



## 「歐洲OA推動的實務觀察分享:萊登大學經驗」

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2021/03/19 @ CONCERT

## **NARLabs**

# 關於我

## 學歷

- 國立臺灣大學商學研究所 博士生 [2015 -迄今]
- 國立中興大學科技管理研究所 碩士 [2007-2009]
- 國立中興大學行銷學系 學士 [2003-2007]

## • 經歷

- 財團法人國家實驗研究院科技政策研究與資訊中心 助理研究員 [2010 -迄今]
- 荷蘭萊登大學科學研究與技術中心(CWTS) 訪問學者 [2019 /07-迄今]
- 德國柏林研究資訊與品質確認研究所(IFQ) 訪問學者 [2014/10-11]
- 國立中興大學行銷學系國科會計畫 計畫研究助理 [2009/07-11]

## **NARLabs**

# 關於我

## • 研究興趣

- 書目計量學、學術研究政策、學術傳播
- Funding acknowledgement, open access, peer review, career, funding and awarding mechanism, research excellence, research culture

## • 近期參與計畫

- 教育部
  - 高等教育深耕計畫第2部分(全校型計畫及特色領域研究中心計畫)品質管考專案辦公室
- 科技會報
  - 學研計畫補助與獎勵機制分析研究
- 科技部
  - 科技政策規劃及評估支援系統建置整合型計畫
  - 全球學術能量與補助政策研析服務
  - 全球學術計量分析服務
  - 學術研究能量資料庫建置及競爭力分析

# OA文章的類型



## Gold OA

publications in an open access journal

## Green OA

 publications in a journal that are also available in an open access repository

## Hybrid OA

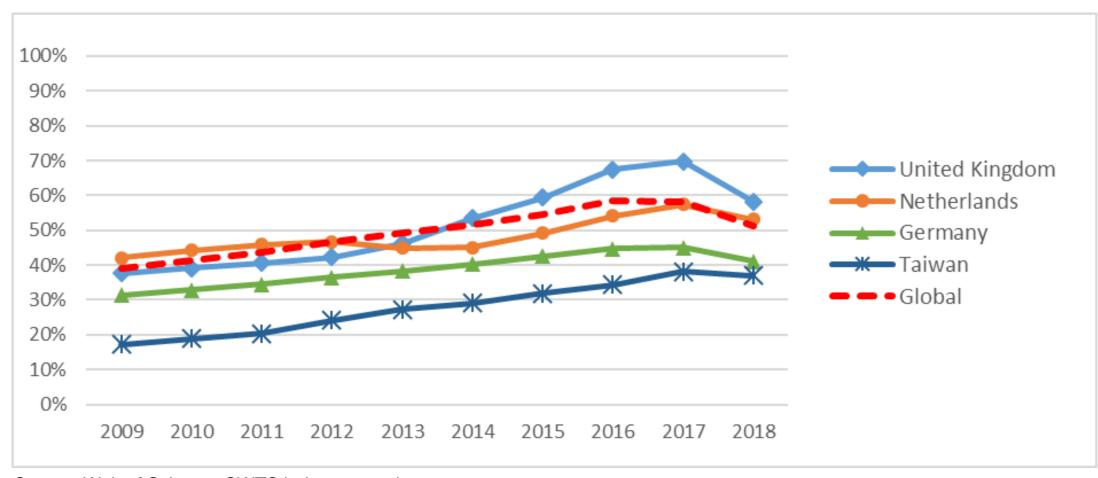
publications in a subscription journal that are open access.

## Bronze OA

publications in a journal that are open access without a license

# 主要國家OA出版趨勢

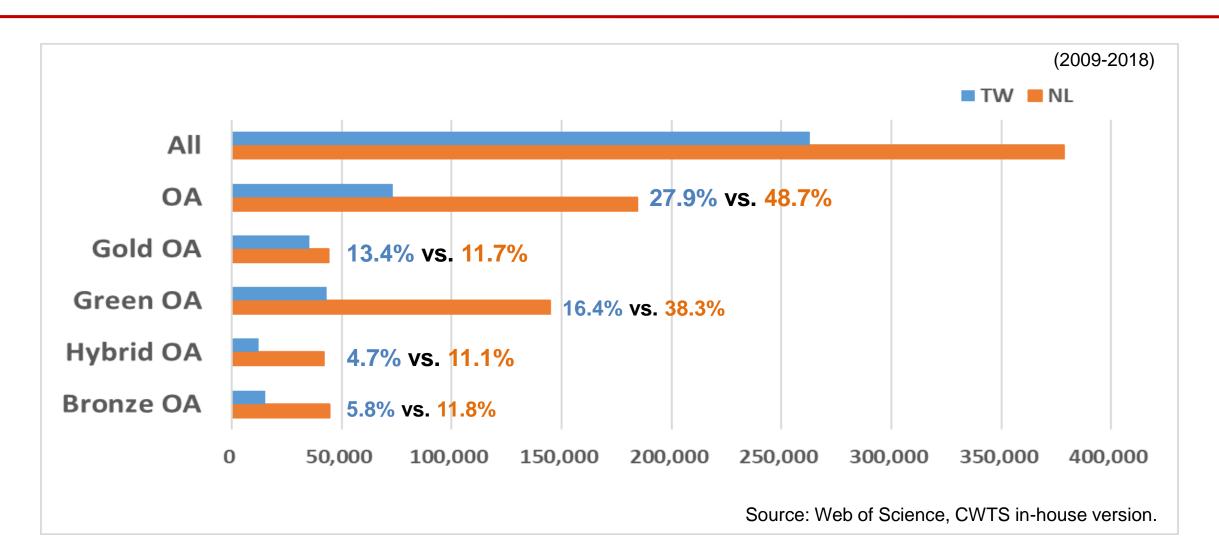




Source: Web of Science, CWTS in-house version.

## 台灣 vs. 荷蘭







## 荷蘭的國家OA政策目標

- 第一次喊出 100% OA的野心目標是在2013年。
- 2019年60%, 2024達到100% OA。
- 2016年,荷蘭建立了national monitor,此時為42%的論文為OA出版; 2017年成長至50%;2018年則到了54%。
- The Dutch Association of Universities (VSNU) 預期會在2020年達到75%的目標,主要原因是在於與Elsevier簽署內容—而荷蘭約有25%的期刊論文為該出版社。
- 從75%達到100%有一段距離,如何透過其他政策引導或是相關做法來 達到100% OA目標,是目前荷蘭學界關注的重點議題。













**SPRINGER NATURE** 

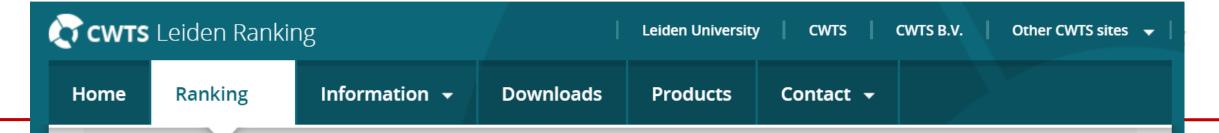
De Vereniging van
Universiteiten
(The Association of Universities in the Netherlands)
荷蘭大學協會

# 與出版社的協議:超過11,000種期刊



Current Prospectiv	ve Archive							
Publisher	License and conditions	Deal duration						
American Chemical Society (ACS)	All new articles in 57 journals are published open, without costs to the author.	2017-2021	•					
ВМЈ	Authors of three universities can publish open access in 64 journals of this publisher without any costs.	2019-2021	•					
Brill	Publish without any costs open access in a total of 317 hybrid and full open access Brill journals	2020-2021	•					
Cambridge University Press	Hybrid as well as full open access journals are included in this deal.	2017-2020	•					
Elsevier	No publishing costs for Dutch authors in more than 2200 'hybrid' and full open access journals.	2020-2024	•					
Emerald Publishing group	Vouchers can be used for publication in open access of one article in all journals issued by Emerald. The vouchers are valid for hybrid as well as full open access journals.	2019-2020	•					
IOP Publishing	Corresponding authors of four universities can publish open access without any costs in 42 hybrid journals of this publisher.	2020-2022	•					
IOS Press	Publish open access without any costs in all hybrid and full open access journals from IOS Press.	2019-2021	•					
Karger	No publishing fee in all journals for authors of 10 Dutch universities.	2019-2021	•					
Lippincott Williams & Wilkins LWW	Waiver codes for open access without any costs in more than 200 hybrid LWW journals.	2017-2020	•					
Oxford University Press	The agreement for publishing in open access is put into action for 2019 and 2020 for around 322 hybrid journals of OUP.	2019-2020	•					

Source: https://www.openaccess.nl/en/in-the-netherlands/publisher-deals



	University	Р	P(OA)	PP(OA)					
1	Leiden Univ	17327	12222	70.5%					
2	Radboud Univ	17509	11691	66.8%				1	
3	Univ Groningen	19001	12475	65.7%				1	
4	Utrecht Univ	23668	15536	65.6%					
5	Univ Amsterdam	24015	15317	63.8%				1	
6	Vrije Univ Amsterdam	18643	11835	63.5%				1	
7	Erasmus Univ Rotterdam	16758	10617	63.4%				•	
8	Eindhoven Univ Technol	6525	4096	62.8%				•	
9	Maastricht Univ	12305	7560	61.4%				•	
10	Delft Univ Technol	11725	6945	59.2%				•	
11	Wageningen Univ & Res	11516	6803	59.1%				•	
12	Tilburg Univ	2870	1647	57.4%				•	
13	Univ Twente	6544	3724	56.9%				•	
					0%	20%	40%	60%	80

The CWTS Leiden Ranking is based on bibliographic data from the Web of Science database of Clarivate Analytics, Philadelphia, PA, USA.





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# 大學層級



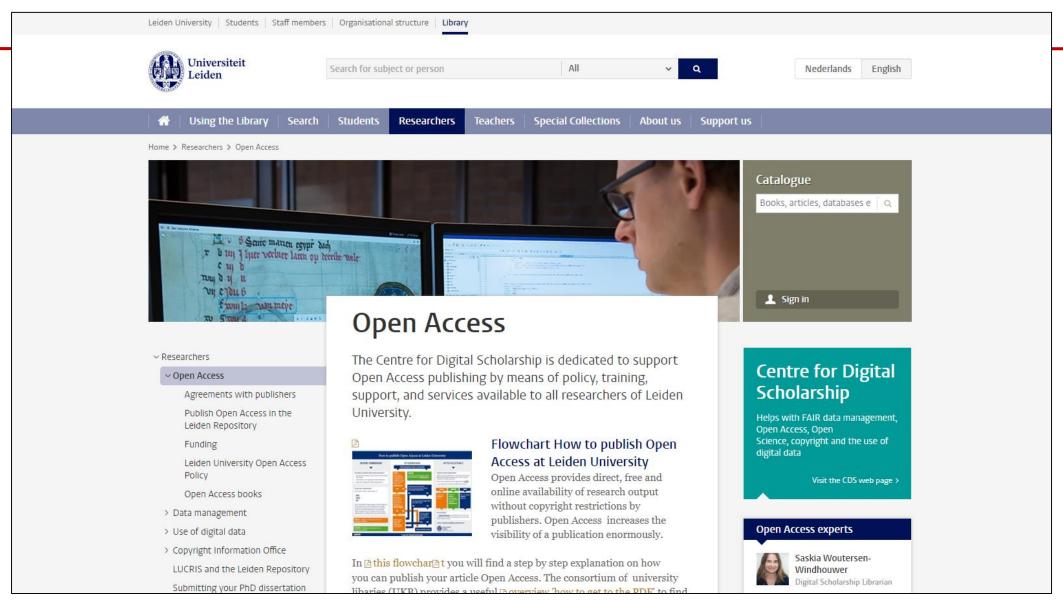
# 萊登大學圖書館



13

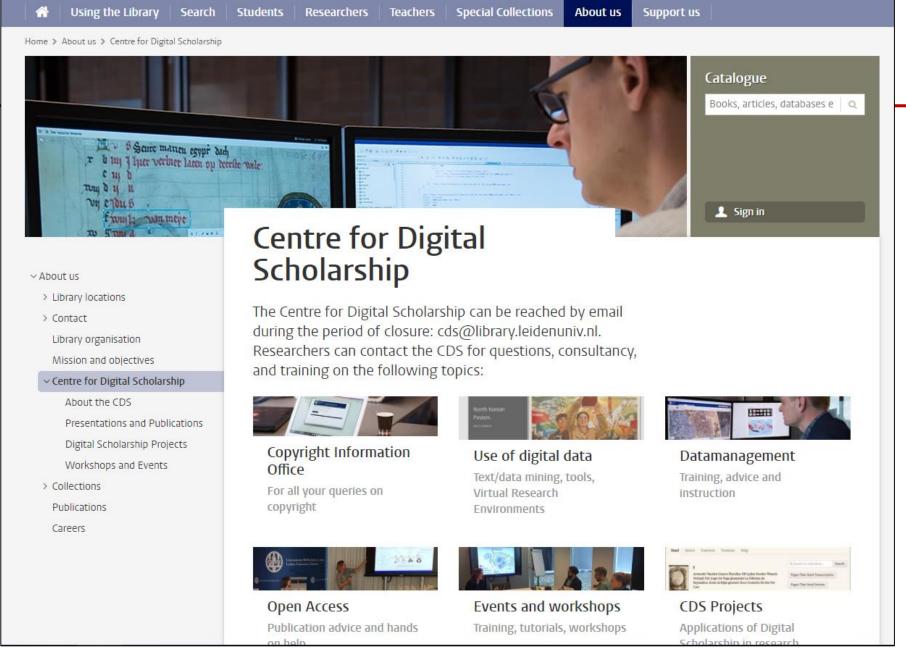
## 荷蘭萊登大學如何實踐OA





# Centre for Digital Scholarship provides "Open Access coaching"

- Advices 建議
- Presentations 簡報
- Workshops 工作坊







## 提供每日一建議

Mon

Tip 1: Make all your peer reviewed articles Open Access in the Leiden Repository.

Tue

Tip 2: 100% Open Access through the VSNU agreements with publishers.

Wed

Tip 3: Use your right to share all your peer reviewed articles six months after first publication.

Thu

Tip 4: Share your research software with an open license.

Fri

Tip 5: Request Open Access funding in your research proposal.



## 將同儕審查的論文放在大學機構典藏庫

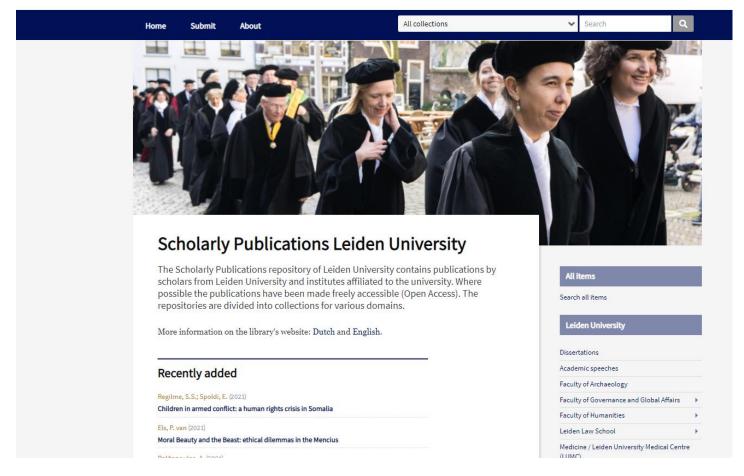
- "All researchers at Leiden University can make use of the Leiden Repository without any costs."
  - -介紹學校的機構典藏庫(repository)
  - -介紹授權(licenses)的議題
  - 說明何謂Embargo
  - 提供相關工具,如Journal Browser 或 Sherpa/Romeo

# Leiden Repository 萊登大學的機構典藏 MARLabs





Leiden University Scholarly Publications



Source: https://scholarlypublications.universiteitleiden.nl/



## 透過VSNU與出版社簽訂的合約來達到100% OA的目標

- "A straightforward and cost-effective road towards 100% Open Access is through publishing articles in journals that are part of an agreement between VSNU and publishers."
- APC的金額高低是作者在決定投稿期刊的關鍵因素之一。
- 這些已簽署的合約可讓來自萊登大學的通訊作者可享有非常多的折扣, 甚至是無須額外費用即可採用OA出版。
- 提供相關清單或網頁(懶人包的概念),告知校內研究人員如何運用。
- 提醒投稿時選取正確的機構名稱相當重要,方能正確使用合約下的APC折扣優惠或費用豁免。



# 合約列表

Reco	rd		NL		OA Start			ISSN		
1 #	Journal Name (Search)	PUBLISHER	APC Available for Univ:	OA Comments	Date HOOP1	HOOP2	JCR subject category	Online	OA Type	▼ URL
2 25	853 3 biotech	Springer	100 ALL		1/jan/2018 Natuur	Techniek	Biotechnology & Applied Microbiology	2190-5738	Hybrid	http://link.springer.co
3 15	367 4OR	Springer	100 ALL		1/jan/2016 Economie	Techniek	Operations Research & Management Science	1614-2411	Hybrid	http://link.springer.co
4 30	355 a/b: Auto/Biography Studies	Taylor & Francis	100 ALL		1/jan/2017 Taal & Cultuu	ır		2151-7290	Hybrid	https://www.tandfonli
5 29	330 AADE in Practice	Sage	100 ALL		1/jan/2016 Gedrag			2325-1611	Hybrid	https://journals.sagepu
6 31	070 AAG Review of Books, The	Taylor & Francis	100 ALL		1/jan/2017 Natuur			2325-548X	Hybrid	https://www.tandfonli
7 17	320 AAPS Journal, The	Springer	100 ALL		1/jan/2016 Gezondheid		Pharmacology & Pharmacy	1550-7416	Hybrid	http://link.springer.co
8 15	368 AAPS PharmSciTech	Springer	100 ALL		1/jan/2016 Gezondheid		Pharmacology & Pharmacy	1530-9932	Hybrid	http://link.springer.co
9 10	108 Abacus	Wiley	100 ALL		1/jan/2016 Economie		Business, Finance	1467-6281	Hybrid	https://onlinelibrary.w
10 33	492 Abdominal Radiology	Springer	100 ALL		1/jan/2017 Gezondheid		Radiology, Nuclear Medicine & Medical Imag	2366-0058	Hybrid	http://link.springer.co
11 15	370 Abhandlungen aus dem Mathematischen Seminar der Universitä	i Springer	100 ALL		1/jan/2018 Natuur		Mathematics	1865-8784	Hybrid	http://link.springer.co
12 26	718 ABI Technik	Walter de Gruyter	100 EUR;RU;RUG;UL;UU;UVA;UVT;VU;WU	JR	1/jan/2016 Taal & Cultuu	ır		2191-4664	Hybrid	http://www.degruyter.
13 37	798 aBIOTECH	Springer	100 ALL		1/jan/2020 Natuur			2662-1738	Hybrid	http://link.springer.co
14 35	793 About Campus	Sage	100 ALL		1/jan/2020 Onderwijs			1536-0687	Hybrid	https://journals.sagepu
15 20	359 Academic Emergency Medicine	Wiley	100 ALL		1/jan/2016 Gezondheid		Emergency Medicine	1553-2712	Hybrid	https://onlinelibrary.w
16 31	387 Academic Pathology	Sage	20 ALL		1/jan/2019			2374-2895	Full OA	https://journals.sagepu
17 19	911 Academic Pediatrics	Elsevier	100 ALL		1/jan/2020 Gedrag		Pediatrics	1876-2867	Hybrid	http://www.sciencedir
18 29	013 Academic Psychiatry	Springer	100 ALL		1/jan/2016 Onderwijs	Gedrag	Education & Educational Research; Psychiatry	1545-7230	Hybrid	http://link.springer.co
19 15	371 Academic Questions	Springer	100 ALL		1/jan/2016 Gedrag			1936-4709	Hybrid	http://link.springer.co
20 11	187 Academic Radiology	Elsevier	100 ALL		1/jan/2020 Gezondheid		Radiology, Nuclear Medicine & Medical Imag	1878-4046	Hybrid	http://www.sciencedin
21 11	189 Accident Analysis and Prevention	Elsevier	100 ALL		1/jul/2019 Techniek	Gedrag	Ergonomics; Social Sciences, Interdisciplinary	0001-4575	Hybrid	http://www.sciencedir
22 18	467 Accountability in Research	Taylor & Francis	100 ALL		1/jan/2017 Gedrag	Gezondheid	Medical Ethics	1545-5815	Hybrid	https://www.tandfonli
23 23	257 Accounting and Business Research	Taylor & Francis	100 ALL		1/jan/2017 Economie		Business, Finance	2159-4260	Hybrid	https://www.tandfonli
24 10	109 Accounting and Finance	Wiley	100 ALL		1/jan/2016 Economie		Business, Finance	1467-629X	Hybrid	https://onlinelibrary.w
25 18	469 Accounting Education	Taylor & Francis	100 ALL		1/jan/2017 Economie			1468-4489	Hybrid	https://www.tandfonli
26 36	240 Accounting Forum	Taylor & Francis	100 ALL		1/jan/2019 Economie		Business, Finance	1467-6303	Hybrid	https://www.tandfonli
27 14	851 Accounting History	Sage	100 ALL		1/jan/2016 Gedrag			1749-3374	Hybrid	https://journals.sagepu
28 23	308 Accounting History Review	Taylor & Francis	100 ALL		1/jan/2017 Economie			2155-286X	Hybrid	https://www.tandfonli
29 19	645 Accounting in Europe	Taylor & Francis	100 ALL		1/jan/2017 Economie			1744-9499	Hybrid	https://www.tandfonli
30 21	035 Accounting Perspectives	Wiley	100 ALL		1/jan/2016 Economie			1911-3838	Hybrid	https://onlinelibrary.v
31 26	719 Accounting, Economics, and Law: A Convivium	Walter de Gruyter	100 EUR;RU;RUG;UL;UU;UVA;UVT;VU;WU	JR	1/jan/2016 Economie			2152-2820	Hybrid	http://www.degruyter
32 11	193 Accounting, Organizations and Society	Elsevier	100 ALL		1/jul/2019 Economie		Business, Finance	0361-3682	Hybrid	http://www.sciencedir
$\rightarrow$	NL APC Discount				1					<b>)</b>

Source: https://www.openaccess.nl/sites/www.openaccess.nl/files/documenten/nl\_apc\_disc\_20201002.xlsx

# 在論文首次出版的六個月後,使用你的權利分享同儕審查的文章



- "Taverne Amendment: Article 25fa of the Dutch Copyright Act allows academics employed by a Dutch University to share short scientific works."
- 在哪些情況下可以在首次出版的六個月後分享文章?
  - 部分或全部由荷蘭公眾資助所產出的論文
  - 在VSNU登記的機構內任職的員工,包含作者或共同作者。
  - 簡短的科學著作,文章長度可以是一篇論文或是一個書籍章節。
- 目前這個執行提案已送交學校董事會。

## Article 25fa Dutch Copyright Act (DCA)

The maker of a short scientific work, the research for which has been paid for in whole or in part by Dutch public funds, shall be entitled to make that work available to the public for no consideration following a reasonable period of time after the work was first published, provided that clear reference is made to the source of the first publication of the work.





# 開放授權分享研究軟體

- "Research software is, as any creative work, protected under copyright."
- 提供授權模式的說明
  - CC-BY
  - MIT License
  - ApacheLicense 2.0 (Apache-2)
  - GeneralPublic License 3 (GPL-3)
  - 5 recommendations for Findable, Accessible, Interoperable and Reusable (FAIR) software

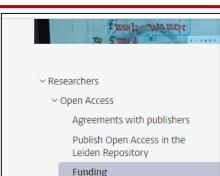


• "When you wish to apply for funding, pay close attention to the requirements of your funder on Open Access publishing."

- 說明主要補助機構的OA出版政策
  - NWO, ZonMW, ERC
  - 符合Plan S規定
- 提醒編列相關預算以利核銷

# APC的補助來源





#### runuing

Leiden University Open Access Policy

Open Access books

- > Data management
- > Use of digital data
- Copyright Information Office
   LUCRIS and the Leiden Repository
   Submitting your PhD dissertation
   Manage your identity with ORCID
   Persistent identifiers: DOI
   Work places for researchers
   Leiden University Press

## **Funding**

Most questions we receive about Open Access concern funding.

#### Who will fund Open Access?

First and foremost, we encourage you to take advantage of agreements that Leiden University has with publishers.

#### **Funding agencies**

Increasingly, research funders consider the costs of knowledge dissemination to be a part of the research budget, thereby providing the possibility of funding for Open Access publications. Please take note of their demands and regulations when writing your research proposal.

The most important funding agencies are listed below:

- ☑NWO
- A Horizon 2020
- ■ ERC

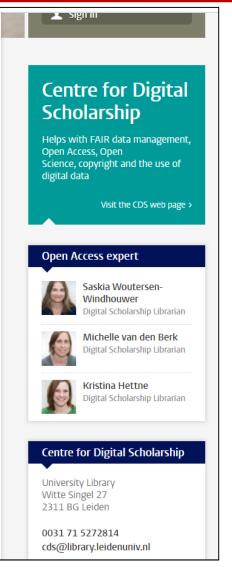
It is crucial to budget possible costs for Open Access publishing as early as in your research proposal. For any questions on these costs, please contact us at openaccess@library.leidenuniv.nl.

#### Waivers

If you want to publish in an open access journal without any budget, you can always ask if the open access publisher offers waivers and discounts for article processing charges (APCs).

#### Leiden Repository: free of charge

You may also use the facilities of the Leiden Repository to publish in Green Open Access without any additional costs.



# 成立Open Science Community Leiden

• 2019年9月20日成立OSCL。

 "OSCL is a learning community where anyone associated with Leiden University can learn and talk about open science practices. Example events are Open Science cafés, workshops, and walk-inhours."





OSCL is a learning community where anyone associated with Leiden University can learn and talk about open science practices. Example events are Open Science cafés, workshops, and walk-in-hours.

#### The what

Open science is an umbrella term for an approach to science that aims to make scientific research accessible, reproducible, and freely available to people within and outside of academics. An important goal is to practice science in a transparent way. Open science topics include, amongst other things: transparent methods, preregistration, sharing data/code and research tools, reproducibility, replication research, citizen science, open peer-review, publishing open access, diversity and inclusion, research integrity, uploading preprints and (meta) research about scientific methods.

#### he how

Embarking on Open Science can seem rather daunting at first: there are so many new terms and all sorts of different organisations committed to Open Science. The Open Science Community Leiden wants to make the new developments accessible to everyone, in an efficient manner.

People often think you have to do everything completely open, right from the start. But why not start small and ask your colleague further down the corridor how he or she experienced something? To find that colleague, just take a look at the member profiles of the Open Science Community Leiden. In your profile, you can indicate what you already know, what topics others can ask you about, and what you want to learn more about. On the basis of these topics, we will organise events such as workshops or talks, including drinks, so you can get to know each other and find out who to ask. With experiences harvested at these events, we actively inform top down policy makers, to ensure we co-create the open future together.

Anyone who is interested to learn more about Open Science is welcome to join us (you'll get an OSCL member profile and an option to subscribe to the newsletter).

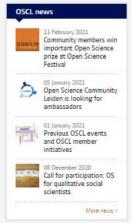
#### The when

OSCL events can be accessed through the OSCL to Teams, where currently most discussions are held and materials (slides) are shared.

Do you want to stay informed about our progress without becomming a member? Follow @OSCLeiden or send an email to OSCL@leidenuniv.nl asking, for instance, to be put on the list for the newsletter.

For the vision and mission statement of our International Network of Open Science & Scholarship Communities (INOSC), see here.

Want to become a community ambassador? Learn more here.





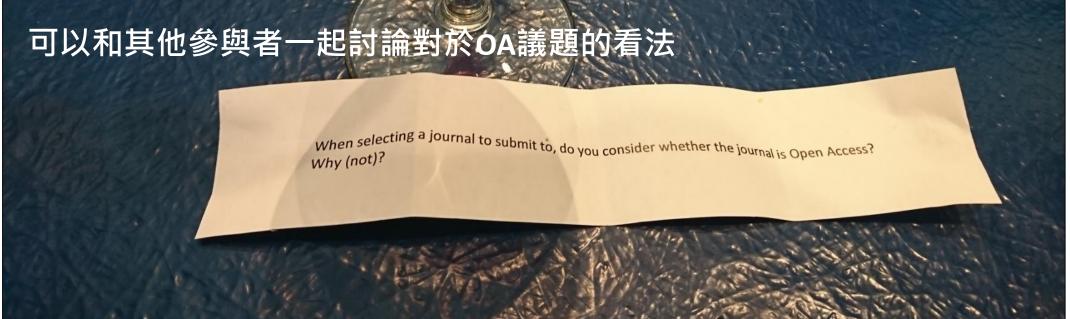


photo credit: Carey Ming-Li Chen



## 在PhD Library Skill Session提供OA相關知識

Open Access and Scholarly Publishing Visibility, ORCID, Open Science

Michelle van den Berk, <u>m.van.den.berk@library.leidenuniv.nl</u> https://www.library.universiteitleiden.nl/researchers/open-access



- 由圖書館舉辦
- 介紹Centre for Digital Scholarship
- 說明Open Access
- Quiz: Open Access, Open Science
- 介紹荷蘭的OA政策目標



## 說明能見度與OA之間的關聯

• 提供Visibility check的工具,由Utrecht University開發。



#### **Visibility Check**

Utrecht University Library

- 1. Do you have an ORCID?
- 2. Which online profiles do you have?
- 3. Do you publish Open Access?
- 4. Do you use various, different media to share your research?
- 5. Is your research linked to a persistent identifier?
- 6. Are all your online profiles interconnected?

You have completed the check. Below you will find your score.

Planning (100%)

Research profiles (70%)

Academic social networks (100%)

Personal Channels (100%)

Open Access (75%)

The check helps you to gain insight into the extent of your academic visibility. Practical tips and advice can be found on the to-do list.

It could be that you have a specific question you need answered. If so, feel free to request a consultation with our team. Leave your details below and let us know what you need.



## 說明如何進行OA出版

### Gold OA

- Directory of Open Access Journals (DOAJ)
- APC議題
- 補助機構的要求或財務支援

## Hybrid OA

- 提醒double dipping的問題存在著
- 部分補助機構並不補助支付Hybrid OA apc費用
- 提醒每家出版社的合約內容皆不同

#### Green OA

- 介紹學校機構藏資料庫
- 說明領域典藏
- 提醒版本問題
- 注意embargo period

### Do not miss out on a free ride to Open Access:

- Publishers will not always alert you
- Your senior colleagues often do not know about the deals.

## 流程圖

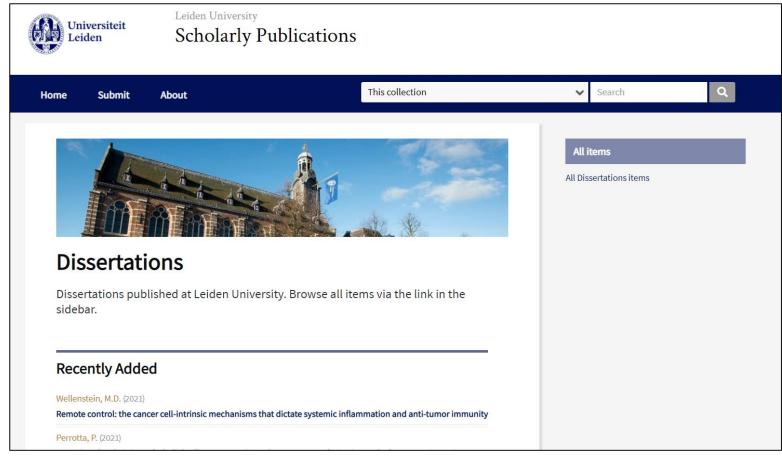
## How to publish Open Access at Leiden University

#### **BEFORE SUBMISSION** AT SUBMISSION **AFTER ACCEPTANCE** Gold and green, how to proceed? You want to publish Open Access because it **GOLD** Deposit all your publications **GREEN** · Increases the visibility of your research and thereby Check your journal's policy via the Deposit all your publications in the Leiden Repository. ournal Browser at openaccess.nl Most funders policies require you to, but it's also a your impact a deal with the mandate of Leiden University. Contributes to the ranking of Leiden University This is most easily done upon registration in LUCRIS. Helps you comply with funder requirements via the Journal Is your publication Gold/Green/Not Open Access? openaccess.nl Choose journal at doaj.org. Does the journal have an article Know your requirements YES NO **GOLD GREEN** NOT processing charge (APC)? Check your funder's requirements at NO YES Upload the You can always NWO upload a · H2020 preprint. the publisher's ERC your journal Can you pay the charges with policy on via the Journal your own funds? openacces.nl Check the Leiden University policy: Leiden University openaccess.nl. YES NO has an Open Access policy. Briefly, we encourage Are you eligible? to follow the gold route and upload the published version to the Leiden Repository. If not possible, YES NO follow the green route to upload a version of your Get an ORCID manuscript that complies with your journal's policy. Can you apply for a waiver? via https://orcid.org and promote yourself and your Check with the publications via Twitter/LinkedIn/ResearchGate other journal social media of choice. **GOLD** = Publication is Open Access on the your Leiden NO Contact: OpenAccess@library.leidenuniv.nl Universiteit **GREEN** = Publication is Open Access in a Leiden Choose another journal university repository Leiden University Libraries (c) (1) Centre for Digital Scholarship



# 告訴學生無論如何他們都會實踐到OA

 "Your thesis will be uploaded to the Leiden Repository to be made available in Open Access."





# 系所層級

\*請留意不同系所單位可能會有各自的政策。



photo credit: Carey Ming-Li Chen



## 如何運作

- Open Science Policy
  - Open data
  - Open access publishing
  - Open source software

- 成立工作小組
- 召開討論會議
- 形成草案
- 跟所有職員說明草案內容
- 得到意見回饋再修正
- 盤點相關資訊
- 再跟所有員工說明與討論
  - 包含提供toolkit與相關支援
- 意見蒐集、蒐集、再蒐集;討論、討論、再討論
- 正式文件擬定
- 公告施行



## OA出版政策

- 該單位所發表的期刊論文需皆可開放取用
  - 發表在Gold OA期刊。
  - 把最終版本上傳到典藏資料庫(Green OA)。
  - 不支付發表在Hybrid期刊上且採用OA模式發表的APC。
- 鼓勵
  - 將發表版本上傳到典藏資料庫(如領域典藏, SocArXiv, ArXiv等)。
  - 除了期刊論文,研討會論文、專書、書籍章節也可OA。
  - 發表在由學術社群所擁有的期刊。
- 設定APC的補助上限-單位內公務預算
  - 若使用計畫經費支付,則未有上限限制。



## Toolkit包含哪些內容

- 不同的OA出版模式與流程
  - Gold OA: 留意APC費用是否可以透過機構預算或計畫經費報支。
  - Hybrid OA: 留意是否為轉型合約下的期刊。
  - Green OA: 留意版本規定與embargo議題。
- 單位所使用的期刊列表 (for Gold OA)
  - 盤點了單位成員過去發表在哪些期刊 (bibliometrically)、所屬學術社群有無推薦的期刊清單 (research based)
  - 建立清單:包含期刊名稱、open/closed、出版社、APC費用、授權類型
- 說明領域典藏庫與大學機構典藏庫的優缺點 (for Green OA)
  - 提高學校OA能見度,但可能不易查找到內容
  - 有doi或相關分類系統可提高文章能見度,但可能會與機構政策(如校方)有所脫離
- 授權類型
- APC資訊
- 與出版社的合約或費用豁免之資訊



## 說明授權類型

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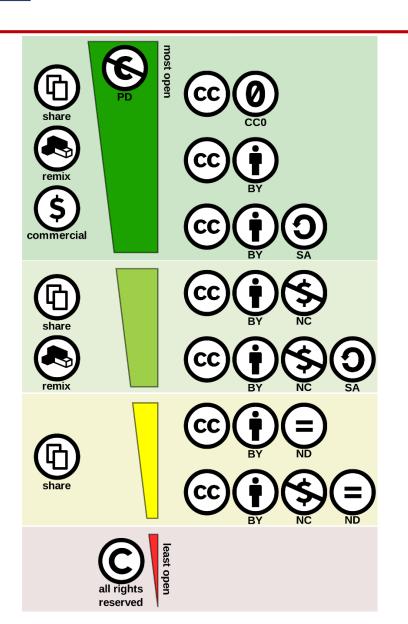


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## 提醒事項



- 鼓勵OA出版, Green OA也行。
- OA的授權議題相當複雜,不要害怕詢問或尋求協助。
- 公務補助的APC金額上限會視單位內的預算額度做調整。
- 即便計畫經費可編列支付APC的預算,但請審慎使用(Be smart with your APC- money!)
- OA出版政策會影響學者職涯與獎補助,特別對於職涯初期學者來說有巨大影響,他們的擔憂需要考慮進去。



# 結論與省思

## 如果我們開始積極鼓勵OA的實踐, 還有哪些議題需要留意?



• 學界對於OA出版的態度仍有分歧,其中有部分學者甚至認為發表在OA期刊的文章其品質不佳。

"We cannot ignore the fact that 31.2% of researchers think that OA articles are synonymous with low quality research." (Ruiz-Pérez & Delgado-López-Cózar, 2017)

- 研究品質是研究評估的重要一環,而研究評估的結果又對學者的升 遷與獎補助有所連動。
- 換言之,討論OA勢必也要討論研究評估的文化是否需要調整。



## 建議

- 活用各種資源與管道,與各單位合作推動。
- 建立toolkit,提供透明且公開的資訊。
- 相關政策公告前須做好完善溝通。
- 聆聽不同領域不同職涯學者對於OA的看法與擔憂。
- 定期更新相關資訊(如APC, 合約等),並檢視既有政策是否需要 重新調整。



## Thank You for Your Listening! ©

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