

Ma Health Clinic

APPLICANT ORGANIZATION OVERVIEW

The Ma Health Clinic founded in 1916 is a privately owned medical facility classified by the IRS as a not-for-profit 501(C)(3) corporation. The Clinic operates a tertiary level multi-specialty medical practice that serves patients throughout XY. The main campus in Ma Health XY has almost 320 staff physicians and 2100 support staff, and a research and education foundation that employs over one hundred fifty additional staff. Twenty-five regional clinics in central, northern and western XY supplement the medical care provided at the main campus. The population in the primary and secondary service area of Ma Health Clinic is over two million people.

The clinic has always been a leader in innovative advances in health care. Beginning in 1916 with the founding of a multi-specialty group practice. In the early 70s the clinic established one of the first rural HMO prepaid health plans in the country. Later in the 70s the Ma Health Clinic and St. Joseph's Hospital integrated outpatient and inpatient laboratories to establish a statewide reference laboratory. In the 80s, the clinic, working with several XY community leaders, developed a system of regional clinics to improve access to health care throughout Northern and Western XY. In the 90s, among other projects, the clinic developed a sophisticated voice/data/video network to support both their medical providers and other providers affiliated with the health plan. The clinic also operates a research and education division, which conducts basic science research; clinical drug studies, and promotes health education. A major component of the research division is the National Farm Medicine Center.

The National Farm Medicine Center, begun in 1981, working closely with the UXZ Experimental Farms, and the Upper Midwest Agricultural Consortium is committed to improving the health and working conditions of agricultural workers throughout XY and beyond. The main thrust of the farm center is in the area of education both in accident prevention and occupational health hazards of the rural population. The Ma Health Clinic realizes that education will be a key component of reducing health care costs. This can be achieved by educating the public on healthy life style choices and by increasing the basic pool of medical knowledge to better serve the clinic's patient base. Residency programs and internships are provided in several medical and allied health areas.

All these activities support the clinic's mission "to serve patients through accessible, high quality health care, research and education". Ma Health clinic involvement with distant education dates back to the late 1970s when the clinic established an outreach video tape network to provide continuing medical education to hospitals and clinics throughout Northern, Western and Central XY. The need for these types of educational programs continues today, and that is why the clinic in part developed its current video conferencing network. The clinic

also realized that it needed to partner with many of the states educational institutions to more effectively participate both as a provider and consumer in educational activities. In 1992, the clinic partnered with several technical colleges and four-year campuses to form the WONDER network. Ameritech initially funded the startup activities for this group. The clinic later withdrew from WONDER to develop its own DS3 broadband video conferencing network. Ma Health Clinic's our need to interact with WONDER members institutions as well as other school continues. Currently, Ma Health Clinic is partnering with project WIDEN to ensure compatibility with all current and future broadband distant education networks and to provide adequate capacity in these networks to meet current and future demand.

These projects represent an unprecedented opportunity for the XY Advanced Telecommunications Foundation to invest in expanding the horizons of education in XY, delivered cost-effectively and efficiently through distance learning. With distant education poised on the threshold of responding even more effectively to XY's educational needs, especially in rural areas, one extremely significant roadblock to program. Expansion must be targeted for timely and urgent attention Critical shortages of transmission capacity and inability to link systems, are thwarting the best efforts of distant education network directors to share resources and meet both established and emerging demands. In response to demand for program delivery, these projects will expand transmission capacity of partner networks and insure compatibility with future networks. This will in part be accomplished by the conversion of existing coder/decoder facilities from Grass Valley "E" series to "J" series codecs. Ma Health Clinic and the project WIDEN partners are committed to building the statewide seamless, interactive network of networks envisioned by the architects of both XYZF and XYZ funding programs. Conversion to J series codecs represents the single most significant advancement these established distant education networks could make toward increasing their capacity to serve XY learners as well as expanding linkages that presently connect the networks. With timely support from XYZF/XYZ, this conversion can be accomplished in a coordinated manner that will enable all the participating networks to implement J series transmissions on the same schedule. Additionally, when this upgrade occurs, compatibility will exist with several new distant education networks supported by XYZ and now in development stages are planning to incorporate J series codecs, so that their users too can participate in program sharing. The Ma Health Clinic's application along with the project WIDEN partnership application, represents a coherent approach for coordinated upgrades among the networks. Therefore the project is mutually interdependent and requires simultaneous funding to preserve its integral design.

The clinic uses telecommunications to assist in providing services to northern and western XY. A DS3 broadband fiber network serves as the communications backbone. This backbone supports an integrated voice/data/video network. The DS3 network terminates in major hubs in Minocqua/Woodruff, Chippewa Falls

and Rice Lake. From these hubs, smaller capacity lines, T1, 64k data lines, or analog voice lines continue to the smaller regional clinics. The clinic plans to expand this network using the integrated voice/data/video model as needed to meet our business needs. The clinic has always planned a conversion from "E" to "J" series codecs (and our leases reflect and allow for this upgrade) when our business needs required the additional capacity and/or compatibility with other networks. All three of these currently existing links utilize the Grass Valley "E" series codecs. An analog video/audio switch in Ma Health allows switching between all locations. This analog switch also allows for mixing broadband video conferencing with compressed technologies. This switch will also allow Ma Health Clinic to mix "E" and "J" series codecs by doing switching in an analog rather than digital environment. The significant components of this project are three fold: 1. to provide a portion of the remaining funding needed to allow the clinic's existing video conference-distant education network to be connected to other similar public sector networks throughout XY. 2. to provide the funding to convert a portion of the clinic's network to the "J" series codec according to the schedule established by the "WIDEN" project. 3. to provide room upgrades in Ma Health to allow interaction with the Grass Valley DS3 switch. Appendix 1 shows the clinic's primary and secondary service area overlaid with the proposed five networks.

Problem/Opportunity Definition Ma Health Clinic's and Project WIDEN applications represents a coherent strategy for interconnectivity and coordinated upgrades of program transmission technology among all of the XY's broadband videoconference networks. The requested investment of XYZF funds will dramatically expand the program delivery capability of these networks and increase the capacity of their linkages, in response to documented demand.

These projects take a critical step toward advancing distant education in XY by helping to move our state closer to realizing the vision of a seamless and interactive network of networks--one of the most fundamental purposes driving the shared mission of the XY Advanced Telecommunications Foundation and the Educational Technology Board. Governor Tommy G. Thompson, in his state of the state address during January 1996, called for "Bold new...initiatives...to build a world class system of education in XY--a system based on choice, academic achievement, and technology...These projects are needed to provide and ensure the connectivity of the Ma Health Clinic distant education network with that of the members of project WIDEN. The second need is to relieve the intolerable limitations on transmission capacity between networks, which has proved absolutely insufficient to meet urgent needs. The critical system component common to all partner networks that imposes a technological roadblock to meeting these needs is the existing coder/decoder facilities--Grass Valley "E" series units. E series codecs are outmoded, obsolete technology because they can transmit only a single channel and are electronically impossible to upgrade for additional program transmission capacity. The most cost-effective approach to upgrading these networks is conversion of the existing "E" series codecs to

Grass Valley J series units. J series codecs are capable of transmitting three channels of programming using the existing bandwidth as E series codecs whose capacity is limited to a single channel (Diagram 1). Realization of Ma Health Clinic and Project WIDEN's goals are urgent because:

- Interconnectivity between Ma Health Clinic and WIDEN partners was documented as early as 1993 in a grant funded by Ameritech.
- New distant education networks with the "J" series standard are moving into construction phases; it is critical that these networks can interconnect with the established networks.

Expansion to multiple channel transmission of distant education programming represents the most cost-effective and efficient solution to many of XY's pressing needs for delivery of educational programming. Realization of Ma Health Clinic and Project WIDEN's goals must begin immediately and proceed on a timely schedule because:

- Pent-up demand for medical information both lifestyle and disease specific education has reached an all time high throughout the state; delay will force educators and health care providers to resort to more costly, less efficient alternatives or forgo this opportunity entirely.
- One of the most cost effective strategies to lower health care costs is through proper and timely education.
- Distant education is an important tool to achieve these.

Project Goals the project goal is to improve the means of delivery to Northern, Western, and Central XY of the many health related educational programs offered by Ma Health Clinic.

This will be achieved by interconnect and providing a common platform between the Ma Health Clinic videoconference network with the WIDEN partners. This will provide a better allocation of staff, reduction of travel time between institutions, and better access by patients and the general population to health care information.

Goal 1 Respond more effectively to the needs of patients for health education programming in rural XY through a telecommunications solution based on advanced technology

Goal 2 Ensure connectivity between Ma Health Clinic's video conferencing network and that of the other distant education networks in the state.

Goal 3 Guarantee compatible signal transmission standards among XY's established and emerging distant education networks to multiply resource-sharing opportunities.

Goal 4 Expand capacity for transmission of educational programming among XY's distant education networks and beyond.

Learners who currently participate in educational offerings from networks built years ago around the limited capacity of E series codecs will benefit immeasurably from expansion of programming available to them. The economy and convenience of readily accessible distant education facilities with expanded transmission capacity promises the following benefits to targeted end users.

- PK-12 schools' faculty and staff will receive programming from Ma Health Clinic regarding specific health related areas, and the special health care needs of handicapped and other chronically ill students.
- Higher education students who participate in internships at Ma Health Clinic will be able to interact with campus faculty without the need to travel. Ma Health Clinic physicians and staff who teach at the four campuses and technical colleges will be able to do that teaching

from Ma Health. • Community residents in distant areas will be able to take part in numerous diseases specific, wellness, and lifestyle educational programs without the need to travel to Ma Health. Appendix 2 lists the types of outreach programming Ma Health Clinic participates in. Patient confidentiality is essential to the patient-physician relationship. The clinic has established strict criteria to ensure this confidentiality. No portion of the implementation of this project in any way compromises this relationship. The networks are controlled by a computerized scheduling system that ensures only the selected sites are receiving the transmission. Because of the digital signal the transmissions eavesdropping is not possible. Project Design Ma Health Clinic staff have worked closely with Project WIDEN staff, representatives of the communications industry, and resources persons of several state agencies. Since the clinic currently has operated a distant education network for almost three years much of the policies and procedure are already in place. The programming component is also in place with existing seminars, classes etc. The project will consist of the following steps: Task to be completed Staff Time frame1. Notification Project Acceptance XYZF Jan. 19972. Finalize instillation on DS3 video switch Ed Korlesky, Access Wis. Jan. 19973. Work with Project WIDEN staff to finalize audio standards WIDEN Staff Ed Korlesky Feb. 19974. Finalize design for room upgrades and seek final quotations Ed Korlesky Vendors Feb. 19975. Finalize budget and approve network pricing. Ed Korlesky Feb. 19976. Clinic Executive director signs contract. Bob DeVita, Exec. Dir. Feb. 19977. Purchase room upgrades. Ed Korlesky March 19978. Instillation of room upgrades. Ed Korlesky Vendors April 19979. Audio calibration of system with WIDEN members Bio-med Elec. May 199710. Install codec Access Wis. July 199711. Upgrade acceptance period Ed Korlesky Aug 199712. Work with other Network directors to determine programming schedule. Implement Team Aug 199713. Begin project evaluation Implement Team Aug 199714. Complete project evaluation and submit report Implement Team Jan 1998 Responsible Personnel Ma Health Clinic: Ed Korlesky, Manager Audio Visual, will coordinate lease and hardware purchases, oversee testing of system, and coordination of scheduling. Sally Cutler, Assistant Director Human Resource Development, John McCarty, Assistant Director Medical Education, and Bev Weister, Manager Patient Education, will coordinate educational programming most appropriate for the network participants.

APPLICANT QUALIFICATIONS

The Ma Health Clinic is well qualified to undertake this project. Operationally, for the last three years, the Clinic has operated the largest private medical/educational broadband video conferencing network in the state. The clinic staff has worked closely with Project WIDEN staff to develop this application and will continue to work closely with them to ensure the smooth implantation of this new technology. Ma Health Clinic will also work with outside vendors for design and implantation of this new technology including the telecommunications providers and selected audio/video integration firms. No key staff members must be recruited for this project. Because of the highly technical venture is not suitable for involvement of volunteers. • Project Director: Ed

Korlesky, Manager Audio visual will work with Project WIDEN director to implement time line, purchase equipment, authorize expenditures, and supervise evaluation. 10% of time. • Implementation Team: To coordinate programming Manager of Patient Education, Bev Weister 5% of time Manager of Medical Education, John McCarty 5% of time Assistant Director Human Resources, Sally Cutler, 5% representative of Corporate communications. Less than 5% • Technical Team: Internal Biomedical electronics staff and selected vendor engineering staffs. Summarized resumes for all key staff is include in Appendix 5. Project Management

The Ma Health Clinic distant education network has been in operation for three years. Because the network is contained within one cooperation, we do not have a board of directors as is common with most networks of this type. The network's day to day operations are coordinated by the audiovisual department manager, (Ed Korlesky). These operations include scheduling, training staff on equipment operation, promotion of system capabilities and assistance with educational design for distant learning. No additional training of end user staff beyond what is currently in place is required because of this project. Network programming is coordinated through the various educational department staff listed in the implementation team above. This programming committee will continue to work closely with Project WIDEN's programming committee for implementation of the opportunities made available with additional transmission capacity. This committee also work with internal medical departments to help determine needs of end users.

The AV manager, telecommunications manager, (Currently vacant); information systems operations manager (Chuck Heiting), and Director Regional Operations, (John Smylie) conduct network strategic planning.

Project Evaluation

The Ma Health Clinic will provide a report to XYZF at the end of the first year of operation on the number and type of Internet work interconnections, the programs provided and the number of attendees. Program evaluations will also be provided to the attendees both in Ma Health, at the live event, and at the remote site. These evaluations will not only provide feedback to the presenters but will provide a comparison between the on site participants and the remote participants. These evaluations along with the final report will be conducted by the implementation team and will be made available to XYZF staff.

PARTNERSHIP AND COMMUNITY SUPPORT

For distance education to be judged successful, formation and nurturing of partnerships represents critical foundations to the development and operation of cooperative learning systems. It stands without additional explanation that Ma Health Clinic has been working closely with WONDER members for over four

years and working with the WIDEN partnership for six months. The impact of this expansion will require additional distant site coordination for programs originated from Ma Health. The members of WIDEN have a mechanism in place and demonstrated the ability to coordinate these activities. The impact for the end user is increased opportunity at the local level.

Appendix 6 lists letters of support for this application. The four distant education networks involved are represented by a letter of support from the project WIDEN director. Ma Health Clinic anticipates eliminating considerable travel time for its employees who serve as faculty for the WIDEN members and for our staff and student who will receive additional programming from WIDEN sites. Limitations of the grant proposal requirements, restricts us from providing letters of support from each individual facility this proposal would serve. Ma Health Clinic does adhere to the existing Internet work scheduling policies and agreements now in place between by project WIDEN members.

Ma Health Clinic works closely with XY Training Regionally Employed Care Providers (WIS-TREC) to provide distant education facilities and staff (both technical and faculty) for continued training of non physician medical providers in Northern XY. We rely on their expertise for faculty and site coordination.

Ma Health Clinic is also working closely with Ministry Corporation, (A religious order that operates six hospitals in XY) as they finalizing plans for their compressed video network. Ma Health Clinic will provide a key link allowing the connection of their network with WIDEN project members. Ministry Corporation will provide enhanced compressed dial capabilities, distant site coordination and content experts in many health specialties

Ma Health Clinic and the members of project WIDEN will be much better to sustain and expand distant learning activities over the long term after they have acquired expanded transmission capability. Ma Health Clinic has to date invested over three quarters of a million dollars in this type of technology. Current leases with GTE and Access XY are prepaid through the summer of 2002. These leases are amendable to allow for advances in technology. The clinic plans to continue expanding this network as we form strategic alliances with or acquire other medical practices.

Potential to Serve as a Model

The Ma Health Clinic application along with Project WIDEN will point the way toward forging productive working relationships with neighboring distant education networks and their directors. The project also demonstrates the solid working relationship between public and private institutions and our ability to work together for benefit of student or patient.

The joint Ma Health Clinic and WIDEN applications can readily be extended to additional systems as they commit to linking with the broader statewide network now emerging. In this way these projects can be replicated in other communities where its success will serve as a catalyst for other distant education networks faced with similar critical shortages of transmission capacity. The need for adaptation of mature technologies and upgrading to emerging solutions is universal and perhaps nowhere more evident and urgent than for distant education networks where demand for program services has far outpaced supply of transmission capacity.

APPLICANT FINANCIAL RESOURCES

If successful with this grant application Ma Health Clinic would enter into and be liable for, the amendments to our exiting lease with Access XY for the changes in our DS3 telecommunications services. The clinic would plan to prepay these costs.

The budget for the proposed system: DS3 video switch lease\$50,065Codec Upgrade\$47,293AMX controller upgrade Echo canceller and other room enhancements\$16,707Ma Health Clinic will keep records of costs and payments so as to enable XYZF, its auditors and the clinic's auditors to review the amount and nature of expenditures made for this project. Such accounting records and other related records shall be maintained by the clinic and subject to audit, as directed by XYZF, for a period of seven years. Ma Health Clinic is a partner in this project with the WIDEN grant application. Because of the combination of public and private institutions, even though the clinic is a not for profit 501(C)(3) corporation, it was determined that the clinic should submit a separate grant application.

Appendix 3 is a financial excerpt from the clinic's current annual report. Other information deemed necessary by XYZF would be made available upon request.

Ma Health Clinic

LIST OF ATTACHMENTS (not included in Web version)

A. Comparative Transmission Capacity Diagram/Project WIDEN Networks Map
B. Ma Health Clinic Educational Program Listing
C. Financial Statement
D. Summary of Project Costs
E. Summarized Resumes
F. Letters of Support
•WIS-TREC
•WONDER Network
•Sisters of the Sorrowful Mother Ministry Corporation
ASCD Home . Services . Grant Information Grants Broker Service

The following is list of individuals and companies that offer help writing and preparing grant proposals, as well as other services. ASCD does not necessarily endorse these organizations. The information I have listed is current as of the

date I received it. You are responsible for verifying contracts, fees, reference checks and other arrangements.

Gershowitz Grant and Evaluation Services 505 Merle Hay Tower Des Moines, Iowa 50310 (515) 270-1718

Services:

Provides comprehensive grants management to educational and non-profit organizations, including needs assessment, research, proposal preparation, and grant writing seminars. Offers a "Grant Watch" newsletter which summarizes material from a variety of publications including the Federal Register, the "Chronicle of Philanthropy," and others.

Credentials:

Michael V. Gershowitz has a Ph.D. in political science from New York University. He has been an education reporter for the "Long Island Press", an associate professor of public administration at Long Island University, and is a senior research associate at the National Center for Public Productivity at Rutgers University. Has written over 100 successful federal and foundation proposals.

Fees:

The "Grant Watch" publication costs \$1,560 (mail) or \$1,698 (fax) per year. For other services, he charges \$75 per hour. A typical foundation proposal costs between \$300 and \$ 500 and a federal proposal will cost between \$2,000 and \$5,000.

Grant Evaluation 108 Fir San Antonio. TX 78210 (210) 619-8953

Services:

Reviews and writes proposals, collects information, and performs research.

Credentials:

The Executive Director has a Ph.D. from Oxford University, England, certifications in teaching and school psychology, and teaches a graduate course on research methods.

Fees:

Contact the company for information.

MDK Associates 277 E. High Street Lexington, KY 40507 (606) 254-4664
Services: The agency works on proposals to government, foundation and corporate funders. They write and critique proposals, perform funding research, assist in strategic resource planning, offer training seminars on the grants process, and produce a monthly funding newsletter tailored to your needs and interests. Most of their work seems to have been concentrated in Kentucky.

Credentials: Michael D. Kannenshon, President of the firm, has a Master's degree in Political Science. In the past, he administered the Job Training Partnership Act (JTPA) program for the mayor of Lexington, was the Director of planning for the Kentucky Department of Corrections, and directed the interstate Consulting Clearinghouse for the Council of State Governments. He teaches grant writing courses at the University of Kentucky and Eastern Kentucky University. Contact the firm for a list of recent clients.

Fees:

Fees vary with the type of service you require. In general, with a \$5,000 retainer, the charge is \$60 per hour. The fee may be paid in 12 monthly installments. Without the retainer, the cost is \$75 per hour. MDK estimates that letter proposals to small foundations may require about 5 hours to prepare. Proposals to large, national foundations could take between 20-50 hours.

John O'Donnell Company 211 East 43 St. New York, NY 10017 (212) 867-3131

Services: Provides development and management services to non-profit organizations. Usually works on a three to five year plan that includes capitol and other fundraising campaigns. The company has offices in New York, Boston, Washington, D.C., and London.

Credentials:

The company has worked with Old Sturbridge Village, the Harlem School of the Arts, West Side Montessori School, and others. Contact the company for a list of clients. A list of the staff and their backgrounds is available from them upon request.

Fees:

Contact the company for information.

POLARIS North Executive Plaza 2320 E. North St., Suite JJ Greenville, SC 29607-1250 (803) 271-3950

Services:

Provides a variety of grants-related services to two-year technical and community colleges, public and private K-12 schools, nonprofits, and colleges. Polaris offers grant fundamentals workshops, evaluation, research, writing and review, and consulting services. They offer several publications on finding grants and preparing proposals.

Credentials:

The staff has over thirty years of combined experience in all aspects of the grants process.

Fees:

Consulting and Evaluation: \$1000 per day, plus expenses Research: \$28 per hour Review and Assistance: \$55 per hour Writing: \$39 per hour Training: \$2,200, plus expenses, for two, seven hour sessions. Workshop materials are \$30 per person.

CMS Consulting

6045 Greenbriar, Huntington Beach, CA 92648-5563 Phone: (714) 969-7707 Fax: (714) 969-4357 Internet: snowdonch@aol.com

Services

Works with educational agencies, municipalities, and non-profit organizations to identify funding sources, write or review grants, and evaluate programs. Serves as a facilitator in developing collaborative projects and funding proposals, especially those seeking the improvement of youth, families, and communities. Constructs evaluation designs and conducts quantitative and qualitative evaluations, as well as needs assessments, community mapping, and feasibility studies. Provides workshops on school-linked services, youth development, successful grant writing, and the use of evaluation information for decision-making.

Credentials

Cheryl M. Snowden has an Ed. D. in Educational Administration and Instructional Technology from the University of Southern California. She has served as a school principal, district director of curriculum and instruction, and senior consultant for a research and development firm. She is an ASCD and CASCD member.

Fees

Foundation and corporate-giving proposals start at \$500. State and federal projects start at \$1500. Evaluation designs begin at \$250. Workshops vary in cost.

FINDING FUNDING FOR YOUR PROJECT

Getting Started

For many people, the most difficult part of conducting a grant search is knowing where to begin. This list offers starting points for your search. The Foundation Center The Foundation Center, an independent, national service, provides information on private philanthropic giving and grant seeking. In addition to offering publications and workshops, the Center operates four Reference Collections--in New York, Washington, D.C., Cleveland, and San Francisco--that provide materials and services useful to grant seekers. To accommodate people who don't live near a main Reference Collection, the Center supports over one

hundred Cooperating Collections across the United States. Contact the Foundation Center for more information about its work and for the locations of its Cooperating Collections.

The Foundation Center
79 Fifth Ave.
New York, NY 10003-3076
Phone: 212-620-4230; 1-800-424-9836
<http://fdncenter.org>

Basic reference books

Your budget might not allow you to purchase any books, but here are several you might find in your main public library or at one of the Foundation Center's Cooperating Collections. The Foundation Directory Provides information on more than 6,700 foundations that either hold assets of at least \$2 million or distribute \$200,000 in grants each year. Entries include addresses, phone numbers, types of support, subject and geographic areas in which they fund, giving limitations, application information, and contacts. The Foundation Directory, Part 2 Contains the same information as Part 1, but focuses on more than 4,000 smaller foundations that give between \$50,000 and \$200,000 each year. The Catalog of Federal Domestic Assistance (CFDA) Describes all of the federal government's programs that give money.

Entries include information on the granting agency, the grant program, eligibility, application and award processes, addresses and contacts.

Internet Resources

GCS (Grants and Contract Services) Web
<http://www.ed.gov/money.html#gc> Provides information on U.S. Department of Education grants and contacts, and offers links to other federal government grant information.

Funding, Grants and Reports <http://www.fwl.org/edtech/grant.html> Sponsored by the Far West Laboratory, this page provides both general grants information and materials and links related to finding money to support classroom educational technology.

State Search

<http://www.state.ky.us/nasire/NASIREhome> A list of state-specific information. Check your state's Department of Education site to see if they list grant information.

Grants Web

<http://lab.busfac.calpoly.edu/MARKS/grantsweb.html> This site bills itself as a "starting point" for grant seekers, and contains numerous links to grants-related information on the Internet.

Grant Sources for Educators
<http://www.capecod.net/Wixon/business/grants.htm> Targeted at educators, this site offers links to information on grants and fundraising activities. Newsletters and Newspapers The Chronicle of Philanthropy The "newspaper of the nonprofit world." Includes articles on fund-raising and philanthropy; lists recent grants; profiles foundations and corporations. Published bi-weekly. Contact: Chronicle of Higher Education, Inc., 1255 23rd St., Suite 775, Washington, DC 20037; 202-466-1025.

Education Grants Alert Weekly newsletter that lists federal, private foundation, and corporate grant opportunities. Includes section on regional grantors. Contact: Brenda Cordwell, ed., Capitol Publications, Inc., Suite 444, 1101 King St., Alexandria, VA 22314; or Subscriber Services 1-800-655-5597. ASCD Resources

ASCD WWW Page - Grants section
<http://www.ascd.org/services/grantinfo/grant.html> Check this site for monthly grants alerts and other grants-related information. Designing Successful Grant Proposals Written by Donald Orlich and published by ASCD, this book offers tips to guide you through the grants seeking process, from monitoring funding sources to submitting a proposal. Available from ASCD at 1-800-933-2723; Stock number: 196022; \$16.95.