

2025 ANNUAL REPORT



UNIVERSITY OF CENTRAL MISSOURI
**CHILDREN'S
LITERATURE**
EST. FESTIVAL 1969



Director's Statement



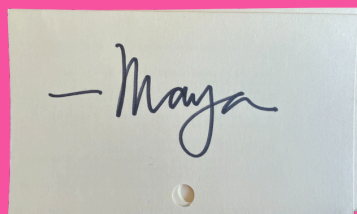
Maya Kucij
Festival Director

Sometimes I forget what it's like to experience the festival for the first time. For so many kids, it's not just their first visit to UCM—it's their first time on any college campus. They light up discovering the scale of Highlander Theatre or getting a favorite drink from the Elliott Student Union.

When the planning details start to feel overwhelming, I think about those busloads of kids and their grown-ups, arriving full of excitement, eager to meet some of their favorite authors.

This year, thanks to funding from the Horizons initiative, UCM Digital Media Production graduate Cassidy Lesire helped capture that energy by interviewing some of our young participants. One of my favorite moments in the video is from Konner Kerly of Sacred Heart, who said, "[The Children's Literature Festival] is a good way to expand your reading personality!"

Indeed it is. Thank you, Konner, for helping me put into words some of the magic of this annual event.



Look for a link to the video on the last page!

Festival Overview

In 2025 the Children's Literature Festival at the University of Central Missouri engaged more than 3,500 participants. The main festival brought together 22 authors and illustrators of books for children and young adults, each offering multiple presentations over two and a half days to students in grades 3–10. Schools attended from across Missouri and presenters shared their creative processes, personal stories, and encouragement for aspiring writers and artists, giving students direct access to the voices behind the literature they read and love.

Thanks to Horizon funding, a joint initiative through Missouri Humanities, Missouri Arts Council and the Division of Tourism, the 56th festival had a number of pre-festival events that were free and open to the public. Graphic novelist Pedro Martín, who is based in Kansas City, visited UCM for a two-part event. He delivered a talk for a public audience that included students from UCM's Illustration program, offering insight into the creative process of crafting his graphic memoir, *Mexikid*, and the value of authentic voice. Martín also gave a dynamic presentation to 270 seventh-grade students from Warrensburg Middle School (who all received copies of *Mexikid*), sharing his experience as a first-generation Mexican American artist and the real-life inspirations behind his graphic memoir. His storytelling encouraged students to reflect on themes of identity, family, and resilience. Both sessions extended the impact of the festival beyond its main days and audiences.

Additionally, the 56th festival's programming included a special visit by Raytown author Dorinda Nicholson to the Missouri Veterans Home in Warrensburg. Speaking to an audience of more than 80 residents, family members, and staff, Nicholson drew from her nonfiction books and her experience as a child witness to the Pearl Harbor attack. Her presentation resonated deeply with the veteran audience and fostered meaningful reflection and conversation.



Dorinda Nicholson presents at the Missouri Veterans Home- Warrensburg.

Festival Goals

01

To provide the experience of meeting a published author or illustrator in person

02

To promote reading and validate the research and creativity behind the process of bookmaking

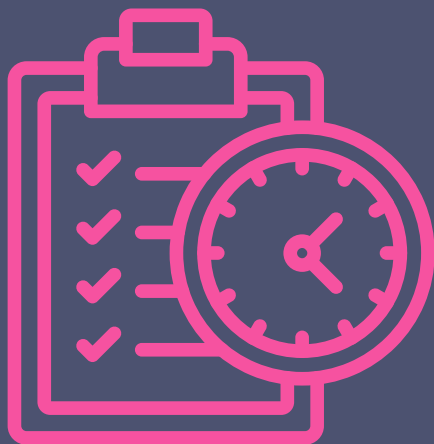
03

To make a significant and visible contribution to a culture of literacy in the state of Missouri

04

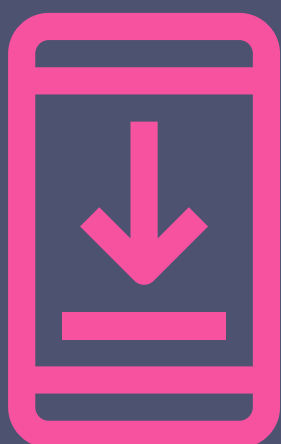
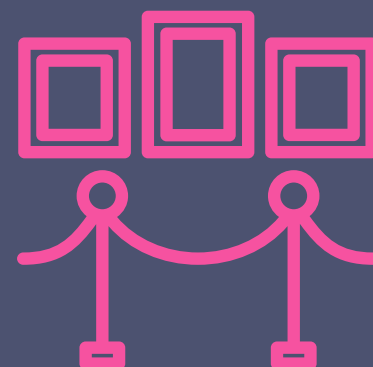
To work towards fair representation of all groups within our Festival program and to be truly inclusive by seeking active participation by all individuals

New in 2025



Thanks to feedback from our 2024 CLF survey, we made a number of changes to make registration easier. We provided earlier access to the master schedule (that shows the times for all presentations) and enhanced registration support with FAQs and how-to videos.

Thanks to early coordination with UCM colleagues, festival attendees were able to view the annual high school art competition show in the hallways of the Art & Design building. We also were able to use the gallery space as a festival venue.



The festival experimented with two apps:

- what3words, a free system that identifies every 3-meter square on Earth with a unique combination of three words, that allows users to easily share and locate precise locations using simple, memorable addresses, &
- SportsYou, a free communication platform usually used by athletic communities to connect students in a team and help with content sharing, announcements and scheduling.

What3words was marketed to help both volunteers and attendees identify locations quickly and easily. We encouraged all of our volunteers to opt in to using SportsYou.

New in 2025, continued



We changed the location of volunteers from the second floor to the first floor of the library. This helped with concerns about noise, but also brought some challenges that we will continue to improve upon.



We love being able to use the Highlander Theatre! In order to be good stewards of the space, we increased our communication about appropriate behavior and shared more information in advance. Tables were provided for folks to leave beverages and food, which helped minimize the amount of trash left behind.



We were very fortunate to be able to borrow the services of UCM's professional photographer, Andrew Mather, who took many fabulous photos of the 2025 festival.



We brought our volunteer survey into the same system (Qualtrics) as our surveys for presenters, attendees and Sunday Luncheon.

qualtrics[®] XM

New in 2025, continued



Heartland Book Festival



Special Collections Library Assistant and Registration Coordinator Liz Riggs at the Heartland Book Festival.

In Fall 2024, we attended the Heartland Book Festival at the Kansas City Public Library to share the CLF with over 200 attendees. We distributed flyers, buttons, and contest-winning bookmarks, signed up 52 new newsletter subscribers, and connected with educators, parents, authors, booksellers, and nonprofits—including our friends at Missouri Humanities. Many were surprised to learn our Festival is so close to home, making it a great opportunity to build community connections.



The Rabbit hOle

The Rabbit hOle, an immersive storybook museum, opened in Kansas City in March 2024. In 2025, several presenters enjoyed a visit after landing at the Kansas City airport on their way to Warrensburg.

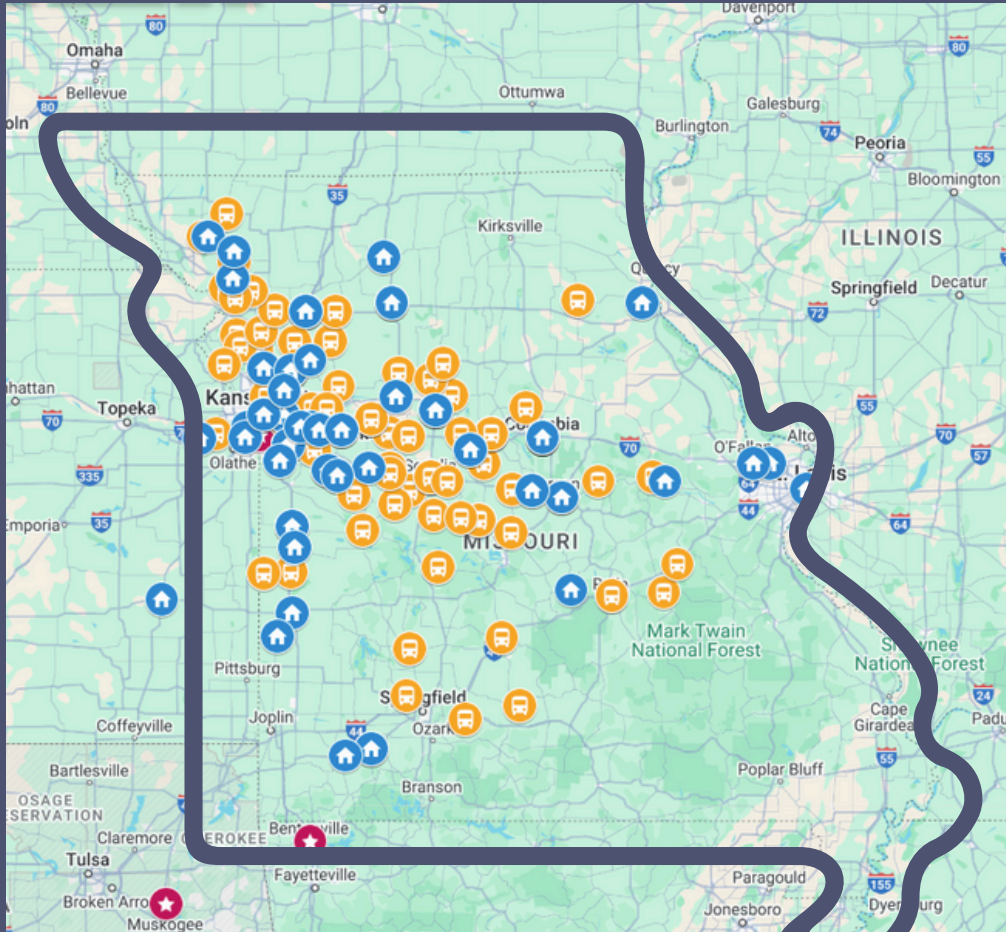


Lilliam Rivera and Varsha Bajaj enjoy the kitchen from Robert McCloskey's *Blueberries for Sal*.

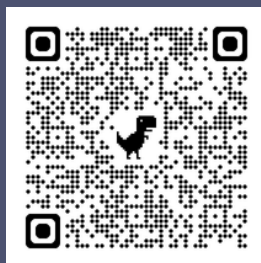


Melissa Stewart, Varsha Bajaj, volunteer driver/UCM Music professor Dr. Allison Robbins, and Lilliam Rivera.

Our Attendees



In 2025, the CLF welcomed 17 new schools,
with participants coming from 36 Missouri counties,
as well as schools from Arkansas and Kansas.

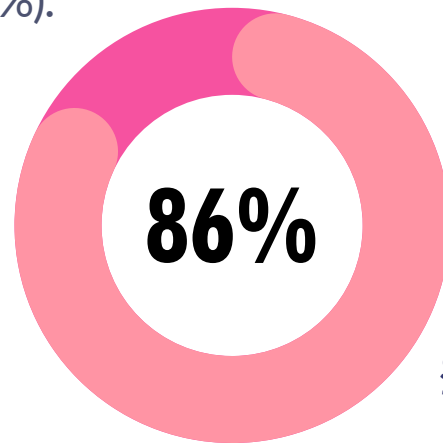


<http://bit.ly/3Tw8mAD>

Serving Our Communities

Title I is a federally funded program that targets schools and school districts where a high percentage of students are from low income families. The purpose of Title I funding is to ensure that all children meet state academic standards by helping schools establish programs to help these students, often programs that wouldn't be possible without some outside funding. 86% percent of the schools who attended the CLF in 2025 received Title I federal funds (99 schools), which is slightly higher than in 2024 (85%).

“Great program, fantastic opportunity for our students. Very well put together. THANK YOU for doing this each year. Our students thoroughly enjoy it and look forward to it every year. What a blessing to have this so close to us.”



***Schools receiving
Title I funding***



Attendee Survey

Immediately following the festival, post-event surveys were emailed to the primary contact for each attending school, as well as to all individual attendees. The survey included questions grouped into three key areas: Registration, Communication & Campus Navigation; Author and Illustrator Sessions; and Book Sales & Publicity. Respondents had the option to enter a drawing for a thank-you incentive—school representatives could win a \$50 certificate toward Book Sales, while individual attendees were eligible for free registration for a family of four at a future festival.

"It was a great experience. I went twice as a kid in the 90's and I was so happy to finally come back and share it with my kids. They loved it and want to come back every year!"

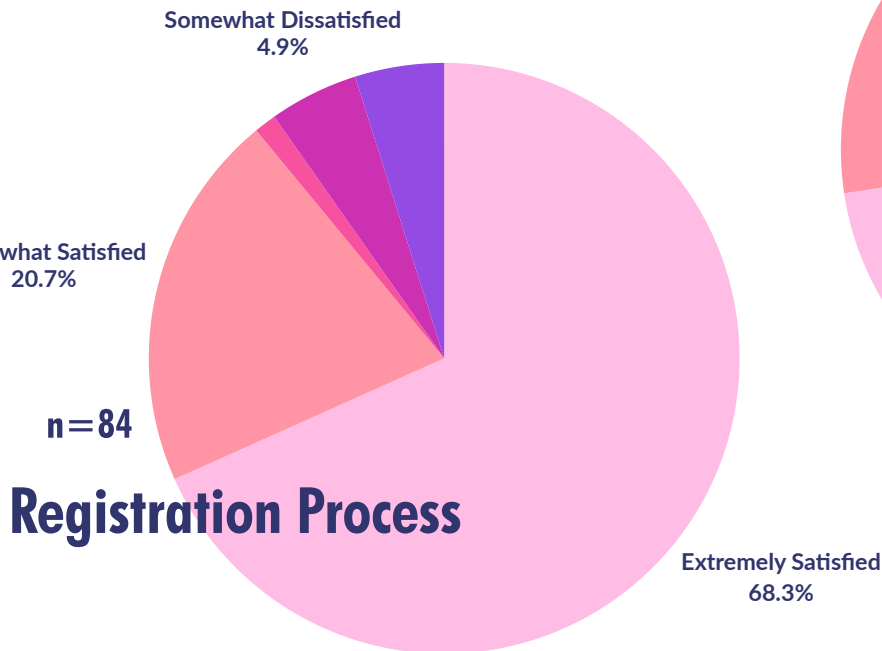
"This is the most organized event I have taken students to in my 26 years of teaching. We return again and again. The author presentations get better and better, and our parent chaperones always shower the event with praise. Thank you for making this such an impactful experience for our students."

"I LOVE that you keep having this. My readers have the best time, going to celebrate their reading successes and hearing from new, interesting authors, and talking about the presentations after. It is SUCH a great day. Thank you so much for hosting a great festival!!!"

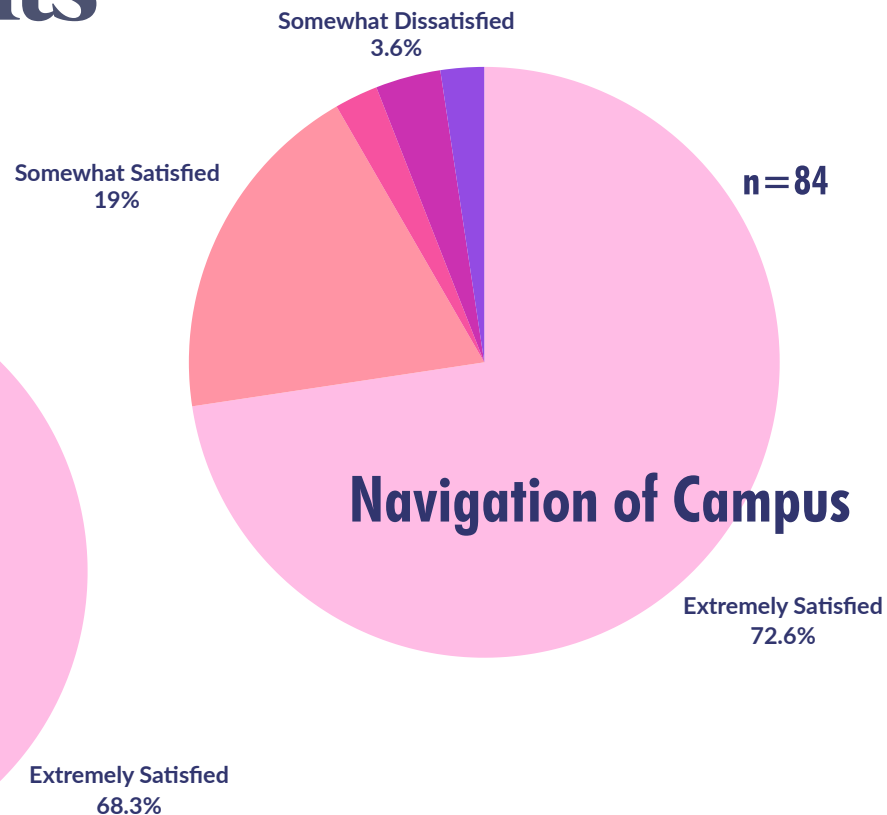
"I feel like my students had the opportunity to see that they can become authors if they really have the desire! It also gave them encouragement to find more books by those specific authors they visited to read."

Survey Results

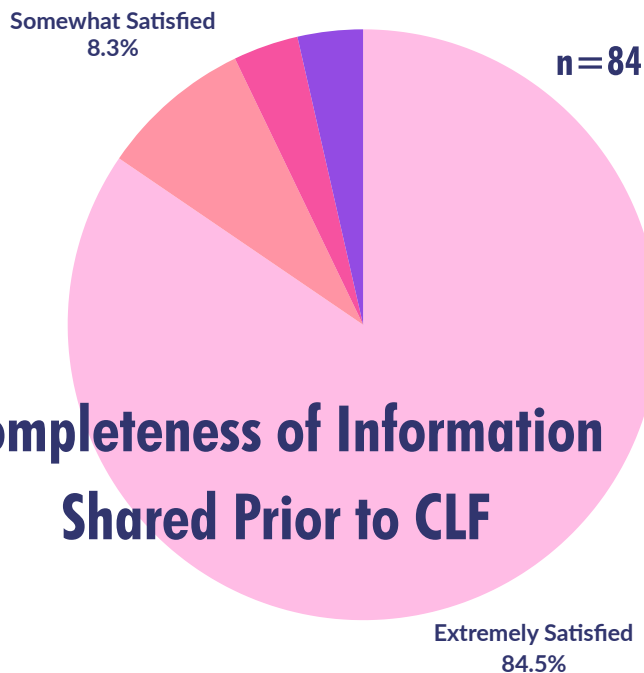
Registration Process



Navigation of Campus



Completeness of Information Shared Prior to CLF

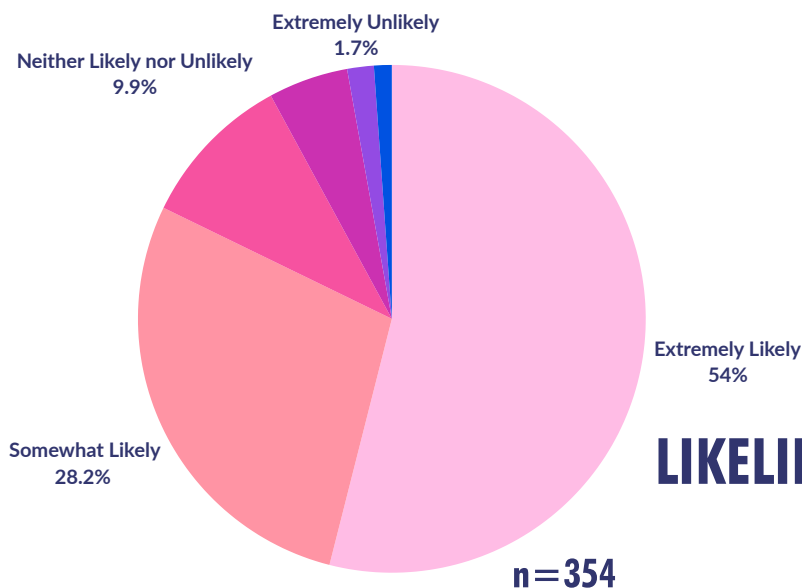
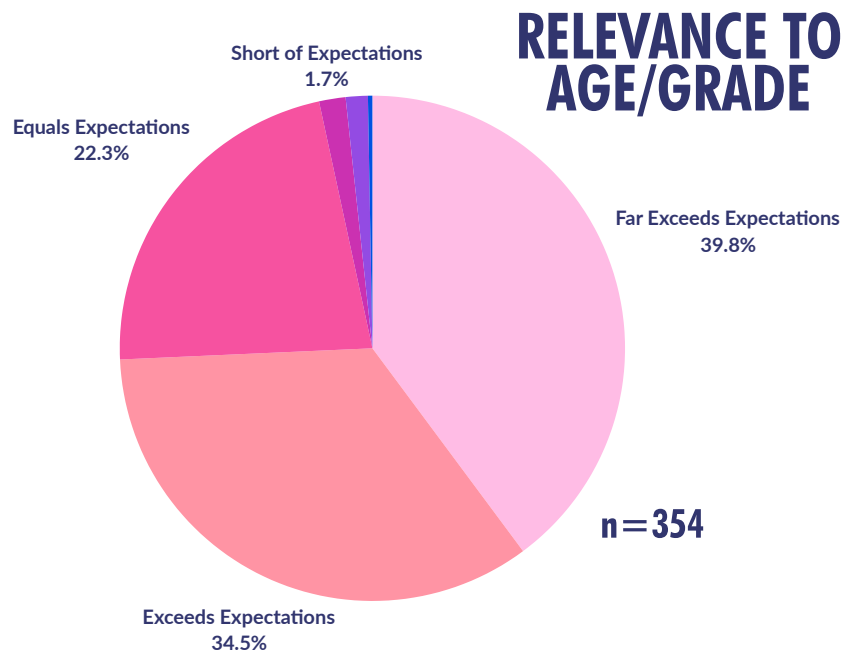
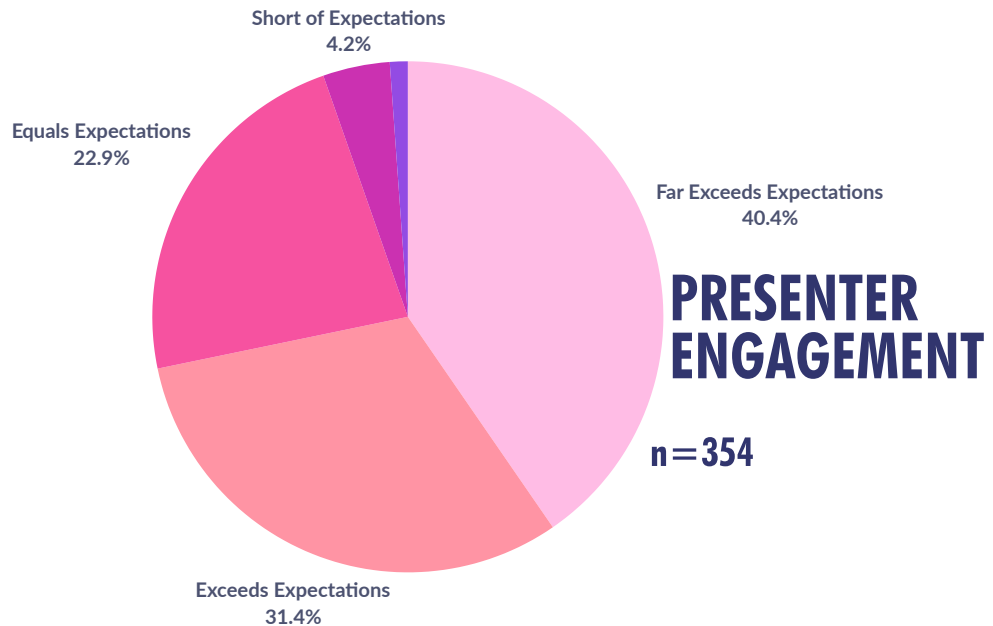


Survey results indicated overwhelmingly positive attendee satisfaction with pre-festival processes, information-sharing, and campus navigation. We remain committed to refining and improving our registration system to keep getting better and better!

Survey Results continued

Nearly 72% of all respondents indicated that the 2025 presenters either exceeded or far exceeded expectations for engagement. An even higher percentage (74.3%) found the presentations to be relevant to their students' grade levels or ages.

Additionally, 54% of respondents reported being extremely likely to attend another presentation by the same author in the future. These results are consistent with previous years, suggesting stable and positive perceptions over time.

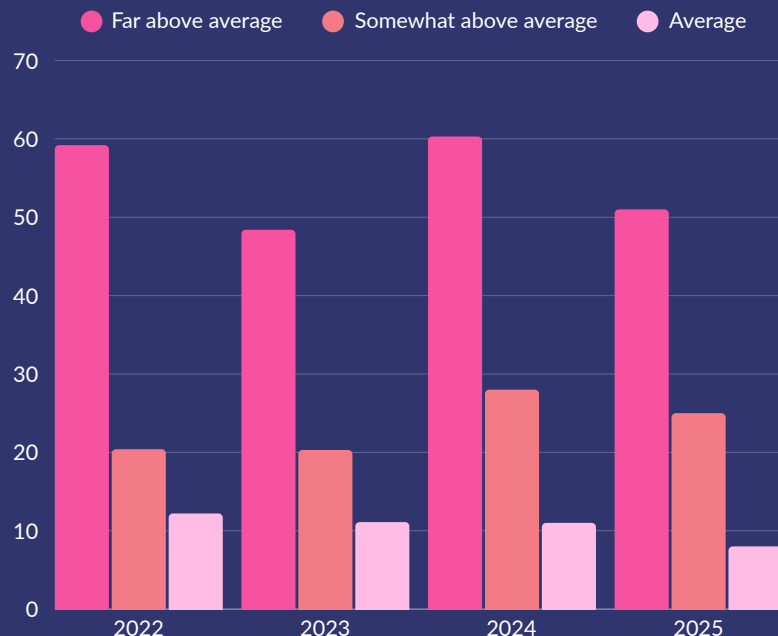
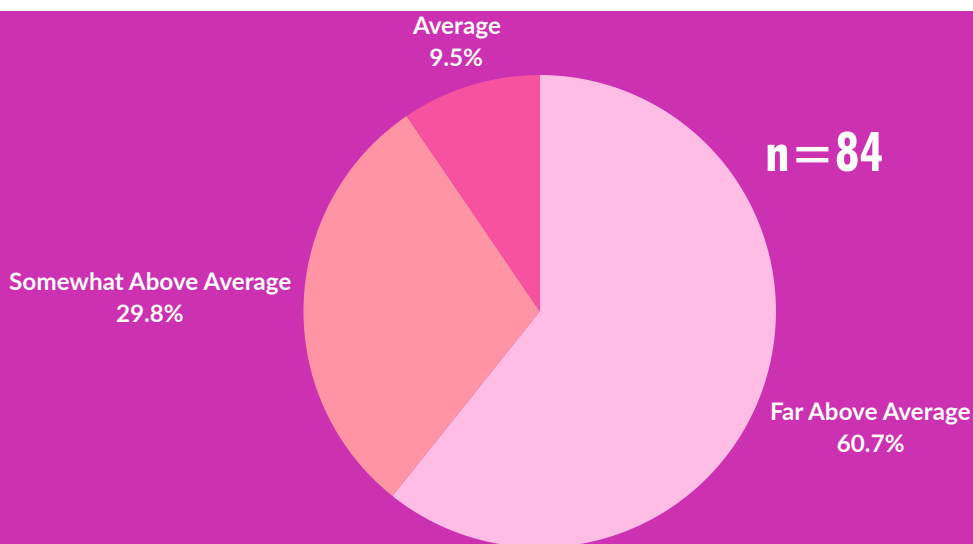


Survey Results continued

One of our goals is to work toward fair representation of all groups within our Festival program and to be truly inclusive by encouraging active participation from all individuals. To support this aim, we actively promote literature that reflects and honors the diverse experiences and identities of all young people.

This commitment continues to guide our efforts in 2025.

SATISFACTION WITH PRESENTER DIVERSITY



SATISFACTION WITH PRESENTER DIVERSITY 2022-2025

Presenter Survey

A post-event survey was distributed to all 2025 Festival presenters. The survey included questions across four categories: Pre-Festival Experience, Festival Experience, Presentation Sessions, and Looking Forward. 16 of the 22 in-person presenters completed the survey. Of those who responded, 15 rated the Festival as extremely well organized (the other did not respond), and 100% expressed interest in being invited back for a future event. Festival personnel received excellent ratings from 15 presenters (again, 1 non-response), while volunteer support was rated as excellent by 9 and good by 6. Recurring challenges remain, particularly with tech support on Monday morning and ensuring that volunteers are thoroughly prepared for their roles.

"Thank you for inviting me. The teachers, and librarians had prepared the children. The kids were invested and asked the most insightful questions."

"Every student I met was over the moon to meet the authors and talk about books they are reading. ... There was someone here for every type of reader."

"I've done so many book festivals over the years and I've never, ever been to an event that's so well organized. I loved the detailed schedule."

I'm so grateful my presentation was ready to roll when I got there, with somebody close if I needed any help with tech. ... I'm not just throwing out fancy compliments for kicks, I promise -- this is such a special event you all have created. The best part was the JOY radiating on kids who came to my presentations. They were excited, engaged, and incredibly sweet. It was a real honor to be included this year."



Dorinda Nicholson and Varsha Bajaj

Sunday Luncheon

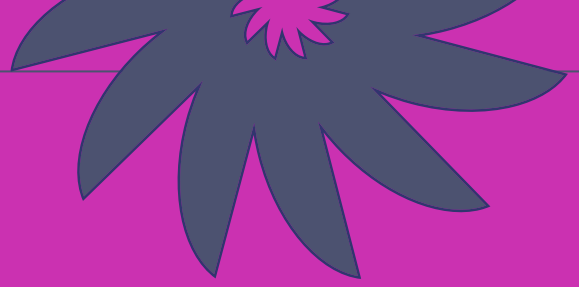
A post-event survey was distributed for the second consecutive year to 2025 luncheon attendees. Response rates declined from 25 in 2024 to 11 fully completed surveys. Of these respondents, 7 were returning attendees and 4 were new.

The registration process received high marks, with 64% of respondents reporting they were extremely satisfied, 18% somewhat satisfied, and 18% neutral. Satisfaction with the venue and atmosphere was also strong, with 73% extremely satisfied. Notably, 100% of respondents were extremely satisfied with luncheon speaker Pablo Cartaya.

Sodexo provided this year's meal service, which faced challenges including a vegetarian meal substitution error and concerns about the quality of the chicken tenders. Based on Sodexo's feedback and attendee responses, a return to a buffet format is recommended to reduce food waste and better accommodate the preferences of older youth. If plated service continues, simpler, widely appealing options are advised—such as fruit instead of salad, grilled chicken with optional sauce, green beans, and mashed or scalloped potatoes. Cupcakes were well-received, and adding a coffee station in Room 237A is recommended to support early-arriving authors.



Volunteers



Volunteer recruitment was highly successful this year, with 55 individuals volunteering on Monday and another 55 on Tuesday. This strong turnout allowed us to assign 2–5 volunteers to support each author. Presenters in larger venues or with higher audience numbers were assigned additional volunteers to help manage crowd flow and direct traffic.

The volunteer control center was relocated to the first floor of the JCK Library, a change from previous years when it was housed on the second floor. This new location proved ideal for volunteer check-in and visibility. It also allowed us to assist several parents, teachers, and students in locating their groups more easily. However, having presenters and volunteers on separate floors created challenges in connecting them efficiently. For next year, we will explore a system to streamline these connections—such as asking authors to “check in” when they are ready to travel to their venue, at which point we can immediately connect them with their volunteer team.

Additionally, the layout of the first floor, with its many blind spots and dividing walls, made it difficult to track volunteer locations. We used the SportsYou app for the first time this year as a soft launch for volunteer communication, and it showed promise as a tool for quickly connecting with individuals when an author was ready to move. Using this app more intentionally next year may help resolve coordination challenges.



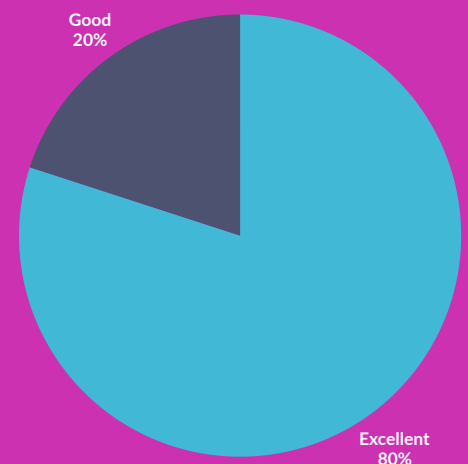
Volunteer Survey

In 2025, the volunteer survey was transitioned into the same Qualtrics system used for other Festival feedback. A total of 25 volunteers responded. Most (20) rated their overall experience as excellent, and 5 as good. The majority felt well-prepared: 14 very prepared, 9 somewhat, 1 neutral, and 1 not very prepared.

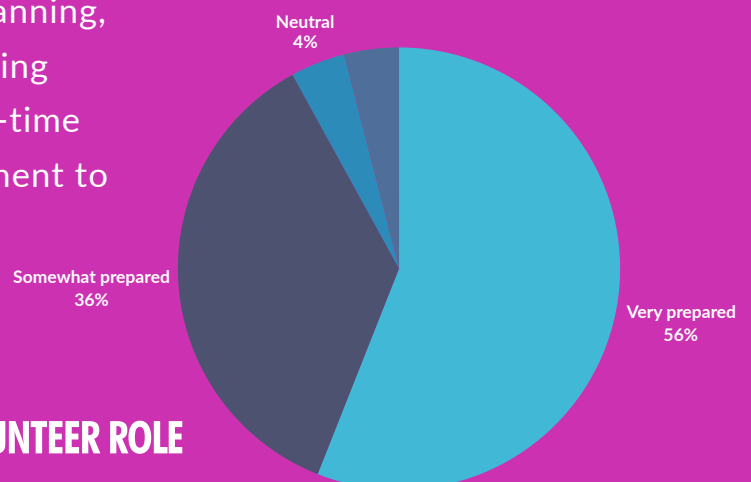
Volunteers reported strong support, with 23 saying staff and organizers were always available to assist, and 23 also found the training and orientation helpful. Festival organization received high marks: 14 said it was extremely well organized, 10 very well, and 1 moderately well. Most (24) felt they had the resources needed to complete their tasks; only one wished for more guidance. Navigation was generally smooth, though a few reported moderate difficulty. Communication was rated excellent by 16, good by 8, and poor by 1.

Of the two apps tested, SportsYou (communication) was found to be more helpful than what3words (navigation). Looking ahead, 20 respondents said they would volunteer again, 4 said maybe, and 1 said no.

Feedback praised the joy of working with students and authors, the helpfulness of staff, and the overall organization. Several volunteers highlighted the joy of seeing children's excitement, the inspiration they drew from author presentations, and the strong sense of organization and support throughout the event. Suggestions included improving overflow planning, ensuring volunteers have partners, and refining author/volunteer coordination. Several long-time participants expressed gratitude and excitement to return again next year.



OVERALL VOLUNTEER EXPERIENCE



PREPARATION FOR VOLUNTEER ROLE

Book Sales

In 2025, we again partnered with the UCM University Store to use their cash register system, which greatly streamlined the reconciliation process. As in previous years, book stock was divided across three dates—Sunday, Monday, and Tuesday—to help ensure availability throughout the Festival and minimize disappointment for later attendees.

Survey results show strong engagement with Book Sales: 93% of respondents reported visiting, 73% made purchases, and 77% were very or somewhat satisfied with the selection. However, book sales remain difficult to predict, and several popular titles sold out early, resulting in some disappointed attendees.



Bookmark Contest

The CLF Bookmark Contest, launched in 2019, celebrated its fifth year in 2025. This year brought in 228 entries from 35 schools, a 67% increase in the number of schools submitting entries, along with several submissions from homeschool students. Katie Watson, interim professor of Illustration at UCM, served as this year's judge. Three winning designs were printed and distributed during the Festival. Winners and honorable mentions received certificates by mail, and students received multiple copies of their winning bookmarks. All entries were proudly displayed at Book Sales in the Elliott Student Union.



Grade 3-4 Winner: Ellie Schirmer, Russel Blvd. Elementary
Grade 5-6 Co-Winner: Lila Hynds, Holden Elementary
Grade 5-6 Co-Winner: Rowan Mosher, Truman Elementary

Photo Scavenger Hunt

Every year we offer another way to enjoy the beautiful UCM campus during any festival downtime. We provide a list of photo prompts and some brief rules. Although we have received a lot of positive feedback about this activity via surveys, we don't always receive copies of the photos people take! This year 28 teams participated in the Scavenger Hunt.



2025 PHOTO SCAVENGER HUNT

Create a team or snap photos solo! Obey all school rules and always check with an adult for permission before playing.

Book Take a photo with everyone in your group reading a book.	Name tag Take a photo with someone wearing a name tag.	Letter C Take a photo with something that starts with the letter C.
CLF Sign Take a photo with any kind of CLF Sign	With a tree Take a photo with a tree.	Water fountain Take a photo in front of a water fountain.
Clock Take a photo with a clock.	Invisible chair Take a photo sitting on an invisible chair.	Potted plant Take a photo with a potted plant.
Fake Animal Take a photo with a fake animal.	Blue Take a photo with something blue.	UCM Sign Take a photo with any kind of UCM sign.

BONUS TASKS

Art display Take a photo with a piece of art.	 Entries due by 5 pm on March 12!  Fill out our Google Form to play along! https://forms.gle/u2ZyairzujqqQY7
Pool Take a photo inside the swimming pool.	
1 is Fun Take a photo with the number 1.	
Heavy Take a photo with something heavy.	



Key Recommendations

01 Improve interior signage and wayfinding

Add clear directional signs inside buildings and at main entrances to help attendees quickly locate session rooms and large restrooms.

02 Refine registration process

Work with Regpack Support to add editing features and possible waitlist; release maps with room assignments in advance to support equitable access and better planning for attendees.

03 Optimize book sales and signing experiences

Explore a return to book pre-orders, enforce a books-only signing policy, and better space out or stagger presenter tables to manage crowd flow during book signing.

04 Increase illustrator presence and interactive sessions

Include more illustrators in the lineup and prioritize presenters who engage students actively, especially in the afternoon sessions

05 Strengthen volunteer communication & readiness

Use a communication app more intentionally for real-time coordination, and provide clearer guidance on responsibilities, session timing and presenter connections.



Thank you 2025 CLF Presenters!



Back row: Roderick Townley, Andrea Wang, Traci Sorell, Aiden Thomas, Melissa Stewart, Dorinda Nicholson, Jeff Zentner, Leah Henderson, Roland Smith, Kelly Barnhill

Middle row: Varsha Bajaj, Sarah Sax, Erin Stewart, Gary Schmidt, Tom Phillips

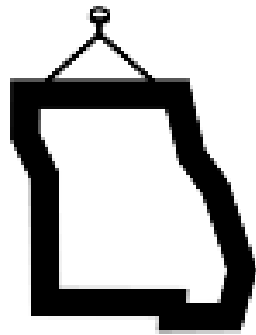
Front row: Pedro Martín, Pablo Cartaya, Grace Townley-Lott, Celia Pérez, Lilliam Rivera, Natalie Lloyd

Missing: Mary Downing Hahn, who participated virtually





Support from Horizons partners



**Missouri
Arts Council**
The State of the Arts



**&
Becky Sadler Klein**

whose generous support funds
the Gilbert-Sadler Speaker series



We appreciate ...

UCM Partners

Meeting and Conference Services
Sodexo Food Services
Division of Theatre & Dance
Office of Technology
Office of Sponsored Programs & Research
Student Activities
University Store
Division of Art & Design
Facilities Planning and Operations



Special Help

Provost Tim Crowley
Dr. Janette Klein
Angie Curtright
Eddie Osborne
Charlie Rutt
Leah Sobba
Nate Beyerink
Dr. Alex Smith
Dr. Katie Watson
Andrew Mather



Community Partners

Comfort Inn
Soapweed
Fitters
Retrograde Charitable Toy and
Videogame Museum
Gunzil & Bowers Bookstore
Warrensburg Convention and
Visitors Bureau



Book Sales



Shara McNeeley
Miles McNeeley
Janette Klein
Cindy Skahan
Michelle Trent
Carol Knight
Jones Knight
Maddie Knight
Nikhil Marri
Heather Culbertson
Daniel Okejero



Festival Committee

Liz Riggs, Registration & Logistics

Chad Marnholtz, Book Sales

Kim Anthes, Book Sales

Kirsten Shaw, Volunteers

Brea Parnell, Social Media & Outreach

Sahitha Koppula, CLF Student Worker

Charitha Sri Shavva, CLF Student Worker

Maya Kucij, Director

All of our CLF Volunteers

All the individuals who joined us,

along with the groups from:

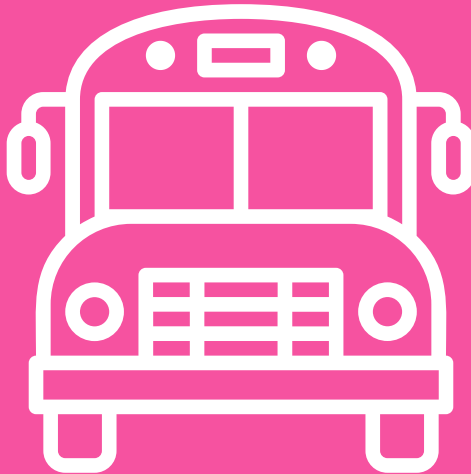
Warrensburg High School National Honor Society,

Smith-Cotton High School Honor Society,

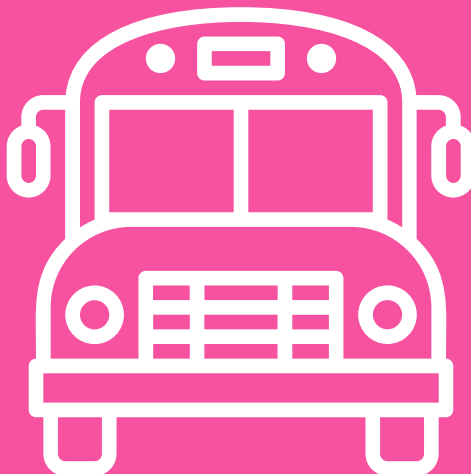
Jasper County High School Epsilon Beta, &

UCM

ADRIAN ELEMENTARY
ADRIAN MIDDLE AND HIGH SCHOOL
THE ATELIER ELEMENTARY AND MIDDLE SCHOOL
AURORA JR. HIGH
AVENUE CITY SCHOOL
BENTON SCHOOL
BLACKWATER R-II
BLUE HILLS ELEMENTARY SCHOOL LIBRARY
BOLIVAR MIDDLE SCHOOL
BOONVILLE HIGH SCHOOL
BRUNSWICK SCHOOLS
BUCKNER ELEMENTARY
BUEKER MIDDLE SCHOOL
BUNCETON
CALIFORNIA MIDDLE SCHOOL
CAMERON HIGH SCHOOL
CAMERON INTERMEDIATE SCHOOL
CAMERON VETERANS MIDDLE SCHOOL
CARROLLTON MIDDLE SCHOOL
CENTRAL ARKANSAS CHRISTIAN
CENTRAL MIDDLE SCHOOL
COLE CAMP R1
CONCORDIA R-2
CORDILL MASON ELEMENTARY
CRAWFORD COUNTY R-I
DAVID BARTON ELEMENTARY SCHOOL
DAVIS R-12 SCHOOL DISTRICT
DOGWOOD ELEMENTARY
EAST BUCHANAN SCHOOL DISTRICT
ELDON MIDDLE SCHOOL
FIRE PRAIRIE UPPER ELEMENTARY
FRANKLIN SMITH ELEMENTARY
GENTRY MIDDLE SCHOOL
GREEN RIDGE SCHOOL
GUADALUPE CENTERS ELEMENTARY
HAMILTON ELEMENTARY
HARRISBURG HIGH SCHOOL
HARTVILLE ELEMENTARY R-2
HARTVILLE MIDDLE SCHOOL
HAWTHORNE ELEMENTARY
HOLDEN ELEMENTARY SCHOOL
HUME R-8 SCHOOL
IMMANUEL LUTHERAN SCHOOL
INDIAN TRAILS ELEMENTARY
JAMES LEWIS ELEMENTARY
JOHN NOWLIN ELEMENTARY
KEARNEY ELEMENTARY
KNOB NOSTER ELEMENTARY SCHOOL
KNOB NOSTER MIDDLE SCHOOL
LAFAYETTE COUNTY C-1 MIDDLE SCHOOL
LANGE MIDDLE SCHOOL
LATHROP ELEMENTARY SCHOOL
LAURA SPEED ELLIOTT MIDDLE SCHOOL
LEBANON MIDDLE SCHOOL
LEE'S SUMMIT MIDDLE SCHOOLS
LEXINGTON TRAILS MIDDLE SCHOOL
LEWIS AND CLARK MIDDLE SCHOOL
LONE JACK C6 SCHOOL DISTRICT



OUR PARTICIPATING SCHOOLS



LUCY FRANKLIN ELEMENTARY
MARYVILLE R-II SCHOOL DISTRICT
MASON ELEMENTARY (LEE'S SUMMIT)
MATTHEWS ELEMENTARY-GRAIN VALLEY
MIAMI R-I ELEMENTARY SCHOOL
MID BUCHANAN ELEMENTARY
MONTESSORI SCHOOLHOUSE HIGGINSVILLE
MORGAN COUNTY R-II MIDDLE SCHOOL VERSAILLES
MORGAN COUNTY R 1
NODAWAY-HOLT ELEMENTARY
NORBORNE SCHOOL
NORTH ANDREW
NORTH PLATTE INTERMEDIATE
NORTH PLATTE JUNIOR HIGH 6-8
NORTH SHELBY
OAKHILL DAY SCHOOL
OASIS TUTORING
ODESSA HIGH SCHOOL
ODESSA UPPER ELEMENTARY
OUR LADY OF LOURDES INTERPARISH SCHOOL
PAUL KINDER MIDDLE SCHOOL
PETTIS COUNTY R12
PILOT GROVE C4
POLO R-VII SCHOOL DISTRICT
PRAIRIE BRANCH ELEMENTARY
RICH HILL SCHOOL
RIVER OAK CHRISTIAN ACADEMY
ROLLA JR HIGH
ROLLA MIDDLE SCHOOL
RUSSELL BOULEVARD ELEMENTARY
SACRED HEART
SAINTS PETER AND PAUL
SEDALIA MIDDLE SCHOOL
SHAWNEE R-3
SLATER ALEXANDER ELEMENTARY
SMITH-COTTON JUNIOR HIGH
SMITHTON R-6
SMITHVILLE ELEMENTARY
SNI-A-BAR ELEMENTARY
SOUTH CALLAWAY
SOUTHVIEW ELEMENTARY
ST. PETER CATHOLIC SCHOOL
STEWARTSVILLE ELEMENTARY
STONY POINT ELEMENTARY SCHOOL
SUNNY POINTE ELEMENTARY
SUNRISE ELEMENTARY
SWEET SPRINGS R-7
THOMAS JEFFERSON MIDDLE SCHOOL
TRINITY LUTHERAN JEFFERSON CITY, MO
TRUMAN HIGH SCHOOL
TURNER USD 202
VAN HORN HIGH SCHOOL LIBRARY
VERSAILLES ELEMENTARY
VOY SPEARS JR ELEMENTARY SCHOOL
WARSAW SOUTH ELEMENTARY
WELLINGTON NAPOLEON R-9
WEST MIDDLE SCHOOL
WEST PLATTE ELEMENTARY

WHITEMAN ELEMENTARY SCHOOL
WILLARD INTERMEDIATE SCHOOL NORTH
WILLIAM YATES ELEMENTARY
WINDSOR ELEMENTARY



Check out
our new CLF video,
made with support
of the Horizons initiative,
produced by UCM alumna,
Cassidy Lesire



<https://bit.ly/3TxzWxA>