

## **Biographical Information Summary - This is Just a Summary**

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**Joseph L. Pearce** - I am a Corporate IT Architect and IT generalist, enjoying the world of corporate, enterprise IT, with a passion for technology and leadership, always looking for opportunities, advancement, and growth, while being open to change. I am goal and performance oriented, always driving for excellence, keeping a vision of the "big picture," while still paying attention to the details. Allow me to present a summary biography.

### **Employment:**

**Eastman Chemical Company - IT Digital Business Services -**

**Corporate IT Architect - Global IT Technical Architecture Team - Global Systems and Infrastructure - (December 6th, 2021 - Present) -**

### **Accountable for:**

- Introducing new technical capabilities available inside and outside current IT core, digital, and business service offerings
- Providing compliance assessments and initial security reviews to ensure alignment with or to exceed industry best practices
- Ensure adherence to standards of practice and administrative policies across the organization
- Incorporating systemic qualities of integrity, scalability, agility, and availability into world class service solutions
- Developing and providing operational and projected service status updates and metrics in real time and automatically
- Incorporating infrastructure technical architecture requirements into the end-to-end architecture for the service and service offerings in the portfolio
- Engaging with the IT Core Architecture Team to validate prospective solutions with business and IT management
- Working with IT Core Managers and Project Managers to ensure capabilities, projects, and services are fully aligned to deliver the expected value
- Performing high level architectural design of new services, or the rearchitecting of existing services with optimal delivery
- Understanding costs of all services delivered from the IT Core organization

### **Responsible for:**

- Understanding business partner and/or stakeholder processes from cradle to grave
- Creating the architectural strategic roadmap which supports client strategies, tactical details, and populates the IT Core roadmap transparently
- Identifying opportunities to overcome internal/external business challenges and roadblocks, propose new solutions, and recommend best practices
- Collaborating with the IT Core Managers to deploy new solutions to partner organizations
- Deeply engaging with the industry to benchmark performance and identify opportunities for improvement
- Working with IT core management to determine service teams, service owners, and service technical architects
- Actively engage with Service Technical Architects to ensure smooth transition of new services and offerings to partners

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- Assisting Service Technical Architects to improve the architecture and delivery of services that are failing to perform to targets
- Assisting with presenting the IT Core Service Review
- Core IT change management, deeply understanding change, and providing control and approvals as needed

**Capability Responsibilities include:**

- Productively interacting with peer architects to collectively identify common needs and capabilities for deep alignment of services
- Identifying opportunities to eliminate outdated or unneeded work sets and processes, automate processes, improve capabilities, and reduce costs
- Create and maintain business process maps, architectural diagrams, and technical drawings
- Successful positive onboarding and mentoring of new and existing peers as well as recruiting

**Senior Systems Analyst - Team Lead - Windows Identity Architecture in the Global End User Service Group (Department Change to Global Enterprise Systems and Architecture) - (March 1st, 2019 - December 5th, 2021) -**

- Active Directory and Azure AD
- Information Protection
- Conditional Access
- Multi Factor Authentication
- NPS and RADIUS
- Privileged Access Management
- Group Policy Management and Optimization
- Identity Services
- Global Time Services
- Public Key Infrastructure
- Distributed File System
- Change Management
- Core Services
- Corporate compliance improvements
- Security improvements Exchange Online, Microsoft Office 365, and Microsoft Office systems
- Exchange Server Improved centralized monitoring, logging, and reporting capabilities
- On premises Microsoft Exchange server footprint reduction
- On premises Microsoft Exchange architecture redesign
- Drive improvements for Office installation version alignment and patching
- Continued push to cloud based services
- Cyber security risk assessment
- Cross team Interpersonal communication and emotional intelligence improvements
- Mentoring within team and with external teams

**Senior Systems Analyst in the Global Collaboration and Portal Architecture group (Department Change to Enterprise Collaboration and Application Services) - (November 29th, 2017 - March 1st, 2019) -**

- Security assessment and remediation of email systems, Exchange, Microsoft Office 365, and Microsoft Office systems
- Continuation of cloud strategy by tactical improvements of architecture design and continued migrations
- Improved centralized monitoring, logging, and reporting capabilities
- Continuation of Global email and Office 365 corporate strategy

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- On premises Microsoft Exchange server footprint reduction
- Licensing optimizations and improved licensing management configuration
- Deprecation of obsolete and low usage systems and processes
- Reduction of technical debt
- Core capability enhancements and improvements
- Project coordination, leadership, and management
- Drive improvements for Office installation version alignment and patching
- Cyber security risk assessment via multiple security focused working groups
- Interpersonal communication and emotional intelligence improvements
- Continued hand off of previous administrator's roles and duties
- Enterprise on demand video roll out

**Senior Systems Analyst in the Global Voice and Communication Architecture group - (April 1st 2016 - November 28th 2017) -**

- Project coordination, leadership, and management
- Security assessment and remediation of VoIP systems
- Global voice strategy development and design
- Enterprise video broadcast assessment
- Global call quality improvements
- VoIP architecture design, and infrastructure support
- Implementation of modern telephony systems
- Long distance and toll-free rationalization
- Global IP trunk VoIP implementation
- Core PBX replacement design and implementation
- Change management and controls
- Infrastructure group dynamics improvement
- Interpersonal communication improvement
- Corporate auditing alignment, preparation, and remediation
- Cyber security and network security risk assessment

**Senior Systems Analyst in the Global Servers, Storage, and Backup group - (September 20th 2014 - April 1st 2016) -**

- Infrastructure integration related to mergers, acquisitions, divestitures, and joint ventures
- Cloud services
- Various Microsoft Windows server systems involving builds, setup, configuration of Windows Servers in a virtual environment
- Assisting the voice team on telephony server and services improvements
- ERP hardware assessments in preparation for moving to the latest releases
- Linux support on various OS platforms and hardware
- Continued support and knowledge transfers related to previous roles
- Server automation strategy and tactical projects
- Project management
- Risk assessment
- On call support
- Infrastructure architecture planning, design, coordination, and implementation.

**Advanced Systems Analyst in the Global Windows Architecture group - (April 8, 2014 - September 20th, 2014) - Global Windows Identity Architecture sub-team -**

- Active Directory
- Authentication, authorization, and accounting

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- SSL-VPN
- NPS and RADIUS
- Remote Desktop Services
- Group Policy Management
- PKI
- DFS
- Identity Services and Multi Factor Authentication
- Time Services
- Risk Assessment
- Change Management
- Joint Venture/Mergers/Acquisition Integration
- Core Services

**Responsibilities:**

- Corporate Active Directory architecture design, configuration, security, management, and support
- Active Directory group policy and management
- Remote Desktop Services architecture design, security, configuration, and management including remote apps, session broker load balancing, and remote desktop gateways
- SSL-VPN remote access on multiple highly available servers in multiple domains
- DCS security solutions and patching
- PKI management and support
- Acquisition site application access integration
- Change management approval
- Cybersecurity risk assessment

**Advanced Systems Analyst in the IT Infrastructure Services group - (December 19, 2011 - April 8, 2014) -**

- Infrastructure Services Security Implementation
- Risk Management
- Acquisition Integration
- Remote Desktop Services
- Active Directory Management
- Group Policy Management
- SSL-VPN
- Infrastructure Services Review Processes
- Configuration Management
- Windows Patch Management
- Time Services
- Change Management
- Identity Services

**Systems Analyst II (Systems Analyst, Journey Systems Analyst) in the Global Network and Communications Architecture group (formally Global Telecommunication Services) (Department Global IT Operations and Services (January 2007 - December 19, 2011) - Group team lead for Infrastructure Security, Control, Analytics and Remote Access Team -**

- Network Infrastructure Monitoring and Control
- DNS/DHCP/IPAM/WINS
- Performance Analytics
- Network Load Balancing (Server Load Balancing and Global Server Load Balancing)

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- Remote and Global Access Solutions (IPSEC, SSLVPN, Remote Mobile Technologies)
- Intrusion Detection and Prevention
- Network Firewalls
- Threat Management Gateways and Proxies
- Content Management
- Project Management and Implementation
- Server and Network Review Processes
- Risk Assessment and Analysis
- Incident Response
- Vendor Relationship Management
- Organizational Behavior and Interpersonal Communication Tactics and Strategies

Eastman Corporate Home Page: <http://www.eastman.com>

**East Tennessee State University (Fall 2005 - Spring 2006) - Teaching Assistant**  
Computer and Information Sciences Dr. M.G. Bailey (Visual Programming and Advanced Visual Programming)

Duties - Teachers aid to Dr. Gene Bailey for Visual Programming and Advanced Visual Programming.

- Grading
- Proctoring exams
- Enforcing standards
- Helping students

**East Tennessee State University (2004-2005) - APS Capstone Assistant**  
(Cloudland High School: Larry Heaton - Technology Coordinator) Computer and Information Sciences  
(Dr. Terry Countermine)

Duties - Worked at Cloudland High School. Helped the technology coordinator Larry Heaton manage all systems on campus under the direction of Dr. Countermine. The domain had over 200 nodes on various hardware platforms.

- Firewall configuration,
- Microsoft Active Directory configuration
- Microsoft DHCP/DNS
- Centralized configuration and maintenance of Deep Freeze, Fedora Linux server and various technologies
- various desktop technologies including Windows 9X, Windows ME, Windows 2000 and Windows XP

**Northeast State Community College (2002-2004) - Computer Engineering and Computer and Information Sciences Lab Technician** (Asst. Prof. Dan H. Perry)

- Architected, implemented, maintained, and supported information technology solutions in two lab classrooms with more than 50 workstations and 5 servers, including Windows 2000 Server, Windows 2003 Server, UNIX/Linux server and desktop solutions with Sun Solaris 8, Sun Solaris 9, Redhat Linux 8, and Redhat Linux 9.
- Responsible for opensource technologies such as Apache, Samba, and the Drupal content management system
- Other responsibilities included desktop imaging using Symantec Ghost with PowerQuest Deploy Center, switch configuration on Allied Telesyn hardware, network cable termination, and assisting students in labs.

**HyTyme Express Computer Center (2000 -2002) - Personal Computer and Networking Technician** (Charles Emerson - Owner)

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- Personal computer services such as virus and malware removal, patching, hardware and software upgrades, troubleshooting, configuration, and installation
  - Networking services such as switch, router, and firewall installation, network drops, network design, and remote access.
  - Sales for various products and services including personal computer and networking technologies. Contracted for various local companies and businesses such as Summers and Taylor and Norris, Bush, and Byrd.
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**Education:**

**Undergraduate Studies:** Major- Computer and Information Sciences  
Undergraduate GPA: 3.86 East Tennessee State University Graduate

Graduated (Summa cum Laude) Spring 2006  
B.S. Computer and Information Sciences  
Information Technology Concentration with Security Focus  
East Tennessee State University  
College of Business and Technology  
Department of Computer and Information Sciences

**Graduate Studies:** Computer and Information Sciences  
Information Technology beginning Fall 2006 (9 credit hours completed)

I plan on doing a master's thesis on smart card security or may choose one of the capstone tracks when time allows. I have now completed 9 credit hours of my graduate work. I am currently on academic hiatus due to my employment at Eastman Chemical Company. I plan to return at some point in the future when I get an opportunity.

**Degrees:**

- B.S. Computer and Information Sciences - Information Technology Concentration - Security Focus(Summa Cum Laude) - East Tennessee State University
  - A.A.S. General Technology (Magna Cum Laude) - Northeast State Community College, Tennessee
  - A.A.S. Computer and Information Sciences with P.C. Specialist and Networking Tech. concentrations (Magna Cum Laude) - Northeast State Community College, Tennessee
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**Technical Certificates:**

- Local/Wide Area Networking (Magna Cum Laude) - Northeast State Community College, Tennessee
  - Personal Computer Networking Specialist (Magna Cum Laude) - Northeast State Community College, Tennessee
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**Awards and Honors:**

- National Deans List 2002-2005
- National Chancellor's List 2006
- United States Achievement Academy All American Scholar
- Fall 2004 East Tennessee State University Dean's List
- Spring 2005 East Tennessee State University Dean's List

- Northeast State Community College Honors Program
  - Northeast State Community College: Outstanding Student in Computer and Information Sciences - P.C. Specialist - <http://www.northeaststate.edu/Campus-Life/Institutional-Honors/Program-A...>
  - Northeast State Community College Presidents List 2002-2004
  - Northeast State Community College Vice-President's List 2001-2002
  - Who's Who Among Students in American Junior Colleges
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### **Honor Society Memberships, Invitations, or Nominations:**

- Phi Theta Kappa National Honor Society
  - Phi Kappa Phi National Honor Society
  - Upsilon Pi Epsilon Computer Science Honor Society
  - ETSU UPE Chapter Home Page: <http://csciwww.etsu.edu/upe/default.asp>
  - The National Scholars Honor Society
  - Invited to join Alpha Sigma Lambda, Golden Key National Honor Society, the Gamma Beta Phi Society
  - Fall 2005 Nomination as Collegiate Scholar in the 2006 International Scholar Laureate Program Delegation on Technology in China
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### **Professional/Student Memberships:**

- Association for Computing Machinery (Former president and founding member of the Northeast State Community College chapter)
  - National ACM Homepage: <http://www.acm.org/>
  - Astronomical League (Former Member)
  - Infragard (Member) - Infragard Home page: <http://www.infragard.net>
  - Defense Security Information Exchange member (Former Member) - DSIE Homepage: <http://www.dsie.org>
  - National Defense Information Sharing and Analysis Center - Member - NDISAC Homepage: <https://ndisac.org/>
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### **Clubs and Organizations (Past and Present):**

- Muscle Car Ministries: <http://www.musclecarministries.com/>
- Mustang Club of America: <http://www.mustang.org/member.php/337652-JoeInTenn>
- Carter County Car Club: <https://www.cartercountycarclubtn.com/>
- First Tennessee Regional Group Mustang Club (Non-Profit Corporation) - Mustang Club of America (2018 Vice President/Webmaster, 2019 President/Webmaster, 2020 President/Webmaster, 2021 President/Webmaster)
  - First Tennessee Regional Group Mustang Club Homepage: <http://ftnrmc.net>
  - First Tennessee Regional Group Mustang Club Web Program Directory Page: <http://www.ftnrmc.tel>
- Northeast Tennessee Mustang Club: <http://www.netnmc.org/>
- Tennessee Valley Mustang Club: <http://tnvalleymustang.com/>
- SVT Owners Association (Member 3359): <http://www.svtoa.com/>
- SVT Mustang Cobra Club: <https://www.svtcobraclub.com/mainpage.html>
- White Mustang Registry: <http://www.whitemustangregistry.com/>

- Eastman Professional Development Club
  - Eastman Information Technology Development Club
  - Eastman Recreation Club at Eastman Chemical Company
  - Free and Accepted Master Mason Dashiell Lodge #238 Elizabethton, Tennessee Officer (Former Senior Stewart) - Grand Lodge of Tennessee Website: <http://www.grandlodge-tn.org>
  - Order of Eastern Star Sycamore Chapter #163 Former Member
    - Grand Order of the Eastern Star of Tennessee Website: <http://www.grandlodge-tn.org/OES/index.php>
  - East Tennessee State University Association for Computing Machinery (Former Member): <http://csciwww.etsu.edu/acm/memberlist.asp>
  - Association for Computing Machinery (Former president and founding member of the Northeast State Community College chapter) - National ACM Homepage: <http://www.acm.org/>
  - Northeast State Community College Astronomy Club (Former Co-President and Treasurer)
  - Northeast State Community College Venturing Crew (Former Vice-President)
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### **Scholarships and Research Projects:**

- East Tennessee State University James H. Quillen Scholarship ([Quillen Scholar](#))
  - East Tennessee State University North American Rayon Corporation Scholarship
  - East Tennessee State University Academic Performance Scholarship
  - East Tennessee State University Nebraska Book Company Scholarship
  - East Tennessee State University Non-Traditional Student Scholarship
  - East Tennessee State University Buford J. and Mary Jane Goldstein Scholarship
  - Northeast State Community College Academic Work Scholarship
  - Northeast State Technical Community College Foundation Honors Scholarship
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### **Community Service and Volunteer Projects:**

- Northeast Tennessee Mustang Club/ American Patriots Pastime Inc. Toys for Tots Drive in Partnership with Dollar General 2014
  - Carter County Car Club member - working various cruise ins and a car show
  - First Tennessee Regional Group Mustang Club Freddy's Cruise In and Car Shows - Supporting Multiple Charities
  - Abby Turbyfill Benefit Car Show - Muscle Car Ministries November 8th, 2014
  - Dashiell Lodge # 238 Elizabethton, Tennessee Shrine Club Shrine Paper Sale Volunteer
  - Northeast State Community College Carter County Technology Improvement Program
    - (Technology Book Donations and Technology Improvements) - Cloudland Elementary School (2004)
    - Cloudland High School Projects (Technology Book Donations and Technology Improvements) (2005 - 2006)
  - Elizabethton Carter County Public Library Book Donations (2004 - 2008)
  - East Tennessee State University Association for Computing Machinery Computer Science Department Student Help Desk
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### **Research:**

- Various Information Technology Subjects

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- Local History (Hampton, TN, Horseshoe Bend of the Watauga River, Laurel Fork Railway, Pittsburg Lumber Company, Allentown, TN)
  - Information Security
  - Smart Cards (Security, Ethics research)
  - Outsourcing (Corporate IT course)
  - Genealogy (My family including the Pearce, Carden, Johnson, and Blevins surnames):
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### Interests:

- Mustang Car Clubs and Supported Charities
  - Technology
  - Free Masonry
  - Hiking
  - Fishing
  - Camping
  - Forestry
  - Automotive Detailing
  - Car Audio
  - Home Theater
  - Gardening
  - Astronomy
  - Information Security
  - Computer Forensics
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### Permits and Licenses:

- Tennessee Handgun Carry Permit - Lifetime permit obtained November 2017 ETSU Handgun Permit Certification Course ([Handgun Safety Course](#)) - Aaron --Henley-Qualifications and Requirements: <http://www.tn.gov/safety/handgun/qualifications.htm>
  - Tennessee Driver's License: standard and motorcycle endorsements - [Appalachian Rider Education Program](#) - Basic Course Training Certificate
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### Career Development and Professional Training:

- Eastman University - EMNU: Dealing with the Highly Skilled Salesperson (June 2007)
- Bailey Computing Technologies Customized Windows Vista Training for ECC Developers
  - - Microsoft 5119 Supporting the Windows Vista Operating System (July 2007)
  - - Microsoft 5115 Installing and Configuring the Windows Vista Operating System (July 2007)
  - - Microsoft Server 2008 Network Infrastructures - NAP/NPS Included (August 2008) Custom course number
- BCTI Customized Training
  - - Microsoft 2274B Managing a Microsoft Windows Server 2003 Environment (March 2008)
  - - Microsoft Windows Server 2008 Technical Training (November 2008)
  - - CompTIA Network + (June 2008)
- Men and Mice - 5-day Introduction: Advanced DNS and BIND Topics Hands-on class (2009): <https://www.menandmice.com/support-training/training/dns-security-dnssec/>

- Blue Ridge Conference on Leadership, Black Mountain, North Carolina - October 2009 - <http://www.blueridgeleadership.com/>
- Pink Elephant - Introduction to the ITSM Operations Process Model
- Radware Alteon (2010) - Alteon Level 1 and Level 2: [https://fs2.formsite.com/radsupport/form43/secure\\_index.html](https://fs2.formsite.com/radsupport/form43/secure_index.html)
- Global Knowledge - Cisco SNAF Securing Networks with ASA Fundamentals July 19 - 23, 2010
- Global Knowledge - Cisco SNAF Securing Networks with ASA Advanced September 13 -17, 2010
- ESI International Project Management Class - Managing IT Projects: <http://www.esi-intl.com/register/Course.asp?CourseCode=ITP-DBR&Startdate...>
- Microsoft Windows PowerShell v2 For Administrators - Onsite training 2013: <https://www.microsoft.com/en-us/learning/course.aspx?cid=50414>
- Eastman University - Social Styles 2013- identified as a Driver/Driver <http://www.tracomcorp.com/social-style-training/model/>
- Microsoft 2013 Course 50402B - Implementing Forefront Unified Access Gateway 2010: <https://www.microsoft.com/en-us/learning/course.aspx?cid=50402>
- Microsoft (September 2016) 20334 Core Solutions of Microsoft Skype for Business 2015: <https://www.microsoft.com/en-us/learning/course.aspx?cid=20337>
- Microsoft (November 2016) 20337 Enterprise Voice and Online Services with Microsoft Lync Server 2013: <https://www.microsoft.com/en-us/learning/course.aspx?cid=20337>
- LinkedIn Learning Interpersonal Communications (February 2018) - <https://www.linkedin.com/learning/interpersonal-communication>
- LinkedIn Learning Develop Your Emotional Intelligence (February 2018) - <https://www.linkedin.com/learning/developing-your-emotional-intelligence>
- New Horizons Knoxville, TN - Microsoft (February 2018) 20345-2 Designing and Deploying Microsoft Exchange 2016: <https://www.microsoft.com/en-us/learning/course.aspx?cid=20345-2>
- New Horizons Knoxville, TN - Microsoft (March 2018) 20345-1 Administering Microsoft Exchange 2016: <https://www.microsoft.com/en-us/learning/course.aspx?cid=20345-1>
- Microsoft Services Hub - Privileged Access Management February 2020
- Microsoft - Workshop Plus - Managing Windows 10 Devices with Intune and Autopilot (April 20 - April 23, 2021)
- Microsoft - Workshop Plus - Implement and Manage Active Directory Certificate Services - Base and Advanced Content (February and March, 2022)
- Microsoft - Workshop Plus - M365 Azure Virtual Desktop (September 26 - September 29, 2022)

**Other Vendor specific training and knowledge transfers received but not listed for privacy and security reasons.**

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#### **Conferences and Events:**

- Microsoft Ready for a New Day Launch Event: Event ID 1032331494 (March 2007) - Exchange Server, Office, and Windows Vista
- Voyage 2007 - OSISoft User Conference Monterey, CA (August 5-10, 2007)
- East Tennessee Cyber Security Summit Knoxville, TN (October 19-20,2010) <http://www.etcss.org/>
- Microsoft TechEd 2011 - Georgia World Congress Center Atlanta, GA - (May 16-19, 2011) - Website: <http://northamerica.msteched.com/>
- East Tennessee Cyber Security Summit Knoxville, TN (October 12-13, 2011) <http://www.etcss.org/>
- Server 2008R2 Active Directory Advanced Training Charlotte, NC - <http://www.minasi.com/ad08full/> (February 20-21, 2012)
- Microsoft MMS 2013 - Mandalay Bay Las Vegas, Nevada - April 8-11, 2013

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- Group Policy Training - Jeremy Moskowitz Microsoft MVP Kingsport, TN (October 7-9, 2013) - <https://www.gpanswers.com/training/get-training/>
- East Tennessee Cyber Security Summit Knoxville, TN (October 22-23, 2013) <http://www.etcss.org/>
- Microsoft TechEd 2014 - Houston, TX (May 12-16, 2014) <http://northamerica.msteched.com/#fbid=Ymw4aK0mMfp>
- Microsoft Ignite 2015 - Chicago, IL (May 4-8, 2015) <http://ignite.microsoft.com/>
- Cisco Live 2016 - Las Vegas, Nevada (July 10-15, 2016) <http://www.ciscolive.com/us/>
- "Catch Me If You Can" Cybersecurity Conference (April 26, 2018) <http://www.kingsportchamber.org/events/details/catch-me-if-you-can-cybersecurity-conference-5299>
- Microsoft Ignite 2018 - Orlando, FL (September 23-28, 2018) - <http://ignite.microsoft.com/>
- Microsoft Ignite 2019 - Orlando, FL (November 4-8, 2019) - <http://ignite.microsoft.com/>
- Microsoft Ignite 2020 - Virtual
- Microsoft Ignite 2021 - Virtual
- Microsoft Ignite 2022 - Virtual
- Microsoft Ignite 2023 - Virtual
- Gartner Infrastructure and Operations Conference 2023 - Las Vegas, Nevada (December 5-7, 2023)
- Microsoft Windows Server Summit 2024 - [Windows Server Summit 2024 - March 26-28, 2024 | Microsoft Event](#)
- Gartner Infrastructure and Operations Conference 2023 - Las Vegas, Nevada (December 7-9, 2024)

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## **Manufacturing and Office Sites Visited (EMEA countries, US states) - Integration Related9**

### **United States:**

- Kingsport, Tennessee
- Maryville/St. Louis, Missouri
- Sauget, Illinois
- Indian Orchard/Springfield, Massachusetts
- Allentown, Pennsylvania
- Pace, Florida
- St. Gabriel, Louisiana
- Miami, FL

### **EMEA:**

- Oulu, Finland
- Middelburg, Netherlands
- Ghent, Belgium
- Leuna, Germany
- Zaventem, Belgium

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Personality Profile:

<https://www.16personalities.com/profiles/57a7a8dc70de2>

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