



ELSEVIER

Analysing and benchmarking research performance with SciVal

May 9th 2023

Alexander van Servellen

Senior Consultant, Research Intelligence

Elsevier



Who am I?



Alexander van Servellen

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Elsevier, Singapore

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- *Senior Consultant for Research Intelligence at Elsevier.*
- *Helped launch Elsevier's research analytics capabilities (2009-2012) from Elsevier HQ in NL*
- *Living and Singapore since 2013 supporting Academic & Government use of Research Analytics*
- *MSc in Developmental Psychology, from University of Amsterdam,*
- *with Elsevier since 2008*
- *I produce [electronic music](#) in my free time*
- *Freel free to connect with me on [Linkedin](#) should that interest you*

SciVal Webinar Schedule 2023 (page 1)



WEBINAR 1

Introduction to SciVal Research Analytics Platform (for SciVal customers only).

In this Webinar for SciVal customers, Elsevier Senior Consultant Alexander van Servellen provides an introduction to using SciVal for key uses cases around research evaluation and strategy. There will be time for Q&A. Please register using your institutional email, as only those from institutions subscribing to SciVal are able to join this session.

MONDAY | May 8th 2023 ■ 14.00 - 15.30 (SG) ■ Alexander van Servellen



WEBINAR 2

SciVal for Administrators: key analyses and reporting tips (for SciVal customers only).

In this Webinar for SciVal Customers, Elsevier Consultants Shubhra Dutta and Alexander van Servellen focusses on workflows and features relevant to Research Administrators who typically need to report on various aspects of research performance. He shows how to use reporting templates to increase efficiency in administrator workflows. There will be time for Q&A. Please register using your institutional email, as only those from institutions subscribing to SciVal are able to join this session.

WEDNESDAY | May 24th 2023 ■ 14.00 - 15.30 (SG) ■ Alexander van Servellen & Shubhra Dutta



WEBINAR 3

Customizing SciVal. Org-structure, Publication sets, Research areas (for SciVal customers only).

In this Webinar Elsevier Consultants Siobhan Howard, Shubhra Dutta and Alexander van Servellen show you how to customize SciVal to meet your specific needs. They will demonstrate setting up of organization structure, defining publication sets and research areas, and the resulting analyses and insights. There will be time for Q&A. Please register using your institutional email, as only those from institutions subscribing to SciVal are able to join this session.

WEDNESDAY | June 7th 2023 ■ 11.00 - 12.00 (SG) ■ Alexander van Servellen, Siobhan Howard & Shubhra Dutta



WEBINAR 4

Research Metrics in SciVal. What do they mean, how do I use them? (for SciVal customers only).

Understand the Research Metrics in SciVal, what concepts they represent and how to use them to create actionable insights. In this Webinar for SciVal Customers, Elsevier Consultants Shubhra Dutta and Alexander van Servellen explains each of the metrics in SciVal, provides a conceptual understanding of what is being measured and importantly, how to use these metrics to produce an narrative with actionable insights. There will be time for Q&A. Please register using your institutional email, as only those from institutions subscribing to SciVal are able to join this session.

TUESDAY | June 13th 2023 ■ 14.00 - 15.30 (SG) ■ Alexander van Servellen & Shubhra Dutta



Alexander van Servellen
Senior Consultant,
Research Intelligence,
Elsevier, SEA



Shubhra Dutta
Consultant,
Research Intelligence,
Elsevier, SA



Siobhan Howard
Consultant,
Research Intelligence,
Elsevier, ANZ

SciVal Webinar Schedule 2023 (page 1)



WEBINAR 5

SciVal Topics of Prominence & SDG's. Moving beyond subject Areas (for SciVal customers only).

In this Webinar for SciVal customers, Elsevier Senior Consultant Alexander van Servellen takes detailed look at how SciVal can be used to understand science beyond traditional subject areas by looking at SDG's and using the Topics of Prominence model. There will be time for Q&A. Please register using your institutional email, as only those from institutions subscribing to SciVal are able to join this session.

TUESDAY | July 18th 2023 | 10.30 - 12.00 (SG) | Alexander van Servellen



WEBINAR 6

SciVal Impact Module. Measuring broader spectrum of impact. (open to everyone).

In this Webinar Elsevier Consultants Siobhan Howard and Alexander van Servellen introduce SciVal's Impact Module with the latest capabilities for measuring a broader spectrum of impact. They will explain key data and metrics used and demonstrate selected use cases live in SciVal. There will be time for Q&A. Please register for this zoom webinar using your institutional/university email (not gmail etc.).

TUESDAY | August 1st 2023 | 11.00 - 12.00 (SG) | Alexander van Servellen & Siobhan Howard



WEBINAR 7

SciVal THE and QS University Rankings Data & Metrics (for SciVal customers only).

In this Webinar for SciVal customers, you will learn about University Ranking data that is in SciVal and how to access and interpret that. Elsevier Consultants Shubhra Dutta and Alexander van Servellen will explain and demonstrate THE/QS university ranking data and what insights a University can derive from this. There will be time for Q&A. Please register using your institutional email, as only those from institutions subscribing to SciVal are able to join this session.

TUESDAY | August 8th 2023 | 14.00 - 15.30 (SG) | Alexander van Servellen & Shubhra Dutta



WEBINAR 8

SciVal for Researchers: key analysis helpful for researchers (for SciVal customers only).

In this Webinar Elsevier Consultants Siobhan Howard and Alexander van Servellen explore how researchers can use SciVal to understand the research landscape in their fields and potentially support grant applications with evidence based approach to demonstrating expertise of a person or team. There will be time for Q&A. Please register using your institutional email, as only those from institutions subscribing to SciVal are able to join this session.

TUESDAY | Oct 3rd 2023 | 10.00 - 11.00 (SG) | Alexander van Servellen & Siobhan Howard



Alexander van Servellen
Senior Consultant,
Research Intelligence,
Elsevier, SEA



Shubhra Dutta
Consultant,
Research Intelligence,
Elsevier, SA



Siobhan Howard
Consultant,
Research Intelligence,
Elsevier, ANZ

AGENDA

SciVal Training at NTU May 9th 2023

01

Introductions

Greetings

02

How institutions use Research Analytics

Insight into purpose and use-cases

03

Accessing SciVal

How to access SciVal

4

Key features in SciVal

Quick look at key features

5

Entities and Metrics

What entities and metrics can I use and what do they mean?

6

Hands-on session

Scenario based hands-on training

I'm advised that you are interested in following topics. Anything else?






1. Journal metrics and how to apply them to communication strategies.
2. Are there any plans for SciVal to integrate more metrics?
3. Can I define my own topic or theme focus? Such as sustainability with more focus on material innovation.
4. How to identify trends in research and peers in a particular field
5. Use SciVal to help find potential Research Fellow hire?
6. How to compile publications, citation counts and journal metrics of faculty in my school?
7. Show case of citations & papers data use in new QS WUR 2024 (CPF & IRN)) & THE (CPP, 75FWCI, Best Paper, Network Influence
8. Research impact metrics for 'art and design' disciplines
9. Exporting author profiles* in Scopus to SciVal (*for authors with multiple author profiles)

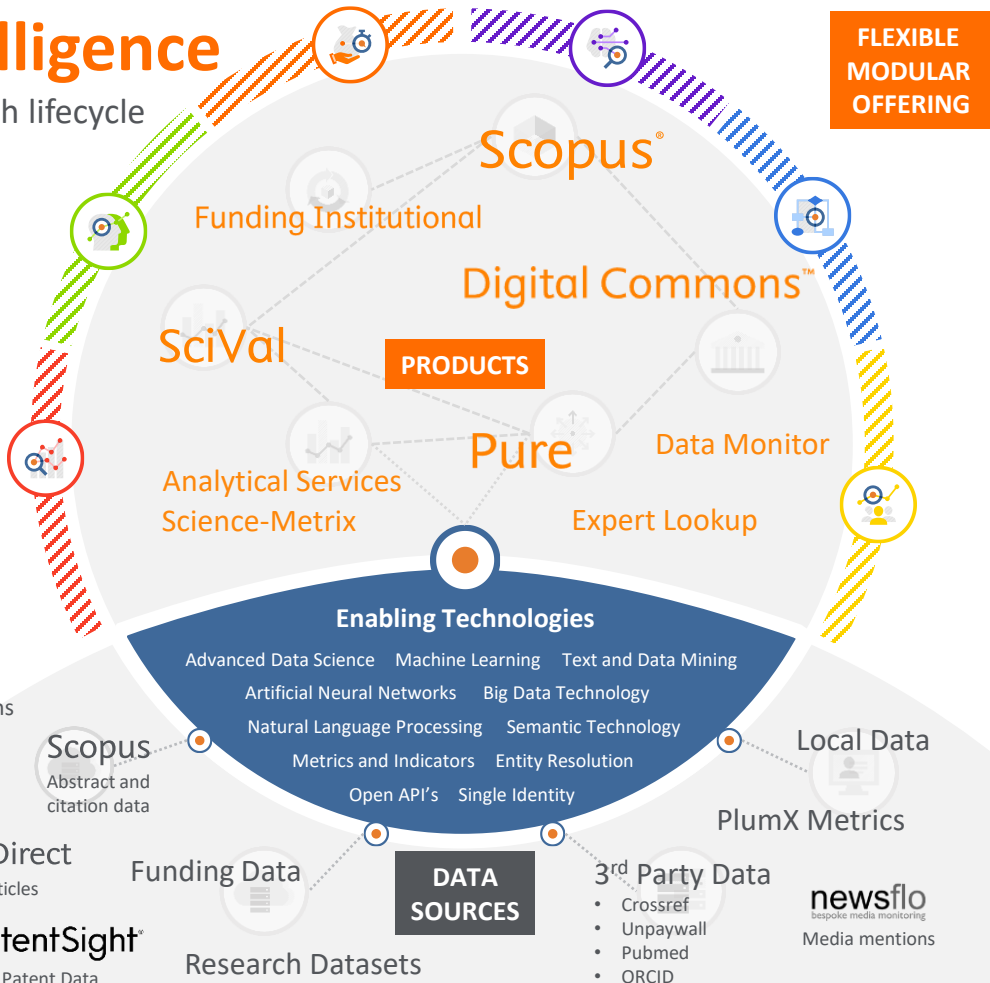
Introduction

Research Intelligence











for every step of the research lifecycle

KEY CUSTOMER BENEFITS

- 
Getting started
 Easy implementation & onboarding
- 
Customer Experience
 Dedicated consultants, centralized learning & support
- 
Open Ecosystem
 Interoperable products, data & services connected via APIs
- 
User Experience
 Integrated product journeys with coherent accessible UI's
- 
Our People – "We can relate"
 Many PhD's with global connections forming experienced teams



**FLEXIBLE
MODULAR
OFFERING**

- 
Scopus
- 
SciVal
 Overview, Benchmarking, Collaboration & Trends
- 
Funding Institutional
- 
Pure RIM System
- 
Pure Award Management
- 
Pure Community
- 
Pure Portal
- 
Digital Commons Institutional Repository
- 
Digital Commons Data
- 
Digital Commons Publishing

SERVICES

- Custom Analytics
- Consulting Services
- Profile Refinement Services



SciVal is Elsevier's platform for Research Analytics

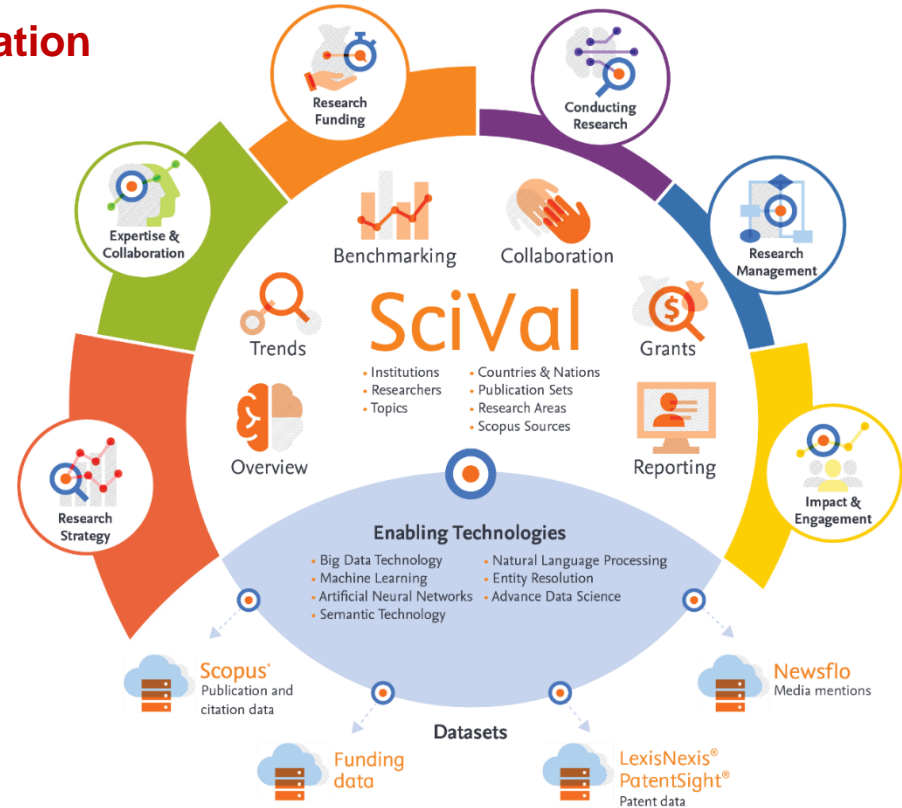
The examples later in this presentation were prepared using SciVal

Entities available to analyze

- 20,000+ Institutions from over 230 nations
- 16+M Researchers
- ~ 96,000 Topics
- Research Areas
- Publication Sets
- Scopus Sources
- Dedicated APIs

Over 300 trillion metric values

Data *updated weekly*

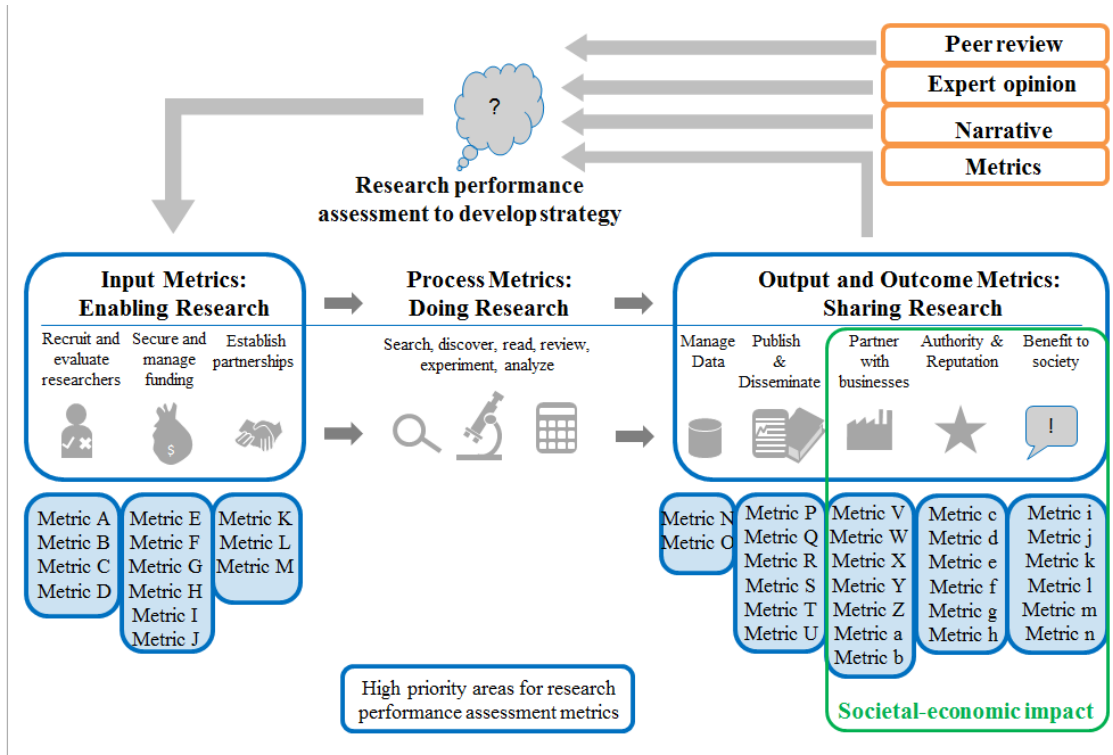




How Institutions use Research Analytics

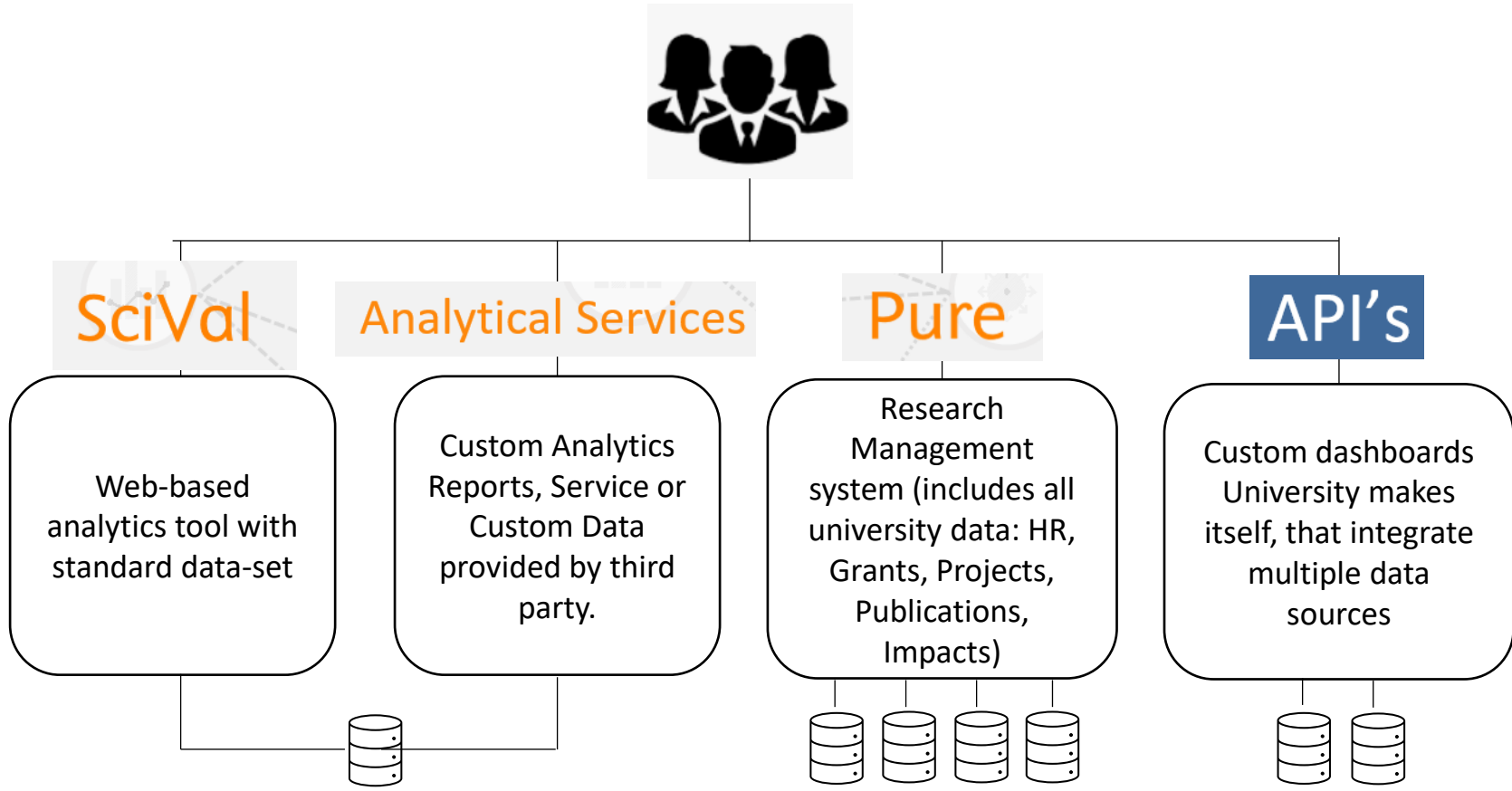
How do Institutions use Research-Analytics?

- Well, it really depends
- There is no one right way, but there are some guiding principles
- Depends very much on the goal of the institution, department and persons
 - What are the short, medium and long term goals?
 - How do you define success? Can we make the measurable?
 - What data is available and can it be customised to your organisation?
- **Analytics for research-strategy should help answer key questions in ways that stakeholders agree empowers them to make better decisions**



Research Analytics can provide an “evidence-base” which combined with qualitative human understanding can help tell a meaningful and actionable story.

Sources of Analytics typically range from: standard web-based tools, to custom analytical services, to research management systems, custom dashboards, or a combination of these




The most common use-cases for Research Analytics, and by extension SciVal at a high level are the following:



360 degree analysis to inform strategic planning e.g. Strengths, weaknesses, gaps




Evaluation and benchmarking to monitor performance



Set and measure research Key Performance Indicators.

Understand current and potential collaboration networks



Talent recruitment and retention



Understanding research landscape, identifying hot topics, supporting grant applications.



Many successful institutions integrate information and analytics into workflows of multiple departments, and personas, for example



Research Office

- Reports for policy-maker
- High level research strategy
- Monitoring research-landscape
- Evaluate faculties and schools
- KPI setting
- Talent Management (recruitment, retention, promotions etc.)

Office of International Relations

- Identifying and understanding current collaborations
- Targeting potential partnerships with other universities or industry
- Understand profile of any person and institution as intelligence going into a conversation

Faculty & Department (management)

- Understanding and showcasing key strengths of the Faculty
- Identifying key researchers
- Supporting Grant applications

Library

- Bibliometrics as key resource
- Establish Department of Scholarly Communication
- Support faculties and researchers in leveraging bibliometrics
- Integrate research metrics into RIM or CRIS system

Researchers & Students

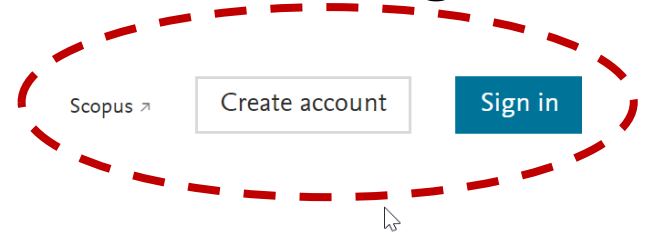
- Understanding research landscape
- Identifying HOT topics in their field and potential collaborators
- Supporting Grant Applications

Information Technology Department

- Integrate research metrics into other systems like RIM or CRIS system
- Showcase research metrics on university website(s)

Accessing SciVal

Access SciVal at: www.scival.com within IP range



Welcome to SciVal

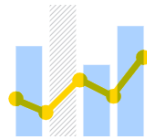
SciVal provides access to the research performance of over 23,700 research institutions and their associated researchers, from 234 nations worldwide.

Don't have access? [Request a consultation](#)



Find

Find collaborators to spur innovative solutions to complex problems.



Demonstrate

Demonstrate my impact for promotion and funding applications.



Discover
















Discover relevant cross-disciplinary areas of research.

Key SciVal features

Entities and Metrics in SciVal

The array of metrics through SciVal

F. Qualitative input

Metric theme	Metric sub-theme	Metrics in SciVal	
A. Funding	Awards	<ul style="list-style-type: none"> Awards Volume 	
B. Outputs	Productivity of research outputs	<ul style="list-style-type: none"> Scholarly Output  <ul style="list-style-type: none"> Number, Type and Growth Subject Area Count 	
	Visibility of communication channels	<ul style="list-style-type: none"> Publications in Top Journal Percentiles  	
C. Research Impact	Research influence	<ul style="list-style-type: none"> Citations Count  Field-Weighted Citation Impact  Outputs in Top Citations Percentiles  Citations per publication  Cited publications <i>h</i>-indices  	<ul style="list-style-type: none"> Number of citing countries Views Count Outputs in Top Views Percentiles Views per Publication Field-Weighted Views Impact
	Knowledge transfer	<ul style="list-style-type: none"> Academic-Corporate Collaboration  Citing-Patents Count Patent-Cited Count 	
D. Engagement	Academic network	<ul style="list-style-type: none"> Collaboration  Collaboration Impact  	
	Non-academic network	<ul style="list-style-type: none"> Academic-Corporate Collaboration  Academic-Corporate Collaboration Impact  	
	Expertise transfer	<ul style="list-style-type: none"> Academic-Corporate Collaboration  Citing-Patents Count Patent-Cited Count 	
E. Societal Impact	Societal Impact	<ul style="list-style-type: none"> Academic-Corporate Collaboration  Citing-Patents Count Patent-Cited Scholarly Output 	<ul style="list-style-type: none"> Patent-Citations Count Mass Media  Media Exposure Field-Weighted Mass Media

Scholarly output

- Count of outputs produced by given entity
 - By default, includes all content types
 - If broken down by year, the year indicates the date of publication
- What am I measuring?
 - volume or amount
 - Can be referred to as “research output”
 - Says nothing about the quality

Universiti Teknologi MARA ☆

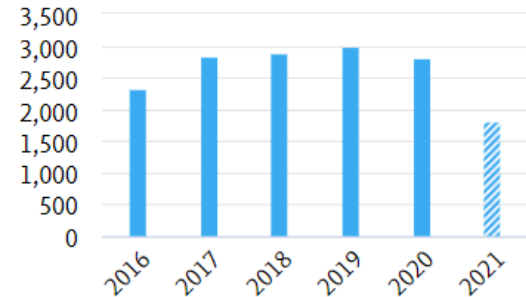
 Malaysia | [More details on this Institution](#)

2016 to 2021



All subject areas

Scholarly Output ⓘ



Citation count

- Count of citations received by a paper(s)
 - By default includes all content types
 - Includes all citations received to date
 - year indicates the date of publication of the paper that is being cited
- What am I measuring?
 - Influence on other researchers
 - Can be referred to as “citedness”
 - Difficult to interpret without normalization!!

Source: Elsevier's SciVal

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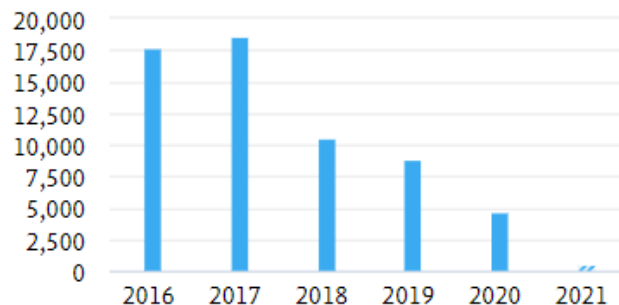
 Malaysia | [More details on this Institution](#)

2016 to 2021



All subject areas

Citation Count ⓘ



Citations per publication (CPP)

- Average number of citations per publication
 - By default includes all content types
 - Includes all citations received to date
 - Year indicates the date of publication of the paper that is being cited
- What am I measuring?
 - Influence on other researchers
 - Can be referred to as “citedness” or “citation impact”
 - Normalised for size but not for subject or document type
 - Cannot track trends easily

Source: Elsevier's SciVal

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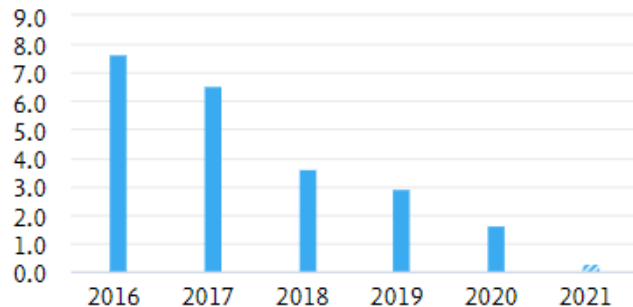
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2016 to 2021



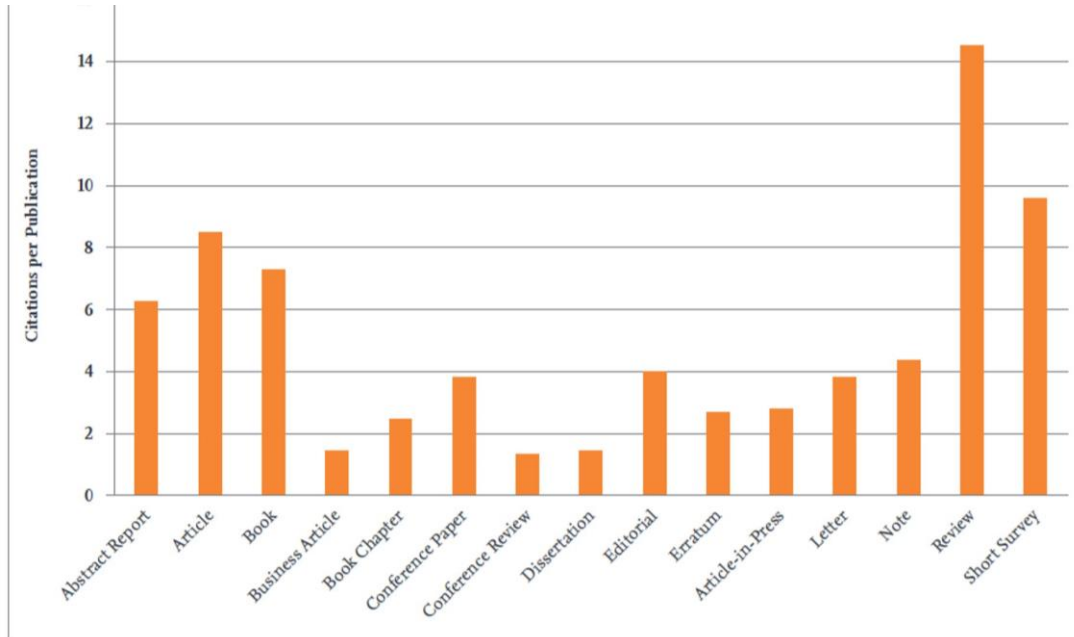
All subject areas

Citations per Publication ⓘ



Why we need to be careful making
evaluative decisions based on citation
counts without normalization!

Document type



- Some document types are cited more often than others
- We should therefore be careful when comparing different kinds of documents
- Reviews are on average cited much more often than a conference paper

Disciplines

Neuroscience
Life Sciences
Pharmacology & Toxicology
Chemistry & Chemical Engineering
Physics
Environmental Sciences
Health Sciences
Earth Sciences
Biological Sciences
Social Sciences
Materials Science & Engineering
Mathematics & Computer Sciences
Arts & Humanities

High



- Frequency of publication
- Length of reference list
- Number of co-authors

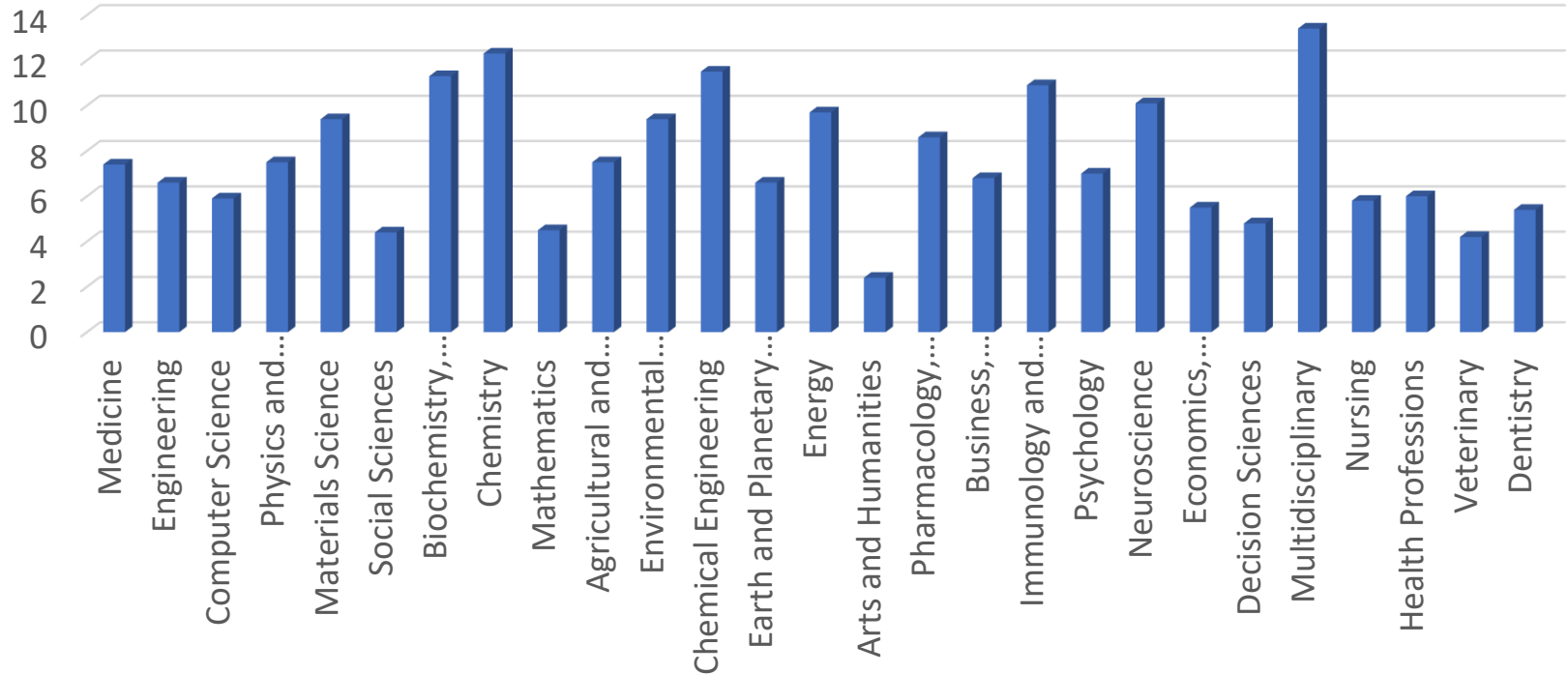
Low



- Citation practices differ between disciplines
- We should therefore be Careful when comparing papers from different disciplines
- Papers in Neuroscience are on average more cited than Social Sciences.

This is real data from SciVal showing differences in citation levels between subject areas

Citations per Publication for World Dataset 2017-2022 SciVal



We therefore must account for field differences before evaluating

- Is a arts & humanities paper published in 2010 currently cited by 3 other papers, less highly cited than a neuroscience paper, also published in 2010 which currently has received 8 citations?
- Arts and humanities papers on average, received 2.4 citations per paper, while Neuroscience papers on average received 10.1 citations per paper, therefore:
 - $3 / 2.4 = 1.25$ → A&H paper cited 3 times was cited 25% more than world average
 - $8/10 = 0.8$ → Neurosci paper cited 8 times was cited 20% less than world average

Field- Weighted Citation Impact (FWCI)



FWCI indicates how the number of citations received by an entity's publications compares with the average number of citations received by all other similar publications in the data universe.

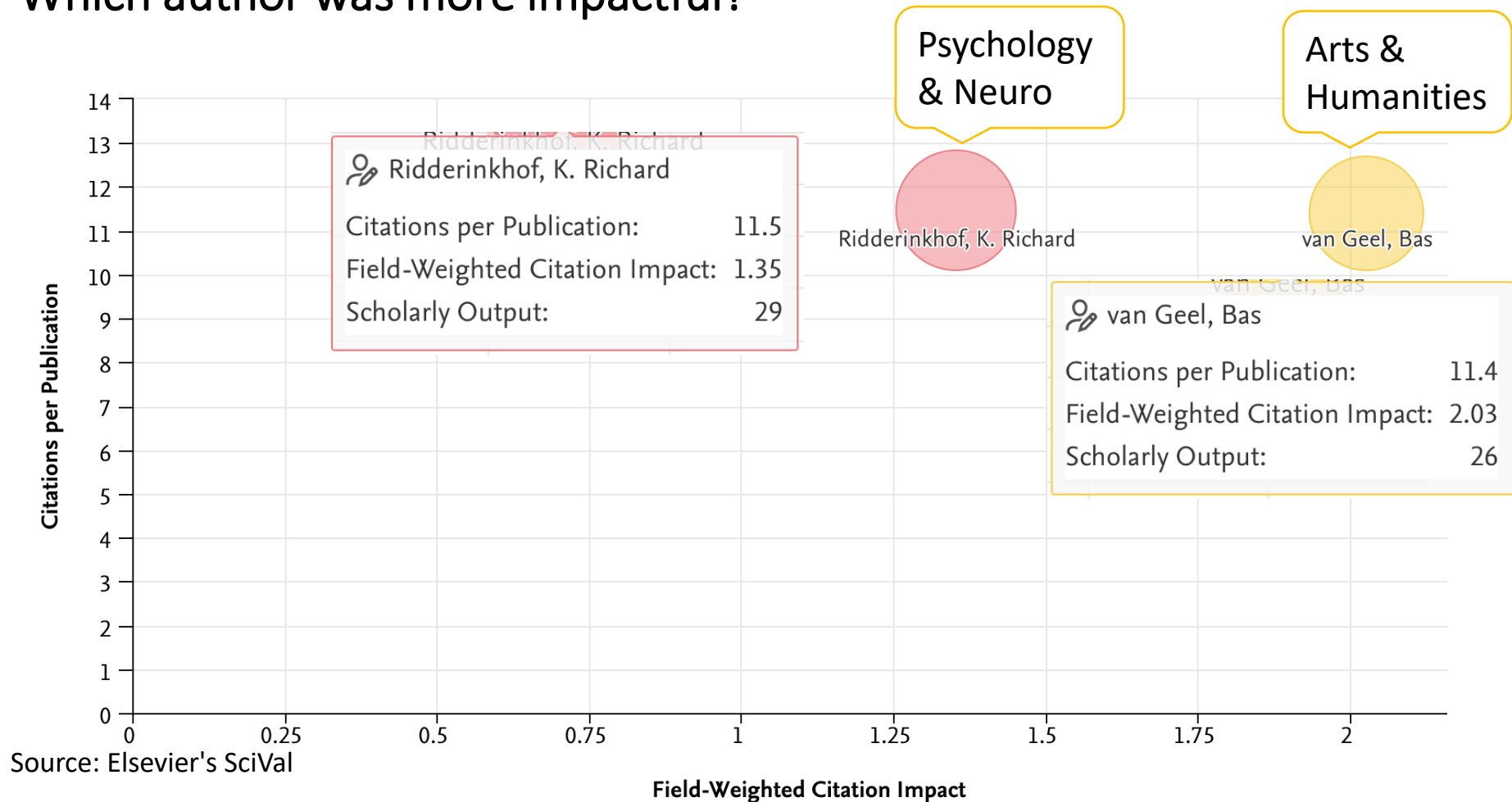


A Field-Weighted Citation Impact of 1.00 indicates that the entity's publications have been cited exactly as would be expected based on the global average for similar publications.



A Field-Weighted Citation Impact of more than 1.00 indicates that the entity's publications have been cited more than average. $1.25 = 25\%$ more citations than average

Which author was more impactful?



Field Weighted Citation Impact

- FWCI
 - Calculated at a document level
 - Fixed citation window of current + 3 years
 - Normalization for field, document type and year
- What am I measuring?
 - "Citation Impact" which is normalized
 - Allows comparison across fields
 - Easy to track trends

Source: Elsevier's SciVal

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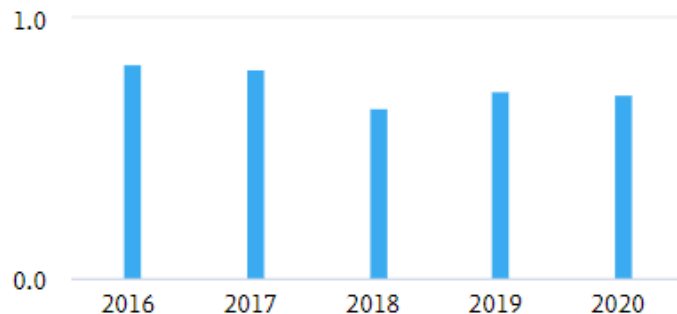
 Malaysia | [More details on this Institution](#)

2016 to 2021



All subject areas

Field-Weighted Citation Impact ⓘ



Citation Percentiles

- Volume or percentage of papers which are cited often enough to belong to world top x% citation percentile
 - By default includes all content types
 - Includes all citations received to date
 - year indicates the date of publication of the paper that is being cited
- What am I measuring?
 - Research Excellence
 - How many highly cited papers do we have?
 - Use field-weighting option

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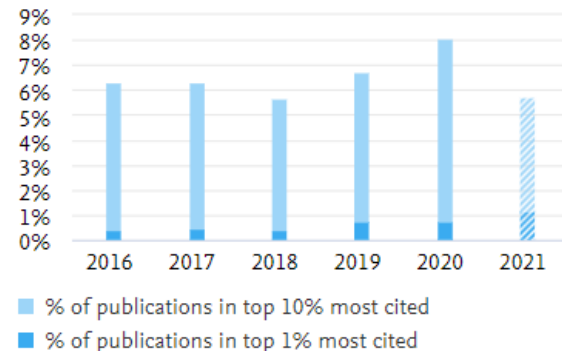
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2016 to 2021




All subject areas










Outputs in Top Citation Percentiles ①




Cited Publications

- Volume or percentage of papers which are at least 1 time (vs. Those never cited!!)
 - By default includes all content types
 - Includes all citations received to date
 - year indicates the date of publication of the paper that is being cited
- What am I measuring?
 - How much of our papers are never cited?
 - Is our citation impact being limited by large volume of uncited papers?

Metric value: Low  High

Entity	Scholarly Output 	Cited Publications (%) 	Field-Weighted Citation Impact 
 World	20,679,265	65.8	1.00
 Indonesia	236,263	54.5	0.81
 Malaysia	224,776	67.3	1.11
 Singapore	147,565	77.0	1.82
 University of Malaya	26,372	75.0	1.43
 Universiti Teknologi MARA	18,010	58.5	0.74

+ ≡
+ 1



What if we want to
measure performance
quickly?

Publications in Top Journal Percentiles

- The volume of share of papers published in top quality journals.
- What am I measuring
 - Another aspect of research quality






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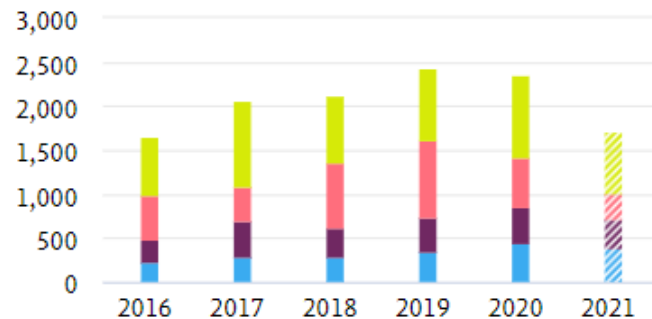
2016 to 2021



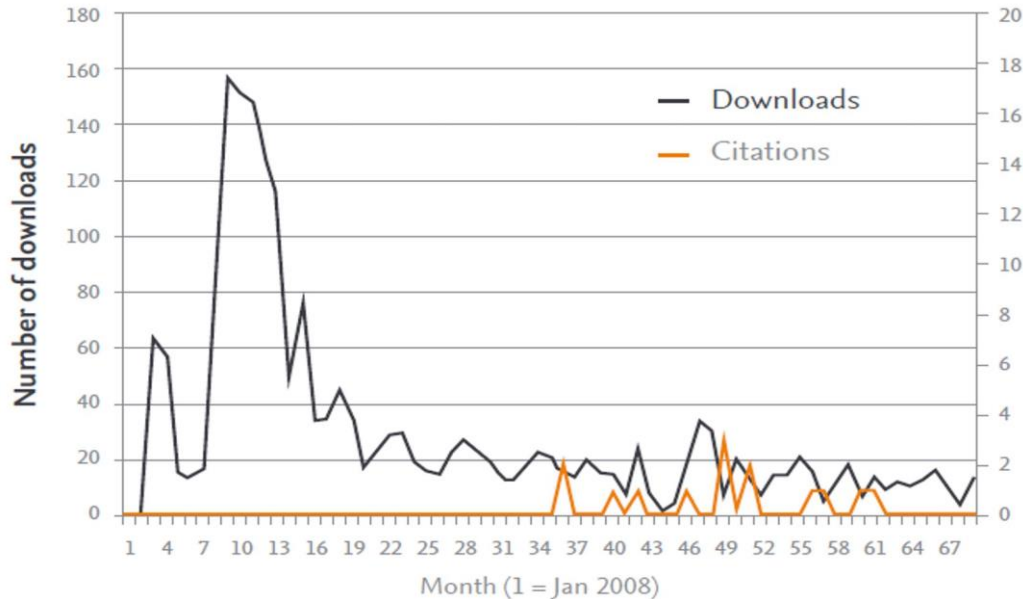
All subject areas

Quartiles	Publications 	Publication share (%)
 Q1 (top 25%)	2,013	16.3
 Q2 (26% - 50%)	2,114	17.1
 Q3 (51% - 75%)	3,377	27.3
 Q4 (76% - 100%)	4,860	39.3

Publications by Journal quartile



Citations take time to accrue



- Citations take time to accrue
- Views / Downloads provide faster indication of impact
- Views / Downloads include use by non-academics, such as lecturers or students

Views

- Views represent number of views of abstract page in Scopus and/or links through to view at publisher
- Same metrics concepts as citations:
 - Total count
 - Average per publication
 - Field Weighted

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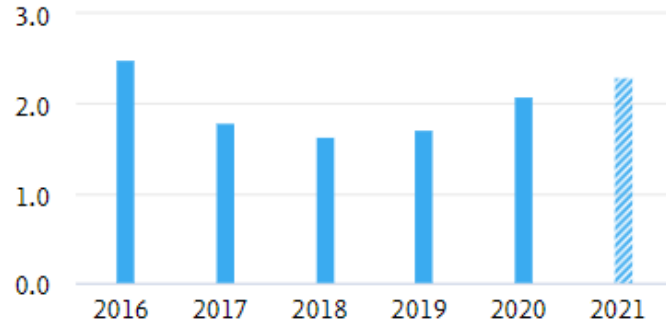
 Malaysia | [More details on this Institution](#)

2016 to 2021



All subject areas

Field-Weighted Views Impact ⓘ



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What about measuring
Economic or Policy Impact?

Patent Citations

- Citations from patents to academic research papers
 - Patents from, WIPO, JPO, EPO, USPTO, UKIPO
 - Filed patents
- What am I measuring?
 - Contribution toward innovation process
 - Economic impact

Universiti Teknologi MARA ☆

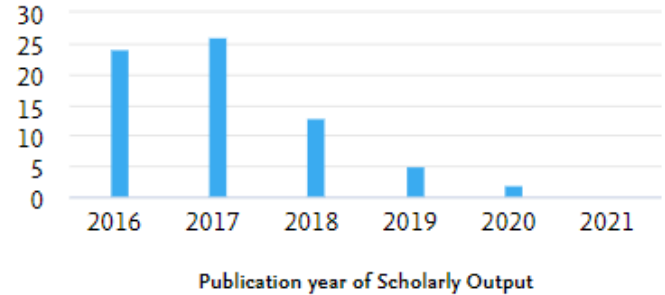
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2016 to 2021

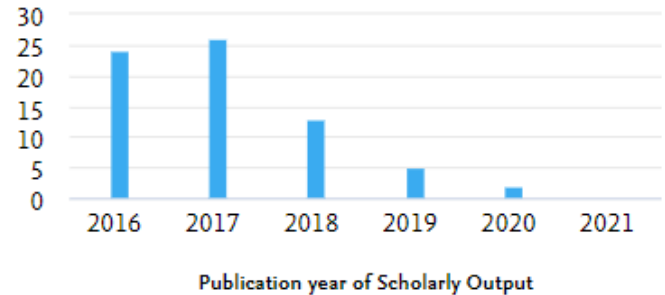


All subject areas

Citing-Patents Count ⓘ



Citing-Patents Count ⓘ



Policy Citations

- Citations from policy documents to academic research papers
 - From Overton which covers...
- What am I measuring?
 - Contribution toward Policy making

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Scope: from 2002 to 2021

[All subject areas](#)

228

Policy Cited Scholarly Output



[View list of publications](#)

323

Citing Policy Documents ①

[View list of policy documents](#)

Suspected cancer: recognition and referral

NICE

Government

July 26, 2017

English

AR5 Climate Change 2014: Mitigation of Climate Change

IPCC

Intergovernmental Organisation

April 01, 2014

French, German, Chinese and 3 more

Elsevier uses 3 different journal metrics



Universiteit Leiden



CiteScore™

- A metric that gives a more **comprehensive, transparent** and **current** view of a journal's impact.
- A 4 year citation window
- Calculated using data from Scopus, CiteScore metrics help validate citations received by journals and proceedings, and empower users with information to make well-informed decisions regarding where to publish.

SNIP

- SNIP = Sourced Normalized Impact per Paper
- Measures contextual citation impact by **weighting citations based on the total number of citations in a subject field.**
- The impact of a single citation is given higher value in subject areas where citations are less likely, and vice versa.

SJR

- SJR = SCImago Journal Rank
- A prestige metric that can be applied to journals, book series and conference proceedings.
- With SJR, the subject field, quality and reputation of the journal have a direct effect on the value of a citation.
- Readily understandable scoring scale with an average of 1 for easy comparison

CiteScore 2021

Powered by Scopus®

$$\text{CiteScore 2021} = \frac{\text{Citations}}{\text{Publications}}$$



Numerator = Citations in 2018-21 to typically peer-reviewed publications in the source published in 2018-21
Denominator = typically peer-reviewed publications in the source published in 2018-21

CiteScore Benefits

Comprehensive

Based on Scopus, the world's broadest abstract and citation database

CiteScore metrics are available for **all serial titles, not just journals**

CiteScore metrics could be **calculated for portfolios**

Clear

CiteScore metrics are **transparent** and **easy to calculate for yourself**

The **underlying database is available** for you to interrogate

Current

CiteScore Tracker is **updated monthly**

New titles will have CiteScore metrics the year after they are published



CiteScore metrics are available for **free**

Quick Demo of Journal Metrics



The background is a dark blue gradient. A lighter blue circle is positioned on the right side, partially overlapping a vertical line that runs through the center of the image. The text is centered in the middle of the image.

Hands on Scenario Based Training

Scenario 1

You need quick evidence of what the top subject strengths are of NTU for the 5-year period (2017-2022). Use SciVal to find the answer

Go to SciVal Overview Module.

Select Nanyang Technological University on the left menu

Select “Published” in the horizontal menu and “by subject area”

View and/or export the relevant data

Interpret which 3 subject areas show combination of high volume and FWCI

Based on this, what do you conclude are the top subject strengths of NTU?

Scenario 2

Knowing your subject strengths, you decide you want to know which Topics NTU is very active in and which of those are relative strengths for the university. Use SciVal to find the answer

Go to SciVal Overview Module.

Select Nanyang Technological University on the left menu

Select “Topics” in the horizontal menu and explore

View and/or export the relevant data

What are the top “Topics” for NTU (not “topic clusters”!)

Which ones bring NTU a FWCI that is very high?

You could use subject filter to narrow down to topics in a specific field or discipline.

Scenario 3

You are asked to present at a government meeting related to public health where you wish to mention the research collaborations NTU has with the Medical sector. Use SciVal to identify which medical institutions NTU collaborates most with.

Go to SciVal Collaboration Module.

Select Nanyang Technological University on the left menu

Select “Medical” for sector in the horizontal menu

View and/or export the relevant data (recommend using Table View)

Which medical institution did NTU co-author with most?

What subject areas are covered in that collaboration?

Is it a high-quality collaboration in terms of the impact of resulting papers?

Do any other collaborations with medical institutes stand out here any why?

Scenario 4

NRF wants to know how NTU compares to NUS, MIT and University Malaya. You are asked to present key insights at a meeting. Use SciVal to highlight key differences. This could be at level of all output or focused on specific subject areas.

Here you can use combination of Overview and Benchmarking.

Are you able to highlight any areas that NTU is uniquely strong in comparatively?

Select NTU, NUS, MIT and UM Benchmarking module.

How do they compare based on output, FWCI, highly cited papers etc?

View and/or export the relevant data

Are there any Trends worth highlighting?

Scenario 5

Your boss is going to attend a conference about Fuel Technology and asks you to identify the world's most prominent research topics related to fuel technology. Use SciVal to extract a handful of relevant topics for her.

Here you can use Overview module

Select "World" as your entity (in countries and regions menu on left)

Select Topics in the menu

use the subject filter to find "fuel technology"

View the relevant data

What are the 3 most prominent topics related to fuel technology?

Is NTU active in any of these topics? Which researchers at NTU lead that?

Scenario 6

NTU wants to recruit at least one new high performing researcher in Graphene Carbon Nanotubes. Preference is for this researcher to be recruited from another APAC based university, based on their high impact research in the past 3 years.

Here you can use Trends module. Select year range 2019-2022

In left menu go to Topics Clusters and Groups and type/select “Graphene carbon nanotubes” or search for and select TC.22.

At tab menu select “Authors” and use the filter to select “Asia Pacific”

Review the resulting list of researchers

Short list 5 candidates for recruitment based on the information here

Why did you choose those candidates? What is your rationale?

Scenario 7

NTU wants understand research topics related to COVID-19. The aim is to understand the research landscape in this recently born field and understand which topics are included, and how active NTU is in those topics.

Here you can use TRENDS module. Select year range 2019-2022

In left menu go to Topics and Topic Clusters and type/select “TC.1500 COVID-19, SARS, CoV-2, Corona Virus”

In the tab menu select “topics” to view the topic related to COVID-19

Review the top topics related to COVID-19

Use the list of top institutions and “Asia Pacific” and “Singapore” filter to see NTU’s activity levels in these topics

How does NTU compare to other Singaporean universities in COVID-19 research?

Any Questions left before we call it a day?





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Thank you

