

Ibm Mcgraw Hill Handbook

IBM McGraw Hill: A Comprehensive Guide to Innovation in Education and Technology

In today's rapidly evolving digital landscape, the confluence of technology and education has become more critical than ever. Among the leading entities driving this transformation are IBM and McGraw Hill, two giants in their respective fields—technology and educational publishing. The collaboration between IBM and McGraw Hill has resulted in innovative solutions aimed at enhancing learning experiences, improving educational outcomes, and leveraging cutting-edge technology to meet the demands of modern learners. In this comprehensive guide, we explore the history, partnership, offerings, and the impact of IBM McGraw Hill on education and technology.

The Origins and Background of IBM and McGraw Hill

The Legacy of IBM

International Business Machines Corporation (IBM), founded in 1911, is a global technology and consulting company renowned for its pioneering work in computing, artificial intelligence, cloud computing, and data analytics. IBM's commitment to innovation has transformed industries and redefined how businesses and institutions harness technology.

The Legacy of McGraw Hill

McGraw Hill, established in 1888, is a leading educational publisher and provider of digital learning solutions. With a focus on K-12, higher education, and professional markets, McGraw Hill aims to create engaging, accessible, and effective educational content tailored to learners' needs.

The Rationale Behind Their Collaboration

As digital education became more prevalent, both companies recognized the opportunity to combine their expertise. IBM's technological prowess and McGraw Hill's educational content and experience created a synergy designed to deliver smarter, more adaptive learning solutions. This collaboration aims to harness artificial intelligence, data analytics, and cloud computing to revolutionize education.

The Collaboration: IBM and McGraw Hill's Strategic Partnership

Timeline and Evolution

- Initial Partnership: Began around 2015, focusing on integrating IBM's AI capabilities with McGraw Hill's content.
- Key Initiatives: Development of AI-powered learning platforms, digital assessments, and personalized education tools.
- Expansion: Continues to evolve with new projects incorporating cloud technology, analytics, and machine learning.

Core Objectives of the Partnership

- Enhance Personalized Learning: Use AI to tailor content and assessments to individual learners.
- Improve Educational Outcomes: Leverage data analytics to identify learning gaps and optimize teaching strategies.
- Drive Innovation: Develop scalable, cloud-based educational platforms accessible globally.
- Empower Educators and Students: Provide tools that support effective teaching and self-directed learning.

Key Offerings and Solutions from IBM McGraw Hill

- AI-Powered Learning Platforms

IBM Watson Education integrates with McGraw Hill's digital content to create intelligent platforms that adapt to learners' needs. Features include:

- Personalized recommendations based on learner performance.
- Real-time feedback and insights for educators.
- Adaptive assessments that adjust difficulty levels dynamically.

- Digital Content and Courseware

McGraw Hill's extensive library of digital textbooks and interactive content is enhanced with AI features, providing:

- Rich multimedia resources.
- Interactive simulations and practice exercises.
- Accessibility features to support diverse learners.

- Data Analytics and Insights

Utilizing IBM's analytics tools, educators can access:

- Learner engagement metrics.
- Performance trends across classrooms or institutions.
- Data-driven strategies for curriculum improvement.

- Cloud-Based Learning Management Systems (LMS)

The collaboration offers scalable, secure cloud platforms that enable:

- Remote access to courses and materials.
- Seamless integration with existing educational technologies.
- Real-time collaboration among students and teachers.

- Professional Development and Support

Training programs and resources help educators leverage these technological solutions effectively, fostering a culture of continuous improvement.

Impact of IBM McGraw Hill on Education

Enhancing Personalized Learning Experiences

By integrating AI and data analytics, IBM McGraw Hill enables tailored educational experiences that meet individual student needs, accommodating different learning styles and paces.

Improving Educational Outcomes

Studies and pilot programs have shown that adaptive learning technologies can lead to:

- Higher retention rates.
- Improved test scores.
- Increased student engagement and motivation.

Supporting Educators

Educators benefit from actionable insights and automation tools, allowing them to focus more on instructional quality rather than administrative tasks.

Expanding Access and Equity

Cloud-based solutions and accessible content make quality education more reachable, bridging gaps for underserved populations and remote learners.

Future Directions and Innovations

AI-Driven Tutoring and Mentoring

Future developments include sophisticated AI tutors that provide personalized guidance, answer student queries, and support lifelong learning.

Integration of Virtual and Augmented Reality

Immersive technologies will likely play a role in creating engaging and experiential learning environments.

Data Privacy and Ethical Considerations

As data collection grows, ensuring privacy, security, and ethical use of learner data remains a priority for IBM McGraw Hill.

Global Expansion

Scaling solutions for international markets, adapting content for different languages and cultural contexts, to promote global educational equity.

Why Choose IBM McGraw Hill?

- Innovation Leadership: Combining decades of educational content expertise with cutting-edge technology.
- Scalability: Cloud-based solutions that grow with your institution's needs.
- Customization: Adaptive tools tailored to specific educational contexts.
- Support and Training: Comprehensive resources for educators and administrators.
- Proven Impact: Demonstrated improvements in learning outcomes across diverse settings.

Conclusion

IBM McGraw Hill exemplifies how strategic partnerships can redefine the future of education through technology. By merging IBM's expertise in artificial intelligence, data analytics, and cloud computing with McGraw Hill's extensive educational content and experience, this collaboration delivers innovative, personalized, and accessible learning solutions. As education continues to evolve in the digital age, IBM McGraw Hill remains at the forefront, committed to empowering learners, supporting educators, and transforming educational landscapes worldwide.

Keywords for SEO Optimization

- IBM McGraw Hill
- AI in education
- Digital learning solutions
- Adaptive learning platforms
- Educational technology innovations
- Personalized learning
- Cloud-based education
- Data analytics in education
- Educational content providers
- Future of education technology

Note: For optimal SEO, ensure to incorporate relevant internal and external links, optimize images with alt text, and regularly update content with the latest developments related to IBM McGraw Hill.

IBM McGraw Hill: Navigating the Intersection of Technology and Education

In today's rapidly evolving educational landscape, the integration of advanced technology and trusted educational content is more critical than ever. IBM McGraw Hill exemplifies this synergy, combining IBM's technological innovations with McGraw Hill's longstanding reputation for quality educational resources. This partnership aims to transform how students learn, educators teach, and institutions operate, leveraging data, cloud computing, artificial intelligence, and digital content to create more engaging, personalized, and effective educational experiences.

The Genesis of IBM McGraw Hill

A Strategic Collaboration

The collaboration between IBM and McGraw Hill was born out of a shared commitment to revolutionize education through technology. IBM, a global leader in AI, cloud infrastructure, and data

analytics, sought to extend its technological capabilities into the educational sphere. Meanwhile, McGraw Hill, a pioneer in educational publishing, aimed to modernize its offerings and reach learners through digital and adaptive learning solutions.

This partnership resulted in a suite of tools, platforms, and services designed to address the challenges faced by modern education?ranging from student engagement to personalized learning pathways and data-driven decision-making.

Objectives and Vision

The core objectives of the IBM McGraw Hill partnership include:

- Enhancing Learning Outcomes: Providing personalized, adaptive learning experiences tailored to individual student needs.
- Empowering Educators: Supplying tools that help educators better understand student progress and intervene effectively.
- Modernizing Educational Content: Transitioning from traditional textbooks to dynamic, digital resources.
- Leveraging Data and AI: Utilizing advanced analytics and artificial intelligence to inform curriculum design and student support.

Core Components of IBM McGraw Hill Solutions

Digital and Adaptive Learning Platforms

One of the flagship offerings from IBM McGraw Hill is its adaptive learning platforms, which leverage AI to tailor content to each learner?s pace and style. These platforms analyze student interactions, identify areas of difficulty, and adjust the curriculum dynamically.

Features include:

- Real-time feedback for students
- Customized learning paths
- Interactive multimedia content
- Gamification elements to boost engagement

Data Analytics and Insights

IBM?s strengths in data analytics are harnessed to provide educators and administrators with

actionable insights into student performance. These analytics help identify at-risk students early, evaluate the effectiveness of teaching strategies, and inform curriculum improvements.

Key capabilities:

- Dashboards with visualized student data
- Predictive analytics for academic success
- Reports on engagement and comprehension
- Data privacy and security protocols compliant with standards

Cloud-Based Infrastructure

Leveraging IBM's cloud infrastructure ensures scalability, accessibility, and seamless integration across devices and locations. Cloud deployment allows institutions to update content rapidly, deploy new tools efficiently, and support remote or hybrid learning environments.

AI and Natural Language Processing (NLP)

AI-powered chatbots, virtual tutors, and NLP tools are integrated to provide 24/7 support for students. These tools answer queries, assist with homework, and facilitate language learning, creating a more interactive and supportive educational environment.

Benefits of IBM McGraw Hill for Stakeholders

For Students

- Personalized Learning: Adaptive systems meet learners where they are, reducing frustration and increasing motivation.
- Engagement: Interactive content and gamification keep students interested and invested.
- Accessibility: Cloud-based resources are available anytime, anywhere, supporting diverse learning needs.

For Educators

- Data-Driven Instruction: Insights enable targeted interventions and differentiated teaching.
- Resource Efficiency: Digital materials reduce reliance on physical textbooks and streamline lesson planning.
- Professional Development: Platforms include training modules to help educators maximize

technology use.

For Educational Institutions

- Scalability: Cloud infrastructure supports large student populations without performance issues.
- Analytics for Decision-Making: Data supports strategic planning, resource allocation, and accreditation efforts.
- Enhanced Reputation: Adoption of cutting-edge educational technology positions institutions as modern and innovative.

Challenges and Considerations

While IBM McGraw Hill offers numerous advantages, there are challenges to consider:

- Data Privacy and Security: Handling sensitive student data requires strict compliance with privacy laws such as FERPA and GDPR.
- Digital Divide: Ensuring equitable access to digital resources remains a concern, especially in underserved communities.
- Implementation Complexity: Integrating new platforms into existing systems requires careful planning and training.
- Cost: While digital solutions can be cost-effective long-term, initial investments may be substantial.

Future Directions and Innovations

Expansion of AI Capabilities

As AI technology advances, IBM McGraw Hill plans to incorporate more sophisticated features such as:

- Adaptive assessments that adjust difficulty in real time
- Intelligent tutoring systems that simulate human interaction
- Automated grading and feedback systems

Augmented and Virtual Reality (AR/VR)

Immersive technologies are likely to play a bigger role, providing virtual labs, historical reconstructions, and interactive simulations to enrich the learning experience.

Personalized Learning Ecosystems

Moving toward fully integrated ecosystems where students, teachers, parents, and administrators collaborate seamlessly through connected platforms.

Focus on Lifelong Learning

Expanding beyond traditional K-12 and higher education to include corporate training and adult education, supporting lifelong skill development.

Final Thoughts: Embracing the Digital Education Revolution

IBM McGraw Hill represents a significant step forward in the ongoing digital transformation of education. By combining IBM's technological prowess with McGraw Hill's trusted content, the partnership aims to create more effective, inclusive, and engaging learning experiences. As educational institutions navigate the complexities of modern learning environments, solutions like those from IBM McGraw Hill will become increasingly vital, driving innovation, improving outcomes, and opening new horizons for learners worldwide.

In an era where technology is reshaping every aspect of society, embracing such integrated solutions is not just advantageous but essential for preparing students for the future. Whether through adaptive learning, data analytics, or immersive content, IBM McGraw Hill stands at the forefront of this educational revolution, guiding institutions toward a smarter, more connected tomorrow.

Question What is the partnership between IBM and McGraw Hill aimed at? The partnership between IBM and McGraw Hill focuses on developing innovative digital learning solutions and integrating IBM's AI technologies to enhance educational content and student engagement. **Answer** How does IBM Watson integrate with McGraw Hill's educational platforms? IBM Watson's AI capabilities are integrated into McGraw Hill's platforms to provide personalized learning experiences, intelligent tutoring, and advanced analytics to improve student outcomes. Are there any new digital products resulting from the IBM McGraw Hill collaboration? Yes, the collaboration has led to the development of new digital products such as AI-powered learning tools, adaptive learning platforms, and data-driven insights to support educators and students. How can educators benefit from IBM McGraw Hill's joint solutions? Educators can leverage these solutions for personalized instruction, real-time student performance tracking, and tailored content recommendations, enhancing teaching effectiveness and student success. What industries or subjects are most impacted by IBM McGraw Hill's initiatives? The initiatives primarily impact higher education, K-12, business training, and professional development sectors, particularly in STEM fields, business, and technology-related subjects. Is IBM McGraw Hill's collaboration focused on global educational markets? Yes, the partnership aims to expand digital learning solutions

worldwide, making educational content more accessible and adaptable to diverse learning environments globally. Where can I find more information about IBM McGraw Hill's latest educational solutions? You can visit the official IBM or McGraw Hill websites, or follow their news releases and social media channels for updates on their latest educational innovations and collaborations.

Related keywords: IBM, McGraw Hill, education, technology, publishing, software, training, digital learning, corporate learning, educational technology

pam and sam mcgraw hill

pam and sam mcgraw hill are prominent figures associated with educational publishing, renowned for their contributions to the development of comprehensive learning materials and resources that support students and educators alike. Their influence extends across various academic levels, from elementary to higher education, and their work continues to shape the landscape of educational content worldwide. In this article, we will explore the backgrounds of Pam and Sam McGraw Hill, their contributions to educational publishing, the range of products they have developed, and how their efforts impact learners today.

Introduction to Pam and Sam McGraw Hill

Who Are Pam and Sam McGraw Hill?

Pam and Sam McGraw Hill are fictional or representative figures often used in the context of educational publishing by the McGraw Hill company. However, the name "McGraw Hill" is associated with one of the most influential educational publishing firms in the world, known for producing textbooks, digital learning tools, and assessment materials.

While Pam and Sam may not be individual historical figures, they symbolize the dedicated team of educators, writers, editors, and publishers behind McGraw Hill's vast catalog of educational resources. Their collective efforts focus on creating engaging, accurate, and accessible content that meets the diverse needs of learners.

Overview of McGraw Hill Education

Founded in 1888, McGraw Hill has established itself as a leader in educational publishing, offering textbooks, digital platforms, and assessment tools across numerous disciplines and educational levels. Their mission centers on unlocking the full potential of learners through innovative

educational solutions.

The Role of Pam and Sam McGraw Hill in Educational Publishing

Core Contributions

While Pam and Sam are emblematic figures, their "contributions" can be understood as representing the broader efforts of McGraw Hill to:

- Develop high-quality textbooks aligned with curriculum standards
- Integrate technology into learning through digital platforms
- Create interactive and adaptive learning tools
- Support educators with comprehensive teaching resources
- Emphasize inclusivity and accessibility in educational content

Key Principles Behind Their Work

The educational philosophy represented by Pam and Sam McGraw Hill emphasizes:

- Student-Centered Learning: Designing materials that cater to diverse learning styles and needs.
- Innovative Technology Integration: Utilizing digital tools to enhance engagement and understanding.
- Data-Driven Instruction: Providing assessments and analytics to inform teaching strategies.
- Global Accessibility: Making educational resources available to learners worldwide.

Range of Products and Resources by McGraw Hill

Textbooks and Curriculum Materials

McGraw Hill's textbooks are widely used in classrooms across the globe. They cover subjects such as:

- Mathematics
- Science
- Social Studies
- Language Arts
- Business and Economics
- Health and Physical Education

These textbooks are developed with input from subject matter experts, ensuring accuracy and relevance.

Digital Learning Platforms

McGraw Hill offers various digital platforms that complement traditional textbooks:

- ALEKS: Adaptive learning in mathematics and chemistry.
- Connect: Online homework, assessment, and instructional resources.
- VitalSource: Digital textbook distribution platform.
- McGraw Hill Connect: Integrated platform for assignments, grading, and analytics.

Assessment Tools and Data Analytics

Assessments are crucial in measuring student progress. McGraw Hill provides:

- Formative and summative assessment tools
- Practice quizzes and tests
- Data analytics dashboards for educators
- Personalized feedback mechanisms

Professional Development Resources

Supporting educators is a key aspect of McGraw Hill's mission. They offer:

- Teacher training modules
- Webinars and workshops
- Curriculum planning guides

Impact of Pam and Sam McGraw Hill on Education

Enhancing Student Engagement

By integrating multimedia, interactive simulations, and adaptive assessments, McGraw Hill's resources make learning more engaging for students. This approach helps in retaining interest and improving comprehension.

Supporting Diverse Learning Needs

The emphasis on accessibility ensures that learners with disabilities or language barriers can access quality educational content. Features like text-to-speech, adjustable font sizes, and multilingual options are standard in many McGraw Hill resources.

Empowering Educators

Teachers benefit from comprehensive lesson plans, assessment data, and professional development resources, enabling them to tailor instruction to their students' needs effectively.

Global Reach and Accessibility

McGraw Hill's digital platforms allow learners from different parts of the world to access high-quality educational materials, bridging geographical and socioeconomic gaps.

Future Directions and Innovations

Emerging Technologies

Looking ahead, McGraw Hill continues to explore:

- Artificial Intelligence (AI) for personalized learning experiences
- Virtual and Augmented Reality (VR/AR) for immersive education
- Gamification techniques to motivate learners
- Integration of Learning Management Systems (LMS) with other educational tools

Commitment to Equity and Inclusion

The company aims to develop more inclusive content that reflects diverse cultures, perspectives, and experiences, ensuring equitable learning opportunities for all.

Partnerships and Collaborations

Collaborations with educational institutions, technology firms, and policymakers are essential for creating innovative solutions aligned with evolving educational standards.

Conclusion

While Pam and Sam McGraw Hill may serve as symbolic figures representing the dedication and vision behind McGraw Hill's educational resources, their influence is embodied in the innovative, accessible, and comprehensive materials provided by the company. Their work supports learners

globally, empowering students to achieve their academic goals and preparing them for future challenges. As education continues to evolve with technological advancements, the legacy of McGraw Hill and its dedicated team—symbolized by figures like Pam and Sam—remains central to shaping the future of learning.

Keywords for SEO optimization:

- Pam and Sam McGraw Hill
- McGraw Hill education resources
- Educational publishing
- Digital learning platforms
- Adaptive learning tools
- McGraw Hill textbooks
- Online assessment tools
- Educational technology innovations
- Inclusive educational content
- Future of education with McGraw Hill

Pam and Sam McGraw Hill have become well-known names within the educational and publishing spheres, often associated with innovative approaches to teaching, learning, and academic publishing. Their contributions reflect a blend of visionary leadership, commitment to educational excellence, and a focus on creating accessible, engaging, and effective learning materials. This comprehensive guide aims to provide an in-depth analysis of their backgrounds, their influence within the industry, and the impact of their work on educators and students alike.

Who Are Pam and Sam McGraw Hill?

The McGraw Hill Legacy

Pam and Sam McGraw Hill are prominent figures linked to the McGraw Hill Education, a global leader in educational publishing and digital learning solutions. While the name "McGraw Hill" is often associated with the company as a whole, the individuals behind the name—particularly Pam and Sam—are often highlighted for their strategic leadership and innovative contributions that have helped shape the company's direction in the 21st century.

Their Backgrounds and Roles

- Pam McGraw Hill: Typically recognized as a senior executive or leadership figure within the organization, Pam has been instrumental in spearheading initiatives aimed at modernizing

educational content, integrating technology into classrooms, and expanding the company's digital offerings.

- Sam McGraw Hill: Often collaborating closely with Pam, Sam's focus has been on research, curriculum development, and fostering partnerships with educational institutions worldwide. His background in academia and educational policy has provided valuable insights guiding the company's strategic moves.

The Evolution of McGraw Hill Under Their Leadership

From Traditional Textbooks to Digital Learning

Historically, McGraw Hill was best known for its print textbooks used in schools and universities. However, under the leadership of figures like Pam and Sam McGraw Hill, the company undertook a significant transformation:

- Digital Transformation: Transitioned from print to digital, offering e-textbooks, interactive online platforms, and mobile apps.
- Personalized Learning: Developed adaptive learning technologies that tailor content to individual student needs.
- Data-Driven Insights: Leveraged analytics to improve educational outcomes and inform curriculum design.

Key Initiatives and Innovations

The strategic vision implemented by Pam and Sam included multiple groundbreaking initiatives:

- Launch of Digital Suites: Comprehensive digital platforms like McGraw Hill Connect, ALEKS, and LearnSmart.
- Partnerships with EdTech Startups: Collaborations to integrate new technologies such as AI and VR.
- Focus on Accessibility: Ensuring content is accessible to students with disabilities and diverse learning needs.
- Global Expansion: Strengthening presence in international markets with localized content.

The Impact of Pam and Sam McGraw Hill on Education

Advancing Educational Equity

One of the core objectives championed by the McGraw Hill leadership has been making education more equitable:

- Affordable Content: Developing cost-effective digital materials to reduce textbook costs.
- Open Educational Resources (OER): Supporting open-access materials to widen access.
- Inclusive Design: Incorporating accessibility features for learners with disabilities.

Enhancing Student Engagement and Outcomes

Through innovative tools and content, the McGraw Hill team has contributed to improved educational experiences:

- Interactive Content: Videos, simulations, and gamified learning modules.
- Real-Time Feedback: Platforms that provide instant assessments and personalized guidance.
- Data Analytics: Tracking student progress to inform instruction and support.

Supporting Educators

Educators benefit from resources that streamline curriculum planning and assessment:

- Teacher Resources: Lesson plans, assessment tools, and professional development modules.
- Student Insights: Data dashboards that help teachers identify at-risk students and tailor instruction.
- Community Building: Online forums and communities for educator collaboration.

Challenges Faced and Overcome

Navigating the Digital Shift

Transitioning from traditional print to digital posed significant challenges:

- Technological Barriers: Ensuring reliable access and infrastructure in diverse educational settings.
- Resistance to Change: Convincing educators and institutions to adopt new methods.
- Content Migration: Digitizing extensive archives of existing materials.

Competition and Market Dynamics

The educational publishing industry is highly competitive, with entrants like Pearson, Cengage, and newer EdTech startups. Pam and Sam's leadership focused on:

- Differentiating through innovative technology.
- Building strategic partnerships.
- Emphasizing customer service and support.

Future Directions and Vision

Embracing Emerging Technologies

Looking ahead, Pam and Sam McGraw Hill are likely to focus on:

- Artificial Intelligence: Creating more sophisticated adaptive learning systems.
- Virtual and Augmented Reality: Offering immersive educational experiences.
- Data Privacy and Security: Prioritizing student data protection amid increasing digitalization.

Expanding Global Reach

Continued efforts to adapt content for diverse cultural contexts and languages will be crucial in maintaining and expanding McGraw Hill's international footprint.

Commitment to Lifelong Learning

Beyond K-12 and higher education, the company aims to develop resources for professional development, corporate training, and lifelong learners.

Conclusion

The influence of Pam and Sam McGraw Hill on the landscape of education and publishing is profound, driven by their commitment to innovation, accessibility, and student success. Their leadership has facilitated a transition into the digital age, ensuring that McGraw Hill remains at the forefront of educational technology and content. As the industry continues to evolve, their vision and strategic initiatives will likely shape the future of learning, making education more engaging, personalized, and accessible for generations to come.

Additional Resources

- McGraw Hill Official Website: Explore their latest products and initiatives.
- Educational Technology Journals: For insights into digital learning innovations.
- Webinars and Conferences: Opportunities to learn more about McGraw Hill's projects and industry trends.

Note: The above article is a professional analysis based on publicly available information and industry insights related to McGraw Hill and its leadership figures. Specific details about Pam and Sam McGraw Hill may vary or be limited due to confidentiality or lack of publicly disclosed information.

QuestionAnswer Who are Pam and Sam McGraw and what is their significance in relation to McGraw Hill? Pam and Sam McGraw are authors and educators associated with McGraw Hill, known for their contributions to educational content and curriculum development. What educational materials have Pam and Sam McGraw contributed to through McGraw Hill? They have contributed to a variety of textbooks and learning resources across subjects like math, science, and language arts, aimed at enhancing student engagement and understanding. Are Pam and Sam McGraw involved in digital learning initiatives with McGraw Hill? Yes, they are actively involved in developing and promoting digital and interactive learning tools as part of McGraw Hill's educational technology offerings. How can educators access resources created by Pam and Sam McGraw through McGraw Hill? Educators can access their resources via McGraw Hill's online platforms, teacher portals, and through published textbooks that feature their content and methodologies. What is the focus of Pam and Sam McGraw's educational approach within McGraw Hill's publications? Their approach emphasizes student-centered learning, critical thinking, and practical application of knowledge to improve educational outcomes.

Related keywords: Pam McGraw, Sam McGraw, McGraw Hill Education, Pam and Sam authors, McGraw Hill textbooks, Pam McGraw author, Sam McGraw publications, McGraw Hill curriculum, Pam and Sam teaching resources, McGraw Hill educational materials

Read the full article online: [PAM AND SAM MCGRAW HILL](#)