association of Psychology Students ○ Faculty of Theology ○ Faculty of Education ○ Residents and Catering Services ○ NWU Marketing / Alumni ○ Association of Students for Psychology ○ NWU Business School 	<ul style="list-style-type: none"> ○ Discovery ○ Christian Art ○ Transnet (SOE) ○ Johan Vogel (entrepreneur) ○ Provincial Department of Labour ○ North West Hotel School ○ Tshwane University of Technology

2.3 Narrative of Consultation Events

The consultation approach adopted the **GROW model**. That is to keep in mind our **Goal** of ensuring that NWU graduates are employed or self-employed within six months of graduating, reflect on the current **Realities** in the society, widening our **Options**, and having the **Will** to make a difference in society.

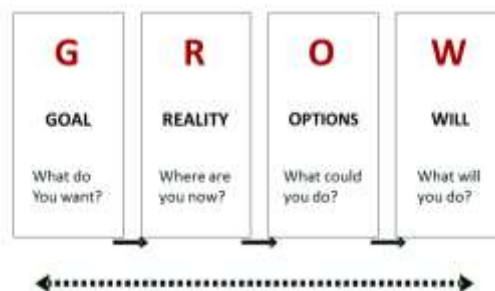
The participants' contributions focused on these questions:

1. What are the things that are happening in their environment to promote employability?
2. What are the things that we can jointly do to enhance the employability of NWU students?
3. What are the things that we can jointly do to enhance efforts with respect to employability through entrepreneurship for NWU students?

The workshop also reflected on current socio-economic challenges. All attendees from industry, academics and student representatives enthusiastically brainstormed, justified their reasoning and prioritised key objectives for implementation.

Table 2 summarises the current environment, and Table 4 summarises key objectives that need urgent attention.

Table 2: GROW Model



2.3 Current Environment

What are the key things happening in your environment to promote employability?

Faculty of Economic and Management Sciences



- Registration with the HPCSA and accreditation in online psychometric assessments
- Internship at an accredited HPCSA internship institution (industrial psychology)
- Focusing our teaching and learning outcomes on the SAICA competency framework to ensure that our students are technically 100% up to date as per employers' requirements
- Encouraging students to do vacation work and get practical exposure
- Actively assisting students to get learnerships with accredited training firms
- Participation during Entrepreneurship week in August
- Interview workshops – how to present yourself in interviews

- Regular guest lectures by experts from the private and public sectors to close the gap between theory and practice
- Research projects that address crucial issues and challenges in the NW province economy, for example an overview of the economies and opportunities of the NW so-called VTSD (“villages, towns and small dorpiess”)
- Using social media – Facebook, Twitter and Newsletter to inform students as well as employers about what they are doing
- TETA grant that gives interns a monthly stipend for a period of 12 months.
- The host company / department requested to mentor the interns for the entire period of training or work experience
- We focus our teaching and learning outcomes on the SAICA competency framework to ensure that our students are technically 100% up-to-date as per employers’ requirements
- Students are encouraged to do vacation work to get practical exposure
- We are actively assisting students to get learnerships at accredited training firms
- Regular contact with local chamber of commerce
- Engagement with employers in Sedibeng
- Local Economic Development projects where students participate to increase level of experience

Information Systems Students



- **Work Integrated Learning:** This is being achieved mostly by inviting industry partners to either workshop students or address them equipping them with what is expected at workplaces.
- **Final-year group projects:** Our third-year students are required by the curriculum to carry out a group project intended to identify a real-life problem and implement a solution to it. This project is examined externally. Such projects prepare students for work on three fronts: firstly by enhancing the ability of students to identify problems in any sphere of life; secondly, unleashing their creativity by hatching solutions to these problems; and lastly the students having to work as a team, giving them teamwork skills, understanding workplaces through case studies and problem-based learning. Such abilities are priceless at workplaces.
- **Supplementary instructors (SIs) and graduate assistants:** This is peer assistant learning, which also inculcates role modelling, leadership skills and responsibility among instructors.
- **Internships:** We assist our students to secure internships, sometimes sponsored through third-party agencies.

- **Start-up companies:** Some of our students run their own small companies, learning through failure at times, but nurturing the dream and vision of being an employer instead of an employee.

School of Accounting Sciences



- **The PricewaterhouseCoopers Project (PwC project):** Each year the third-year students in their auditing module carry out a project that is managed and administered by PwC Mafikeng, a local auditing firm.
- **The marketing board inside the school building:** The school has a board where audit firms which are the usual employees have slots/cabins to place pamphlets and corporate material of their firms for students to access and use.
- **Career fairs:** The school invites various auditing firms to come and present to students information about their companies and how students can get access.
- **Referrals:** Academic staff usually get notifications of employment opportunities from various networks in the profession.

Tourism Department



- **Work Integrated Learning (HTOD 325):** this is a module which requires the students to gain practical experience in any tourism or hospitality establishment for a minimum of eight weeks. The student receives a logbook, an attendance register and a reflective journal to complete during their time at the workplace.

Trade and Research Portfolio



- **Regular guest lectures by experts** from the private and public sectors to close the gap between theory and practice
- **Research projects** that address crucial issues and challenges in the NW province economy, e.g. an overview of the economies and opportunities of the NW so called VTSD (Villages, Towns and Small Dorpies)

- **Using social media** – FB, Twitter and Newsletter to inform students AS well as employers about what they are doing

Department of Statistics and Operations Research

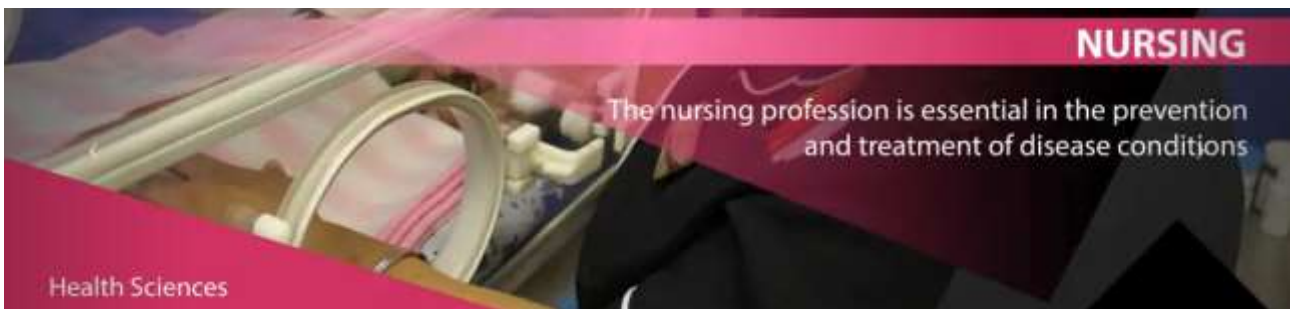


- **Industrial visits:** Industrial visits to companies in Pretoria and Johannesburg such as Stats SA, Eskom, major banks, insurance companies, etc. in order to make the students have the necessary industrial exposure so that they know exactly where or how Statistics or Operations Research is applied.
- **Seminars and material:** the material includes how to write an application for work, practice interviews, access to employers and/or job listings.
- **Projects and group assignments:** Projects and group assignments that develop skills such as teamwork, understanding of workplaces through case studies and problem-based learning are being encouraged in the department. Students are given practical problems to solve as a team.
- **Involvement of the industry module design:** The department intends to involve the industry in all Module/Course Design so that the expectations from the industry are met.
- **SASA and ORSSA student membership:** The department is encouraging students to become SASA and ORSSA student members. This is important as they get

periodicals, newsletters and journals on jobs and developments in the area of Statistics and Operations Research.

- **Alumni Facebook or WhatsApp group:** The Department will create a Facebook or WhatsApp group with free access to Statistics and Operations Research career services for all alumni.

Faculties of Nursing, Pharmacy, Teaching and Education



- Practical work is currently in place, and embedded within the curriculum



What are the key things that we can jointly do to partner and enhance efforts of employability for NWU students?

Faculty of Economic and Management Sciences



- **Ensure that we provide** practical work opportunities for industrial psychology students
- **Enhance professional skills** (CV writing, interview skills)
- **We incorporate real life experiences** in the classroom by actively involving audit firms (PWC project for final year students)
- **Taking hands with the Career Centre** to have focused career days for accounting students
- **Offering learnerships for students** so that they can do their first year of training at the university in partnership with accredited firms (academic trainee program)
- **Workshop for final year students' and graduates' attributes**
- **Expand the entrepreneurship week** to twice a year

- **Partnering with industry** for vacation placements.
- **Alumni meetings and gatherings** to share career opportunities and expectations in the workplace.
- **Explore more bursary opportunities** for our post-graduate students.
- **Include more post graduate students** into industry and public sector research projects.
- **Invite more private sector** companies to campus
- **Increase learnership** possibilities
- **Roadshow** to local chambers of commerce
- **The department hosts a work readiness workshop** yearly to the final year students. We assist them in preparing for the work environment. The workshop ranges from applying for jobs, preparing for the interviews, securing a job, preparing a CV as well the post-Interview.
- **We incorporate real life experiences** in the classroom by actively involving audit firms (PWC project for final year students)
- **We are taking hands with the Career Centre** to have focused career days for Accounting students
- **We offer learnerships** where students can do their first year of training at the university in partnership with accredited firms (academic trainee program)

Trade and Research Portfolio



RESEARCH FOCUS AREA –
SPECIALISTS IN INTERNATIONAL
TRADE AND ECONOMIC
DEVELOPMENT



- **Alumni meetings/gatherings** to share career opportunities and expectations in the workplace
- **Explore more bursary opportunities** for our post-graduate students.
- **Include more post graduate students** into industry and public sector research projects

School of Psychosocial Health



- **Drive excellent network opportunities** through practical work of students with potential employers
- **Curriculum is designed** to meet Industry expectations into relevance
- **Curricula contents focusing on issues** such as preparing a CV/ preparing for a job interview/ making the transition from student to employee
- **Fourth year students** receive get CV training
- **Place employment opportunities** on advertisements boards and distribute electronically
- **Compile a write-up** of reference for students
- **Students do internships** in fourth year and build networks and get appointments
- **Collaboration with academic student associations** (example: Caritas and Privatus) to arrange discipline specific mini career days/ symposia
- **Frequent collaboration** between school and career centre to include compilation of a CV and going for a work interview with final year students
- **Ensure balanced** enrolment targets
- **Extending visits to schools** and subject group including Individual students
- **Help mediate** between University and employers eg DSD.
- **Good subject advice/ curriculum discussions** with students at the beginning of each semester.
- **Network for WIL** placements should be nurtured and maintained.

Faculty of Law



- **Communicate** more with alumni
- **Improve the image** of the law faculty
- **Train students** to be professional in their applications
- **Need for critical** thinkers that excel
- **Increase in use** of the courts to solve SA's problems
- **Need for social justice/** access to justice
- **Open their minds** to alternatives in private practice
- **Expose students** to private sector
- **Workshop** on entrepreneurship

What are the things that we can jointly do to partner and enhance efforts of employability through entrepreneurship for NWU students?

Faculty of Economic and Management Sciences



- **Senior students are involved in the Fezile Dabi community project**, which enhances their skill set to also include teaching to school pupils, which they use to offer tutoring on a more formal basis to school children to earn some income
- **Students are encouraged** to participate in entrepreneurship projects offered by the Bhive
- **Training offered** to senior students to teach them how to take responsibility for their own finances, for example budgeting and financial planning
- **Learnerships**
- **Community projects** NGOs
- **Community projects** local authorities

Trade and Research Portfolio



- *Ask alumni to offer temporary holiday positions – and/or act as a mentor for one of two post graduate students – thus an extension of our **Buddy** project (School of Economics)*
- **Bring students in contact** with successful entrepreneurs in the field of international trade in order to hear, see and learn
- **We can jointly organise a trade/ Economics / alumni function** together with current post graduate students

School of Psychosocial Health



- **Introducing students** to entrepreneurship awareness campaigns on campus

- **Entrepreneurship days** / competitions via the various student academic associations
- **Entrepreneurship seminars**/ short learning programmes via enactus / Bhive for students.
- **Instil sense of pride** in students by giving them self confidence
- **Collaborate** with private sector
- **Improve** skills for practice
- **Approve** fewer and better students.
- **Private practice requirements** (have session with fourth year students).



Bhive (Entrepreneurship Student Hub) In the Vaal



- **The Bhive is a centre** with the purpose of bridging business and education by establishing a hub of innovative ventures and expertise at the NWU Vaal Triangle Campus in Vanderbijlpark
- **Knowledge** on managing own practice
- **Making contingency** management plans
- **Students are encouraged** to participate in entrepreneurship projects offered by the Bhive
- **Senior students** are involved in the Fezile Dabi community project, which enhances their skill set to also include teaching to school pupils, which they use to offer tutoring on a more formal basis to school children to earn some income
- **Training offered to senior students** to teach them how to take responsibility for their own finances, like budgeting and financial planning
- **Entrepreneurship** activities once a year
- **Consider** social entrepreneurship
- **Workshops** for third and final year students

- **Ask alumni** to offer temp holiday positions – and/or act as a mentor for one of two post graduate students – thus an extension of our **Buddy** project (School of Economics)
- **Initiate student contact** with successful entrepreneurs in the field of international trade in order to hear, see and learn from them
- **Prospects to organise** a trade/economics alumni function together with current post-graduate students



3. Strategic Objectives

All the objectives set out in this plan will adopt practical and unique interventions to remain relevant to the challenges of lack of opportunities for NWU graduates. Therefore employability efforts at NWU will focus on driving the following employability enhancement objectives:

Table 3: Strategic Objectives

<p>3.1</p>	<p>To encourage a culture of entrepreneurship through interdisciplinary projects that are community-based, as well as entrepreneurial projects</p>	<p>3.8</p>	<p>To promote the services of the Career Centre, and gain a well-known, recognised status amongst the higher education institutions</p>
<p>3.2</p>	<p>To position NWU students as critical thinkers, leaders who are resourceful and who can provide solutions to the challenges of the society at large. <i>Reference from Universum Study. An NWU Student Profile in comparison to other students from other universities</i></p>	<p>3.9</p>	<p>To tap into expertise from Bhive, Yebo and Enactus capability, including general student capability across NWU – on all campuses to identify industry and community challenges, and to implement research-driven solutions that unlock business effectiveness and efficiency within</p>

			the communities and surrounding areas
3.3	To ensure continuous links with the industry and encourage industry bursary sponsorships for less fortunate students studying key and critical academic programmes, so as to be responsive to the demands and challenges of the society	3.10	To recognise students with disabilities through a streamlined support intervention during the academic period and develop a strong value proposition for industry intake.
3.4	To enhance efforts of industry networks and implement industry advisory boards to align with academic programmes, and upskill lecturers in their specific academic discipline	3.11	To develop short programmes that enhance continuing education within the public sector.
3.5	To ensure more industry networks that support vacation work for NWU students, and assist students to gain practical exposure in their field of study	3.12	To develop robust data related to extracurricular activities, particularly related to employment, aimed specifically at tracking students' progress and their development after entering the university

3.6	To increase the range and availability of work experience opportunities for students; develop an enterprise and entrepreneurship culture	3.13	To encourage mentoring through adopt-a-graduate initiative in partnership with NWU Alumni
3.7	To establish NWU as a leading institution for student employability	3.14	To raise students' awareness of the need to experience and learn from a wide range of opportunities to develop their employability skills



4. Summary of Key and Priority Deliverables

The current socio-economic challenges of poverty, unemployment, and poor opportunities for employment require immediate interventions that need to be driven by the appointed task team. Table 4 outlines some of the key priorities that require urgent attention:

Table 4 Objectives

Priority	Key Objective	KPI
External Alignment	○ Be responsive to industry change	○ Accelerate and streamline introduction of new short courses
	○ Understand real needs of stakeholders and industry	○ Accelerate and streamline internal process of approving/changing programmes and modules (use 50% rule) ○ Survey about needs of employed and unemployed alumni, aligned with NWU PQM
Entrepreneurship	○ Establish interdisciplinary entrepreneurship projects	○ Identify industry partners to drive entrepreneurship initiatives for NWU students
	○ Interdisciplinary entrepreneurship projects	○ Identify and plan interdisciplinary projects
	○ Interdisciplinary entrepreneurship projects	○ Implement and roll out interdisciplinary entrepreneurship projects for NWU students

Community Engagement	<ul style="list-style-type: none"> ○ Active engagements between career centre, teaching and learning and research 	<ul style="list-style-type: none"> ○ Engage continuously with the industry in determining the requirements related to alignment
	<ul style="list-style-type: none"> ○ Increase efforts in community-university partnership 	<ul style="list-style-type: none"> ○ A quality circle that engages all possible stakeholders – schools, communities and industry
	<ul style="list-style-type: none"> ○ Provide community-based advisory/consulting service 	<ul style="list-style-type: none"> ○ Identify societal challenges and provide value-added solutions thorough University expertise
Student Personal Development	<ul style="list-style-type: none"> ○ Enhance soft skill intervention for NWU students 	<ul style="list-style-type: none"> ○ Implement intervention to instil qualities in students that are related to confidence, improved communication skills, service orientation and leadership
	<ul style="list-style-type: none"> ○ Develop mentoring programme for NWU students 	<ul style="list-style-type: none"> ○ Partner with Alumni Office to implement mentorship programme for NWU students adopt-a-graduate initiative
	<ul style="list-style-type: none"> ○ Identify entrepreneurial qualities amongst NWU Students 	<ul style="list-style-type: none"> ○ Work with Enactus, Bhive, YEBO etc. to drive a culture of entrepreneurship amongst NWU students across all NWU campuses

5. Benefits of Implementation

- Promoting career development for NWU graduates and gain a competitive advantage amongst other universities
- Accelerating the development and work readiness of NWU graduates
- Provide access to industry opportunities and enable relationships that are meaningful for both academia and NWU graduates
- Ensure relevance of the curriculum with the demands of the industry and the society at large
- Encourage cost-efficiency in driving efforts of industry networks through internal collaboration efforts
- Improved bursaries, internships, vacation work and WIL opportunities for NWU students
- Improved industry graduate intake
- Promoting a culture of working together and collaborating to achieve a common purpose

6. Implementation Scenario

The abovementioned objectives are a direct robust response to this era of poor opportunities for employment, downsizing, changing technology, outsourcing, and corporate reorganisation. As organisations become more responsive to rapidly changing business priorities, greater flexibility will be required to adapt to the changes. Therefore, flexibility and adaptability become a paramount pillar to effective career management.

The implementation of the abovementioned objectives will ensure that we are able to remain competitive as an institution of higher education. Subsequently, monitoring remains the key pillar in ensuring that the NWU is able to enhance efforts towards employability. Our monitoring efforts will be achieved through a task team committee that will meet constantly to monitor employability objectives, share information and expertise, do brainstorming and report on respective deliverables that are related to opportunities for NWU graduates.



7. Criteria for Committee Nominees

The selection of capable representatives is of critical importance. The nominees will comply with the following motto: **Motho ke Motho ka Motho O Mongwe** .

A selected member must possess or exhibit the following qualities

- Interdependence – “I am because we are”. Our sense of being cannot be detached from the social context in which we find ourselves
- Inclusivity – being able to embrace values of collaboration, cooperation and qualities of showing care for our communities, and respect for others / respect in our relationships with others
- Inter-subjectivity – focusing on the relationship between the individual and the collective rather than favouring the one over the other
- Act in honesty by being realistic, and be responsive to the real needs and challenges that are faced by our South African society
- Be open to sharing life experiences and knowledge of life with the students – so that we encourage principled conduct of citizenship
- Be selfless, and open to sharing knowledge and technical expertise to expand opportunities for NWU graduates
- Availability to create sustainable networking opportunities with both internal and external stakeholders, including industry, to harness the relations with the NWU for accessing opportunities that will benefit the development of NWU graduates

8. Representation Composition

- Chair: DVC Teaching and Learning
- Convener: NWU Career Centre
- All faculties to elect two representatives
- Corporate Communications and Marketing
- Student Committee Council
- Industry representative, including a representative from the DHE
- Secretarial representation
- Other additional members will be elected as per the DVC T&L prerogative

9. Conclusion

The future requires us to work together in synergy to improve our value add as an academic institution, and make more impact across all the NWU students and our surrounding communities.

At the same time as much is being done across NWU, more needs to be done in working together, and sharing expertise for the common cause of enhancing employability.

We are certainly living in a time of interesting challenges. Every citizen of this country, in one way or another, experiences the impact of poverty, unemployment and the overall poor economy. These challenges demand a new perspective in driving efforts of employability to make sure that our NWU students can add value to the society, during and beyond their academic years.

The above detailed background and conceptualisation give rise to the need for a standing committee that will work together to consolidate, plan, track, monitor and subsequently enhance NWU's efforts towards employability.

This committee will need high-level oversight through the NWU council to ensure the implementation of the plans.

The drive to work together must not be seen as a shift of responsibility and accountability, but rather as an effort of strength and courage to tackle the challenges faced by young people and graduates in our society.

The Career Centre continues to take a centre stage in driving efforts with respect to employability, and to be a convenor of engagements related to employability for NWU graduates.

In closure, while we have the thinking process in place, we do not work alone in this process, and we therefore give special recognition to those who make themselves available and contribute their knowledge and expertise. In this regard, a very special thank you must go to the following contributors:

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