

GRAHAM E. GLYNN PH.D.

Digital Portfolio <http://GrahamGlynn.com>

EXPERIENCE

2017 - Date. [The Higher Education Leadership Learning Online Community](#) Radford, VA

Rapidly growing not-for-profit organization which has garnered over 7,000 members Worldwide within its first year of launch, all of whom hold leadership positions in higher education.

Founding President. Responsible for development, promotion, and management of the learning community. Chair the Advisory Council and Editorial Board.

Key achievements;

- Developed the organization's web site and presence on LinkedIn, Facebook, and Twitter.
- Recruited over 6,000 members.
- Created the Advisory Board.
- Launched many unique services to support higher education leaders including a Worldwide [mentor matching program](#), an [online journal](#), [files sharing](#), libraries for [web sites](#) and [recommended reading](#), [vendor directory](#), and an aggregated [event calendar](#).

2017 - 2018. [Fairmont State University](#) Fairmont, WV
3,800 students. Regional comprehensive member of the West Virginia System.

Executive Academic Consultant to the President. Advise the President on organizational and shared governance structure, student recruitment and retention, and data analytics initiatives. Collaborate with the President and the senior administrative leaders, faculty and staff to foster enrollment growth through online and international programs. Work with the faculty to facilitate the creation of a shared academic vision and strategic goals.

[Radford University](#)
11,000 students. State regional comprehensive. Masters and professional doctoral degrees. Radford, VA

2017- Date **Professor of Biology and Health Science**
July–Oct 2017 **Provost & Vice President for Academic Affairs**

Responsible for the day-to-day leadership and administration of the academic affairs division. Among a wide range of responsibilities, the Provost's duties encompass the following: Collaborates with the President and the senior administrative leaders to foster an environment dedicated to realizing the University's mission; Facilitates the creation and execution of a shared academic vision; and Leads and engages a very active and collaborative core of deans and other academic leaders to collectively advance the University's mission, vision, and strategic plan.

Key achievements;

- Implemented a data centric approach to allocation of faculty positions across colleges and departments which enabled deans to make the case for new positions, and for replacing positions within departments or moving them elsewhere.
- Developed a very positive relationship with the faculty and the faculty senate. Was complimented by three site visit teams (AACSB, ACS and ACOTE) on the enthusiasm expressed by the faculty for their Provost.
- Published numerous articles on higher education leadership (see publication section below).

2015 - 2017

Fort Hays State University

Hays, KS

15,000 students (4,500 on-campus, 7,000 online, 3,500 in China) State regional comprehensive. Masters and professional doctoral degrees.

Provost & Vice President for Academic Affairs. Responsible for leadership of the Academic Affairs Division which includes five colleges (Science, Technology & Mathematics (STeM), Arts, Humanities and Social Sciences (AHSS), Health & Behavioral Sciences (HBS), Business & Entrepreneurship (BE), and Education), the Graduate School, Honors College, and Library, numerous offices including Internationalization & Global Partnerships, Academic Programs & Student Success, Institutional Effectiveness & Quality Improvement, Faculty Affairs & the Virtual College, Executive Dean for Asian Operations, and the State-wide Small Business Development Corporation.

Key achievements;

- The University set enrollment records each year of my tenure defying the national trend of declining university enrollments. National rankings of its academic programs also increased significantly. Virtual College (on-line) grew 8% in credit hour production from FY15 to FY16; the Graduate School grew 10.46% and the College of STeM saw a 10.1% increase.
- Organizational re-engineering including formation of a new
 - College of Science, Technology & Math (STeM). College subsequently named with \$5,000,000 gift.
 - Department of Social Work.
 - Honors College with significant subsequent growth.
 - Office of Institutional Effectiveness & Quality Improvement.
 - Office of Internationalization and Global Partnerships.
 - Director of Liberal Education.
- 3.5% annual growth in overall enrollment driven by new online programs.
- Implemented first doctoral program at the University (DNP).
- New partnership with the [American University of Phnom Penh](#) to deliver on-site 4 yr. degrees.
- Led the creation of the University and Academic Affairs strategic plans.
- Strengthened shared governance.
- Selected by American Association of State Colleges and Universities (AASCU) for participation in the [Re-imagining the First Year](#) student success project.
- Conducted successful national searches for two deans, an assistant vice president and numerous chair and faculty positions.
- Achieved a U.S. News & World Report ranking of 16th out of 298 schools in online bachelor programs.
- To meet the academic needs of our men and women in the military and that of our veterans, the University developed and implemented several initiatives including streamlining the application and advising process. As a result, the University achieved the Gold Level Military Friendly School designation in November 2016.

2011 - 2015

Mercy University

Dobbs

14,000 students. Hispanic Serving Institution. Multi-campus, private non-profit. Professional doctoral degrees.

Ferry,
NY

Vice Provost & Dean of College Wide Programs. Professor of Health Sciences. Responsible for General Education faculty recruiting, review, promotion etc.; educational assessment, program review and accreditations; the Honors and General Education programs; online learning; academic technology; The Center for Academic Excellence; academic student success initiatives; teaching and learning initiatives; faculty development; the Center for Global Engagement; the libraries; and academic affairs strategic planning.

Key achievements;

- Led the Middle States decennial self-study.
- Led the development of and implemented strategic plans for teaching & learning, educational assessment, the Honors and General Education programs, and for global engagement.
- Administrative representative on committee negotiating with the Faculty Association on major revisions to the faculty handbook (faculty contract and working conditions).
- Developed in-depth analytic model for faculty resource management which is used for hiring decisions, tracking workload, instructional needs and program capacity.
- Co-chairing Assessment of Student Learning workgroup for Middle States accreditation and member of the steering committee and faculty workgroup.
- Systematic needs analysis, selection and implementation of an accountability management system for accreditation and institutional effectiveness and an ePortfolio system for student learning assessment and showcasing their achievements.

2006-2011

[**Stony Brook University**](#)

Stony
Brook,
NY

25,000 students. Research I, multi-campus, SUNY flagship institution.
AAU member. Professional and research doctoral degrees.

Assistant Provost & Executive Director of Teaching, Learning + Technology. Research Associate Professor in Technology & Society. Responsible for faculty development; support for blended, online & distance education; classroom & computer lab design and maintenance; audio-visual support; technology infrastructure support for teaching & learning; and multimedia & television production.

Key achievements;

- Significantly raised faculty awareness of, and engagement with, excellence in teaching and academic assessment.
- Merged multiple support groups into a cohesive one-stop-shopping faculty support organization.
- Created and staffed The Faculty Center (pedagogical and assessment support organization).
- Implemented a new faculty orientation process.
- Modernized and created classrooms to support a variety of pedagogical approaches. Created more student-centered learning environments.
- Created the “Innovations in Education” television show to showcase the best teachers. This project was the subject of a **Chronicle of Higher Ed article** in June 2010.

2003-2006

[**Penn State University**](#)

State College,
PA

84,000 students. Research I, 24 campus institution. AAU member.

Director of the Royer Center for Learning & Academic Technologies. Responsible for faculty development; academic technologies; and promoting & supporting inter-campus course sharing across 19 of the regional campuses of Penn State.

Key achievements;

- Increased instructional development staffing at regional campuses.
- Significantly improved coordination and accessibility of central services to regional campuses.
- Participated in development of many new programs including a new business degree for 12 campuses.
- Key leadership role in the restructuring of The World Campus (Penn State Online)
- Instituted and supported intercampus course sharing.

1997-2003 [Creighton U. School of Pharmacy & Health Professions](#) Omaha, NE
7,000 students. Masters & professional doctoral institution.
Private non-profit.

Associate Professor / Director of the Office of Information Technology & Learning Resources. Responsible for faculty development; online course development and technology.

Key achievements;

- Led development of the World's first fully accredited online School of Pharmacy.
- Implemented the University's first required laptop program for all students.
- Developed the Office of Information Technology and Learning Resources. Grew staff from 1 to 13 FTEs.
- Significantly increased faculty competence with technology and online delivery of courses.
- Developed an online learning management system (similar to Blackboard).

1992-1997 [Ferris State U. College of Pharmacy](#) Big Rapids, MI
14,000 students. Doctoral, multi-campus institution.

Assistant Professor of Pharmacology.

Key achievements;

- Implemented the university's first instructional web server and multimedia classroom.
- Assisted with creation and management of the University's first student computer lab.
- Developed advanced courses on neuro-pharmacology.

1991-1992 [Parke-Davis Pharmaceutical Research](#) Ann Arbor, MI
Post-Doctoral Fellow in the Department of Neuro-Pharmacology.

Key achievements; Researched animal models for screening anti-schizophrenic drugs.

ENTREPRENEURIAL ACTIVITIES

February 2002-2005 [Learning Management Solutions](#)
Founder and CEO of a small tech startup company producing learning and knowledge management software. Led software team developing personal knowledge management and lifetime learning support applications. Managed overall strategic direction, financial and customer service functions of the company. Raised over \$250,000 in private funding.

EDUCATION - DEGREES

1985-1992 [Ph.D. in Biomedical Science / Neuroscience.](#) N. E. Ohio Medical University /
Kent State University, Rootstown OH

1980-1984 [B.Sc. in Pharmacology and Biochemistry](#) University College Dublin, Ireland

EDUCATION - CERTIFICATES

2003 [Certificate in Business Administration.](#) Creighton University, Omaha, NE

2001 [Certificate in Foundations of Effective Management.](#) Creighton University, Omaha, NE

Certificate in Multimedia and Internet Technology.

1996

University of Texas, Austin, TX

STUDENT TEACHING

2023 to date	Pharmacology. Radford University
2018 to date	Anatomy and Physiology. Radford University
2018 to date	Introduction to Biology. Radford University.
1999 to 2001	Residency in web based information systems. Creighton.
1998 to 2003	Clerkship in web based information systems. Creighton.
1996 to 1997	Computer applications in pharmacy. Ferris State.
1994 to 1997	Advanced topics in pharmacology. Ferris State.
1993 to 1997	Pharmacology 1. Ferris State.
1988	Neurophysiology. N. E. Ohio Medical University.
1986 to 1990	Functional neuroanatomy. N. E. Ohio Medical University

PROFESSIONAL MEMBERSHIPS

2024 to date	American Association of University Administrators
2024 to date	Association of Institutional Researchers
2015 to date	American Association of State Colleges and Universities
2012 to 2015	Assessment Network of New York (ANNY)
2012 to 2015	Society for College and University Planning (SCUP)
2007 to 2015	Professional and Organizational Development Network (POD)
1999 to 2001	International Council For Open and Distance Education.
1997 to 2011	Educause.
1993 to 2003	American Association of Colleges of Pharmacy (AACP).
1991 to 1996	Michigan Chapter of the Society for Neuroscience.
1987 to 1996	Society for Neuroscience (USA).

PROFESSIONAL DEVELOPMENT

Institutes and Workshops

2016	CASE - Development for Deans and Academic Leaders, New Orleans LA
2016	Active shooter simulation event, FHSU
2015-16	ACE Institute for New Chief Academic Officers , Multiple locations
2015	ACE Institute for Leading Internationalization , Washington DC
2014	AAC&U General Education Institute , Burlington VE.
2011	Middle States Commission on Higher Education institutional assessment training
2011	Middle States Assessment Workshop, Garden City, NY
2007	Assessment workshop, Syracuse NY.
2007	Critical Thinking Assessment workshop, Farmingdale, NY.
2007	Course Redesign Workshop, Center for Academic Transformation. Albany, NY.
2003	New Directors Workshop. Snowmass, Colorado.

Conferences

2024	American Association of University Administrators (AAUA) annual meeting, Indianapolis, IA
2023	Association of Institutional Researchers (AIR) annual meeting, Cleveland OH
2016	AASCU Summer meeting, Denver CO
2016	ACE Annual Meeting, San Francisco CA
2016	AASCU Winter meeting, Austin TX
2013	Middle States conference, Philadelphia PA

2013	Assessment Network of New York annual conference. West Point, NY.
2012	SUNY Conference on Instruction & Technology. Stony Brook, NY.
2011	Middle States conference, Washington D.C.
2011	SUNY Conference on Instruction & Technology. Oneonta, NY.
2011	Collaborative Online International Learning, New York, NY.
2011	Educational Assessment Conference. Stony Brook, NY.
2010	Professional & Organizational Development (POD) Conference, St. Louis, MO.
2010	SUNY Technology Conference. Rye Brook, NY.
2010	SUNY Conference on Information Technology. Plattsburg, NY.
2009	SUNY Conference on Information Technology. Oswego, NY.
2009	Stony Brook annual education assessment conference (Planned and moderated)
2008	Educause annual conference. Orlando, Florida.
2008	Educause learning space conference, Minneapolis, MN
2007	SUNY Conference on Teaching, Learning and Technology. Syracuse, NY.
2007	Building a center for faculty development. Syracuse, NY.
2007	SUNY Faculty Dev Conference, Buffalo NY.
2007	SUNY Conference of Information Technology. Syracuse, NY.
2004	Syllabus. San Francisco, California.
2003	Seminars in Academic Computing. Snowmass, Colorado.

See my [digital portfolio](#) for events prior to 2002.

SERVICE

National Committees

2016	Served as member of Middle States Commission on Higher Education accreditation site visit team to Trinity Washington University.
2012	Served as member of Middle States Commission on Higher Education accreditation site visit team to the New Jersey Institute of Technology.
2008	Member, Horizon Project advisory board which is responsible for the annual internationally distributed Horizon Report on emerging educational technologies.
1999-2000	Chair , Electronics Based Instructional Resources Special Interest Group, American Association of Colleges of Pharmacy (AACP).
1999-2000	AACP Joint College of Deans/College of Faculty Technology-Enhanced Learning and Resources work-group.
1998-1999	Program chair , AACP Electronics Based Instructional Resources Special Interest Group.
1996-1997	AACP subcommittee on computer assisted learning in pharmacy.

Multi-campus / System Wide Committees

Note: This section includes service on committees of the Commonwealth College as this college was formed of 12 of the regional campuses of Penn State.

2015-2017	University Press of Kansas board member
2015-2017	Kansas Board of Regents Council of Chief Academic Officers
2011-2011	Co-Chair , Provost's Assessment Advisory Group (SUNY).
2010-2011	Chair , Teaching and Learning Committee (SUNY).
2006-2011	Faculty Advisory Committee on Teaching and Technology (Advisory to the SUNY Provost).
2009	Search committee, Director of the SUNY Center for Professional Development.
2005-2006	Chair , University Wide Faculty Development Coordinating Taskforce. (PSU)
2004-2006	Faculty Advisory Committee On Academic Computing. (PSU)
2004-2006	World Campus B.S Business Administration Program Development Team. (PSU)

2003-2006	Member of numerous search committees for IT managers, Chief Academic Officers and Chancellors for PSU campuses. (PSU)
2003-2006	Ex-Officio Member of Faculty Senate. (Commonwealth College, PSU)
2003-2006	E-Education Committee. (PSU)
2003-2006	Co-Chair , Teaching, Learning and Technology Advisory Committee. (PSU)
2003-2006	Chair , Academic & Collaborative Technology Committee. (PSU)
2003-2006	Chair , Project Share Committee. (Multi-campus course sharing) (PSU)
2003-2006	Chair , Ubiquitous Computing Committee. (PSU)

University Committees

2024-	Student Assessment of Faculty Committee
2022 to date	University Advisory Committee on Information Technology (Radford)
2015-2017	President's Cabinet (FHSU)
2015-2017	Chair , Grand Council (FHSU)
2015-2017	Chair , Academic Council (FHSU)
2015-2017	Institutional Senior Staff Committee (FHSU)
2015-2017	Chair , University Strategic Planning Committee (FHSU)
2015-2017	Executive Leadership Team (FHSU)
2015-2017	Chair , Commencement Committee (FHSU)
2012-2015	Chair , ePortfolio evaluation task force (Mercy)
2012-2015	Faculty Accreditation Work Group (Mercy)
2012-2015	Chair , Assessment of Student Learning Accreditation Work Group (Mercy)
2012-2015	Teaching and Learning Advisory Committee (Mercy)
2012-2015	Academic Computing Committee (Mercy)
2012-2015	Academic Standards committee (Mercy)
2012-2015	Institutional Policies and Standards committee (Mercy)
2012-2015	Student Success & Engagement committee (Mercy)
2012-20152015	Chair , Academic Affairs IT Task Force (Mercy)
2012	Faculty Handbook (contract) committee (Mercy)
2012-2015	Middle States accreditation steering committee (Mercy)
2011-2015	Academic and Student Affairs subcommittee of Board of Trustees (Mercy)
2010-2011	Chair, Course Evaluation committee (Stony Brook)
2009-2011	Senate Committee On Teaching and Learning. (Stony Brook)
2008-2011	Chair , TLT Student Advisory Board. (Stony Brook)
2008-2011	Planning committee for new LEED classroom building. (Stony Brook)
2008-2011	Chair , Learning Space Management Committee. (Stony Brook)
2008	Chair , New Faculty Orientation Task Force. (Stony Brook)
2008	Planning committee for the new Southampton campus library. (Stony Brook)
2007-2011	Provost's Advisory Group. (Stony Brook)
2007-2008	Student Success Task Force. (Stony Brook)
2006-2011	Chair , Teaching, Learning + Technology Faculty Advisory Board. (Stony Brook)
2006-2011	Education Assessment & Enhancement Committee. (Stony Brook)
2001-2002	Executive Committee of the Faculty Senate. (Creighton)
2000-2003	Faculty Senate. (Creighton)

College and School Committees

2007-2011	Professional Education Program Advisory Board Member. (Stony Brook's School of Education)
2004-2011	World Campus B.S of Business Administration program development team (PSU)
2003-2006	Executive Committee of the Dean and VP for Commonwealth Campuses. (PSU)
2000-2002	Dean's Administrative Committee. (Creighton)
2000-2003	Web-Based Doctor of Pharmacy Pathway Steering Committee. (Creighton)
1998-2003	Technology Committee (Creighton)

Please see my [digital portfolio](#) for a complete list and service work prior to 2000.

Advising and General Service Committees

1995-2001	Grand Council Deputy (primary faculty advisor) Kappa Psi Pharmaceutical Fraternity (Creighton and FSU).
1993-1997	Rho Chi (Pharmacy Honors Society) Advisor. (FSU)
<u>Consulting</u>	
2022 to date	Implementing Sentient as a university-wide knowledge management and decision support system. Fairmont University.
2009	Structuring support for teaching & learning. Binghamton University.
1995	Expert witness in legal proceeding involving sedative use.

SCHOLARSHIP & PUBLICATIONS

Books

Glynn, G.E., Metrics, Mapping, and Modelling for Masterful Management in Higher Education. Emerald Publishing, In-press 2025. ISBN: 9781836622130

Conference Workshops Delivered

Glynn, G.E., Using concept mapping to build an interface to institutional knowledge. Association of Institutional Researchers Annual Conference. Half-day workshop. 2023

Invited Lectures or Podium Presentations - National

Glynn, G.E., Metrics, Mapping, and Modelling for Masterful Management in Higher Education. AAUA Annual Meeting, Indianapolis IN, 2024

Glynn, G.E., Allocation of Faculty Lines – A Transparent, Equitable, and Risk-Based Process. AASCU Winter Meeting, 2016

Glynn, G.E., Ferrara, V. The big picture: Student learning outcomes and grades. Assessment Network of New York Annual Conference. West Point, New York. March, 2013.

Glynn, G.E. Implementing an Instructional Assessment and Evaluation System that Encourages Pedagogical Experimentation and Adoption of Educational Technologies. SUNY Conference of Instruction and Technology. Oneonta, New York. May, 2011.

Glynn, G.E. SUNY wide teaching and learning resources. SUNY Conference of Instruction and Technology. Oneonta, New York. May, 2011.

Glynn, G.E., Von Rauchhaupt, R. Using Web 2.0 Technologies - Profiling & Tagging to Connect Instructors With Teaching Resources. SUNY Technology Conference. Rye Brook, New York. May, 2010.

Glynn, G.E., Wozniak, N. Lights, Camera, Classroom Action! The Innovations in Education Project at Stony Brook University. SUNY Conference of Instructional Technology. Plattsburg, New York. May, 2010.

Glynn, G.E. Trends in Higher Education Classroom Design: Some Reports from the Field. American Institute of Architects. New York, New York. April, 2010.

Glynn, G.E. Efficiently Find the Information and Documents You Need: Strategies and Software for Managing Information Overload and Building a Personal Knowledge Base. SUNY Conference of Instructional Technology. Oswego, New York. May, 2009.

Glynn, G.E., Wozniak, N. Ametrano, D., Xiong, Ying. The Classroom is A HAPPENING PLACE at Stony Brook University: An Across-the-Disciplines Showcase of Active Learning in the Classrooms. SUNY Conference of Instructional Technology. Oswego, New York. May, 2009.

Glynn, G.E., Froehlich, M. Designing, Implementing and Supporting a Facility that Supports Student Group Project Work. SUNY Conference of Instructional Technology. May, 2009.

Glynn, G.E. Using Technology to Reduce the Barrier Between the Expert and the Learner. Downstate Medical College Faculty Development Conference. Brooklyn, NY. April, 2009

Glynn, G.E. Personal Knowledge Management - Strategies and Technologies to Make Information Work for You! SUNY Conference of Instructional Technology. Plattsburg, New York. 2007.

Glynn, G.E. Personal Information Technologies. Syllabus. San Francisco, California. July, 2004.

Glynn, G.E. and Zirkin, B.G. Student laptop programs. American Association of Colleges of Pharmacy annual meeting. Kansas City, Missouri. July, 2002.

- Glynn, G.E. What is the role of technology in pedagogy? American Association of Colleges of Pharmacy annual meeting. Toronto, Ontario. July 2001.
- Glynn, G.E. Providing support for Asynchronous Students in an Entry-Level Doctor of Pharmacy Pathway. American Association of Colleges of Pharmacy annual meeting. Toronto, July 2001.
- Glynn, G.E. The Creighton Learning Environment for Asynchronous and Distance Education. American Association of Colleges of Pharmacy annual meeting. Toronto. July 2001.

Invited Lectures or Podium Presentations – On Campus

- Glynn, G.E. Planned and moderated a 19 campus half day symposium entitled “Faculty contributions to student recruitment and retention – Best practices and examples from the field. PSU 2006.
- Boman, E & Glynn, G.E. Using Centra, a synchronous web-based videoconferencing software, to teach mathematics. Penn State Symposium for Teaching and Learning with Technology. 2006.
- Axemi, A & Glynn, G.E. Designing a synchronous inter-campus course delivery system. Penn State Symposium for Teaching and Learning with Technology. 2006.
- Glynn, G.E. Using software to teach mathematics. PSU Math division meeting. 2005.
- Glynn, G.E. Using synchronous desktop video conferencing and collaboration systems to share courses, collaborate with research colleagues and hold meetings. Presented to multiple campus faculty senates and academic departments. 2005.
- Glynn, G.E. Knowledge management for faculty and students. Health and Human Development division meeting. 2004.
- Glynn, G.E. Internet based resources to enhance English education. English division meeting. 2004.
- Glynn, G.E. Information technology applications in the School of Pharmacy & Allied Health Professions. Presented to the President’s Advisory Board. 2001.
- For information on lectures and presentations given prior to 2000 please visit my [digital portfolio](#).

Newspaper Articles

- Kilb, Sam. E-Testing: The Future Is Here. The New York Times. January 20, 2012
<http://www.nytimes.com/2012/01/22/education/edlife/e-testing-the-future-is-here.html>
- Glenn, David. It's Not Oprah, but a TV Show Works for Professors at Stony Brook. The Chronicle of Higher Education. June 6, 2010. <http://chronicle.com/article/Its-Not-Oprah-but-a-TV-Show/65771>

GRANTS AND CONTRACTS

Funded

2012	P.I Title V grant at Mercy College	\$3,000,000
2004	Schreyer Institute for Teaching Excellence.	\$1,600
Glynn, G.E. and Stohs, S.J. (Co-principal investigators) A proposal to create an accelerated asynchronous web-based doctor of pharmacy pathway at Creighton University.		
2001-2002	CVS Pharmacy.	\$25,000
2001-2002	Becton Dickinson.	\$10,000
2000-2003	Institute for the Advancement of Community Pharmacy.	\$1,000,000
2000-2003	Walgreens Pharmacy.	\$50,000
2000-2001	Shopko Pharmacy.	\$10,000
2000-2001	Eckerd’s Pharmacy.	\$10,000
2000-2001	Longs Pharmacy.	\$50,000
2000-2001	AstraZeneca Pharmaceuticals.	\$1,000
1999-2002	Pharmaceutical Technologies Incorporated. Glynn, G.E. A pharmacy residency program in web-based information systems.	\$96,000
1998	Merck Drug Company. Glynn, G.E. and Stohs, S.J. Educational web site development.	\$20,000
1995-1997	Timme Grant (Internal endowed fund) for Teaching Excellence FSU. Glynn, G.E. and Jacoby, R.	\$22,000

