The Nursing Education Xchange (NEXus): Promoting a Community of Learners

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Conflicts of Interest and Disclosures:

Neither the planner(s) or presenter (s) indicated that they have any real or perceived vested interest that relate to this presentation.



OBJECTIVES: Through participation in this presentation, attendees will have the opportunity to:

- ▶ Describe the establishment and maintenance of a multi university network collaboration for sharing resources and student participation in diverse course offerings.
- Examine best practices in collaborating among a community of faculty and students.
- Discuss with fellow educators their own experiences in sharing resources.



The Nursing Education Xchange

WHY

- ► Address nursing and nurse educator shortage
- ► Facilitate doctoral students in completing programs via distance learning
- ► Collaborate across organizational systems to impact change in education and practice

MEETING THE GOALS....

- ► Reduce cost of creating online courses
- ► Increase course offerings for students
- ► Overcome administrative barriers of shared courses
- ► Collaborate to promote change in education and practice





Background

- ► Historical overview
- ► Operating processes











































Timeline



Funded by FISPE Grant for Western Region PhD Programs (2004-2008) Enrollment
Begins with 11
Registrations and
4 Member
Institutions

DNP Programs
Added
Receive HRSA
Grant to Expand
Beyond Western
Region (2008-2014)

Project Becomes
Financially Self
Sufficent

Master's Pilot Program Begins >300 Graduates >1,000 Registrants 16 Members

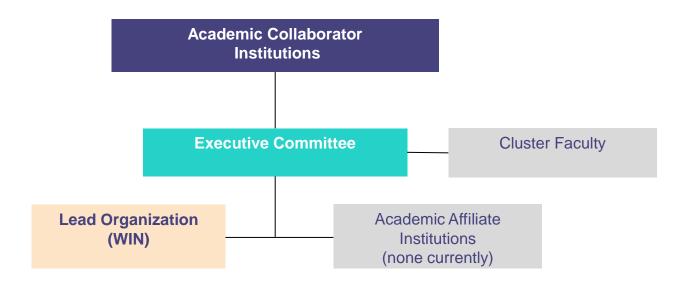


Pair and share---turn to your neighbor and.....

Share any past or current experiences you have had participating in course sharing and/or consortiums....
What made the partnership work?



Organizational Chart





- ► Executive Committee = representative from each Academic Collaborator
- ▶ Officers elected to Committee
- ► Each Collaborator identifies a Faculty Coordinator + Campus Staff Coordinator

Key Foundation Documents



▶ Guiding Principles:

Document outlining philosophical approach and principles underlying the collaborative

▶ Memorandum of Understanding:

The agreement signed by campus deans and administrators

▶ Bylaws, Policies, and Procedures:

The operating procedures that provide structure to the collaborative



Additional Supporting Committees

In addition to Executive Committee:

- Sustainability Committee (Officers)
- Evaluation Committee
- **▶** DNP Committee
- Student Advisory Committee
- Ad Hoc as needed





Members

Academic Collaborator = Teaches and sends Home students **Academic Affiliate** = Only sends Home students.

Current Members

Arizona State University

Loma Linda University

Oregon Health and Science University*

The Ohio State University

The University of Iowa

The University of Oklahoma

The University of Texas at Tyler

University of Colorado Denver*

University of Hawaii at Manoa

University of Kansas

University of Nevada Las Vegas

University of New Mexico

University of Northern Colorado*

University of Utah*

Virginia Commonwealth University

Washington State University

*Founding Member



How NEXus works

MEMBER INSTITUTIONS:

- ► Pay annual dues to participate
- ► Facilitate paperwork
- ► Collect tuition and share between the Home and Teaching institutions, and NEXus Office.

STUDENTS:

- ► From member institutions choose from >250 online graduate courses https://winnexus.org/
- ► Use their institutions' process to request to enroll in selected course
- ► Earn credits toward their own university's program
- ► May take advantage of their existing financial aid
- ► Pay a common tuition rate



NEXus Language

- ► TEACH = University offering the course
- ► HOME = Institution sending the student
- Campus Staff Coordinator (CSC) = Administrative Coordinator on Campus for NEXus



How Students Enroll

- 1. Student selects Course with Advisor Approval and submits Registration form to Home Coordinator
- 2. Home Coordinator requests the seat electronically from Teaching Institution Coordinator and institution grants seats.
- 3. Student submits all other paperwork to Teach including financial aid if applicable. Teach coordinates Admission and Enrollment.
- 4. Student follows Teach and Home Transcript process.



How to Enroll in NEXus Course



Select Course and Review Deadlines



Secure Faculty Advisor Approval



Submit NEXus Tracking Form to Home CSC



With Home CSC Submit Paperwork to Teach, Including Financial Aid



Home CSC Contacts Teach CSC



Teach CSC Coordinates Admission and Enrollment



Follow Teach Instructions



Complete Course

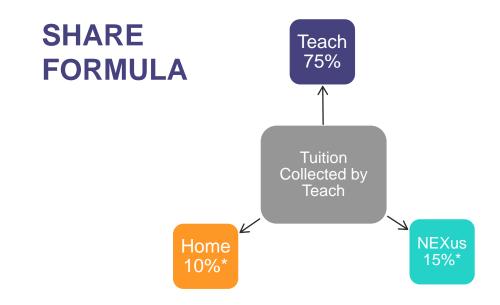


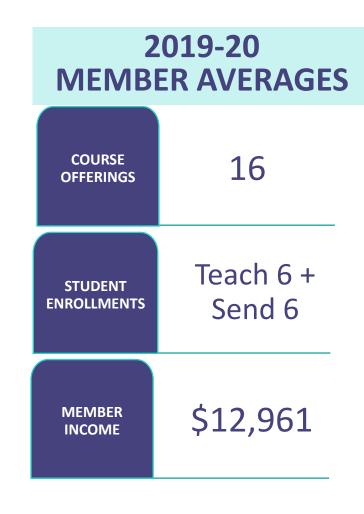
Follow Teach and Home Transcript Process



How the Financials Work

- ► Member institutions pay annual dues \$5,000 or \$6,000 depending on level/programs
- ► Students pay a common tuition rate \$865/credit
- ► Tuition collected by Teaching institution and split three ways







For Universities: Benefits + ROI

BENEFITS

- Fill seats in specialized courses
- Offer a broader range of courses w/expert faculty
- ► Reach a larger diverse group of students
- Assist students in timely progression and retention
- Ease faculty workload from independent study
- Respond to emergencies quickly

\$ RETURN ON INVESTMENT

- Generate additional income
- Save on instructor salary (estimated at \$15,900)
- Save on course development costs (estimated at \$6,900)

2019-20

TOTAL TUITION GENERATED \$259,215
303 TOTAL CREDITS
84 DISTINCT COURSES

INSTITUTION INCOME

\$220,334

ESTIMATED FACULTY SALARY COST SAVINGS \$1,033,200 @ \$15,900 EACH

ESTIMATED COURSE DEVELOPMENT SAVINGS

\$445,200 @6,900 EACH



What about costs!?

What are some strategies your faculty group or institutions have used to bring about cost savings?



Course Offerings

WWW.WINNEXUS.ORG

NURS652 Understanding & Intervening in Common Mental Health N5115 MINDSTRONG: An Evidence-based Program to Reduce Stress &

NUR 670 Curriculum Development in Academic and Practice Settings

NURS536 Nursing Theory: Foundations for Knowledge Development

NURS596 Nursing Science: Theory and Science of Nursing II

NURS 7204 Discovery & Innovation in Science

NUS 739 Philosophy of Inquiry

NRSG 870 Designing a Student Learning Environment

NUR 671 Teaching in Academic and Practice Settings

NUR 672 Design and Delivery of Mediated Instruction

NRSG 873 Teaching with Technologies NRSG 877 Foundations in Education and Learning

NRSG 871 Curriculum/Program Planning and Evaluation

Promote Overall Well-Being

NURS:5035:L Graduate Pharmacology Specialty: PNP-Acute Care NURS:5035:U Graduate Pharmacology Specialty: PNP-Primary Care NURS:5035:V Graduate Pharmacology Specialty: Family NP NUR 673 Producing and Evaluating Programs for Academic and Practice NURS 538/638 Emerging Trends in Nursing Education Curriculum NURS:5036 Psychopharmacology for Advanced Clinical Practice NURS 551/651 Complex Health Conditions NURS:5040 Genetics/Genomics Adv Nursing Practice NURS 561/661 Best Practice in Teaching Nursing NURS:5041 Psychotherapeutics for Advanced Practice Nursing NURS:6557 Clinical Practice Mngmt. & Leadership for Advanced Practice Providers NURS 562/662 Learning Assessment in Nursing NURS 563/663 Simulation in Nursing Education NURS 564/664 Clinical Teaching NURS:6808 Population Health for Advanced Practice NURS 591/691 Online Teaching NURS528 Multivariate Statistical Techniques for Health Sciences NURS 6071 Curriculum Development and Evaluation NUS 691 Advanced Information Technology Seminar NURS 6073 Assessment and Feedback in Education NURS 679 Technology in Healthcare Education NURS 706 Teaching in the Health Professions: Surviving & Thriving in HCR 598 Fundamentals of Human Lactation NURS 6745 Complex Symptoms Management NURS 710 Measurement of Nursing Student Outcomes NURS 6747 Practical Applications in Palliative Care Programming NURS 741 Evidence-Based Teaching NURS 760 Advanced Nursing Curriculum Design and Program Evaluation NURS 780 The Professorial Role in Nursing Education NURS 7862 Best Practices to Enhance Teaching and Learning NURS 7740 BBS I: Intrapersonal Determinants & Phenomena NURS 7750 BBS II: Interpersonal Phenomena & Determinants NURS 7760 Interventions & Outcomes in Biobehavioral Research NURS 7885 Seminar: Cancer, Aging & End-of-Life Care Research NURS 7864 Evolving Nursing Education Science and Nurse Educator Roles NURS 7865 Outcome-Focused Curriculum and Program Evaluation NURS 593 Climate Change and Public Health Preparedness NURSING 6114 Strategies for Personal Health NURS 6017 On the Home Front: Vet & Military Families NURS 6018 Home from the Battlefront: Psychological Health Care CTLE 6510 Cyber Pedagogy NURS 6070 Education Environments and Educator Roles NURS 6019 Wounds of War; Mil Vet Disability Eval NURS 6072 Learners and Learner-Centered Teaching NURS 6023 Veteran & Military Health Care Systems NURS 6074 Teaching Strategies & Modalities NURS 6024 Caring for Veterans: Aging, Chronicity, & End of Life Care NGRD 680 Strategies for Advanced Theory Development in Nursing NGRD 681 Philosophical Foundations of Nursing Science NP 8782 Foundations of Evidence-based Practice NURS 6350 Research in Transcultural Health NURS 6402 Comm. Engagement in Research w/Diverse Populations NURS 641 Health Disparities & Policy NURS 702 Adv. Concepts of Vulnerable Underserved Populations NRSG 883 Complexity Science Approaches to Improve Organizational NURS:6811 Social Determinants of Health & Health System Inequities NRSG 936 Philosophy of Nursing Science DNP 661 Ethics & Advanced Nursing Practice NRSG 937 Innovative Theories and Models for Nursing Science NUR 604 Philosophy of Science Perspectives in Nursing & NURS 8510 Ethics in Healthcare Practice, research & Policy RELE 524 Bioethics and Society Healthcare Innovation NURS 7101 Research Ethics & Protection of Human Subjects NURS 501 Theoretical Foundations of Adv. Nursing RELE 534 Ethical Issues in Public Health NURS 580 Budget & Finance for the Nurse Leader NURS 599/799 Strategic Innovation & Healthcare Complexity NURS 605 Symptom Management Science NURS 6102 Roles & Responsibilities of the Nurse Scientist RELE 564 Ethics and Health Disparities GERON 6001 Introduction to Gerontology GERON 6002 Service Agencies and Programs for the Elderly NURS 6103 Philosophy of Science GERON 6003 Research Methods in Aging NURS 6310 Philosophy of Nursing Science GERON 6050 Best Practices in Geriatric Care NURS 6312 Theory Construction & Evaluation GERON 6240 Aging and the Arts GERON 6370 Health & Optimal Aging NURS 703 Philosophical Underpinnings of Nursing Science NURS 703 Philosophy of Human Science GERON 6390 Care Management: Clinical Issues NURS 704 Analysis and Construction of Nursing Models & Theories GERON 6564 Interdisciplinary Approach to End-of-Life/Palliative Care NURS 7101 Metatheory in Nursing I HTHRHSC7650S Case Studies in Clinical Gerontology NURS 7102 Metatheory in Nursing II MEDCOLL 7790 Introduction to Applied Gerontology NURS 7105 Analyzing & Constructing Conceptual & Theoretical MEDCOLL 7795 Issues and Trends in Aging NUR 628 Research Theory & Principles: Palliative Care in Older Adults Foundations of Nursing Science NURS 7200 Writing Discipline for Scientific Publishing NURS 6390 Care Management: Clinical Issues NURS 7201 Role of the Scientist I NURS 6564 Interdisciplinary Approach to End-of-Life/Palliative Care NURS 7202 Role of the Scientist II GERON 6100 Applications of Research in Aging NURS 721 Advanced Concepts in Biobehavioral Research GERON 6235 Successful Cognitive & Emotional Aging GERON 6280 International Dimensions of Lifelong Learning Nurs 725 Synthesis and Emerging Trends in Scientific Inquiry NURS 7506 Caring Science: Multiple Perspectives GERON 6320 Death, Dying and Bereavement NURS 7508 Caring Science as Transdiciplinary Domain for GERON 6392 Care Management: Legal, Financial & Business Issues Health Science Education GERON 6500 Social and Public Policy in Aging NURS 7511 Philosophical Underpinnings of Caring Science NURS 7803 Health Care Systems: State of the Science NURS535 Philosophy of Nursing Science

COURSE OFFERINGS BY CLUSTER AREA FALL 2019 - SPRING 2021

NRSG 805 Understanding Disability through Mass Media NRSG 893 Preparing for Healthcare Practice in Rural Communities NUR 501 Individual & Innovation Leadership in Adv. Nursing Practice

NURS 702 Applied Epidemiology in Advanced Practice Nursine

NURS:5035:K Graduate Pharmacology Specialty: AG-Acute Care NP

NURS:5018 Clinical Education in the Care Environment

NURS 5350 Advanced Pathophysiology

NURS 6343 Publishing Scholarly Papers

NURS 6711 Health and Systems II

NURS 7150 Ethics & the IRB

NURS 6324 Advanced Multivariate Statistics

GROWTH OVER TIME

▶ 25 to 85/Term ▶ 4 to 15 Clusters

NEXus THE NURSING EDUCATION XCHANGE	ANNUAL UPDATE 2020
Other NURS 608 Quality Improvement in Practice	Research Methodology continued NURS588 Research Inquiry: Quantitative Methods I
NURSING 7402 Economic Evaluation of Healthcare Interventions	NURS592 Research Inquiry: Qualitative Methods II
NURSING 7770 Fundamentals of Medical Product Dev. & Regulation NURSING 7781 Responsible Conduct of Research	NUS 697 Advanced Qualitative Research Methods NUS 706 Psycho-Social Measurement & Questionnaire Construction
NURS 6392 Care Management	NURS 7103 Foundations of Science Inquiry: Philosophical,
NURS 725 Principles of Advanced Nursing Management	Historical & Epistemological
NURS 746B Clarifying Racism - Foundational Concepts of Bias NURS 746C Clarifying Racism - Unequal Treatment	NURS 7208 Research Design II
Quantitative Research Methods	Scholarship and Writing NGRD 679 Writing for Professional Publication
NRSG 934 Foundations of Data Science	NURS 6233 Scientific Writing for Publication
NURS 6123 Applied Statistics I NURS 6223 Applied Statistics II	NURS 6341 Scholarship of Writing for PhD NURS 6342 Scholarship in Nursing
NURS 7201 Statistics I	NURS 7206 Introduction to Grantsmanship
NURS 7207 Quantitative Research Designs I NURS 7104 Applied Informatics	NURS 7402 Dissertation Proposal Development
NURS 7202 Statistics II	NURS 779 Writing a Research Grant Application NURS 7401 Critical Appraisal and Synthesis of the Literature
NURS 7209 Individual and Focus Group Research Interviewing Qualita-	Scientific Underpinnings for Advanced Nursing Practice
tive Research Methods NURS 6213 Qualitative Methods in Research	NRSG 939 Precision Health NRSG 950 Symptom Science in Nursing
NURS 7856 Independent Study	NURS 618 Epidemiology in Advanced Nursing Practice
NURS 7203 Principles of Qualitative Inquiry & Analysis II	NURS 658 Applied Nursing Genomics
Research Methodology NGC 602 Data Science Applications in Healthcare	Special Topics NURS 5341 Special Topics in Nursing Sleep Better: Neurophysiology
NGRD 664 Advanced Statistical Methods for Nursing Research	of Sleep & Wake
NGRD 684 Quantitative Research Methods NGRD 685 Qualitative Research Methods	NURS 559/659 Understanding Social Determinants of Health
NRSG 946 Measurement Principles and Practice	NURS 598 Advanced Topics NURS 6702 Foundation of Health Informatics
NUR 691 Mixed Methods for Health Science Research & Practice	Systems, Leadership, Informatics and Policy
NURS 503 Research in Nursing NURS 529 Analtytical Seminar for Health Sciences	IPHI 820 Program, Project, and Communication Planning IPHI 851 Transforming Health Care through Use of Information
NURS 6107 RESEARCH & QI: PRINCIPLE EVIDENCE	Systems and Technology
NURS 612 Health Outcomes Research Nursing Practice	IPHI 957 Health Informatics, Human Factors, and Ergonomics as
NURS 613 Mixed Methods Research NURS 620 Advanced Health Care Statistics I	Applied to Patient Safety NGC 632 Interpreting Health Care Policy
NURS 621 Health Care Statistics II	NGRD 655 Health Systems Finance
NURS 6320 Data Management NURS 6322 Advanced Statistics	NRSG 880 Organizational Foundations for Leading Change NRSG 881 Applied Budgeting and Finance
NURS 6330 Quantitative Research Design	NRSG 885 Evaluation and Analysis for Health Care Effectiveness
NURS 6333 Qualitative Research Design	NRSG 891 Human Resources and Workforce Development NRSG 920 Microsystems in Healthcare Operations
NURS 6337 Advanced Research Design NURS 6339 Mixed Methods Design NURS 6510 Translational Science for Practice	NRSPRCT 8403 Science of Practice Innovation
NURS 6510 Translational Science for Practice	NURS 518 Population Health Leadership
NURS 700 Scientific Integrity: Responsible Conduct of Research NURS 701 Statistical Methods for Nursing Research	NURS 5381 Healthcare Informatics 21ST Century NURS 5383 Applied Informatics: Quality, Safety, & Cost
NURS 702 Advanced Statistical Concepts for Nursing Research	NURS 5385 Information Systems Life Cycle
NURS 7107 Principles of Qualitative Inquiry I NURS 712 Conducting Rigorous Health Related Intervention Research	NURS 5387 Data Analysis and Healthcare Technology NURS 549/749 Evidence Driven Clinical & Organizational
NURS 720 Foundations of Biobehavioral Clinical Research	Effectiveness
NURS 725 Translational Research Methods NURS 732 Advanced Concepts in Healthcare Quality Research	NURS 595 Communication in Nursing Leadership
NURS 732 Advanced Concepts in Healthcare Quality Research NURS 7440 Measurement for Nursing Science	NURS 596/796 Complexity Science Approaches in Leading Academic & Health Services Organizations
NURS 7621 Adv. Qualitative Research Design, Methods & Analysis I	NURS 597/797 Creating Sustainable Organizations
NURS 7622 Adv. Qualitative Research Design, Methods & Analysis II NURS 7631 Adv. Quantitative Research Design, Methods & Analysis I	NURS 6274 Semantic Representation NURS 6293 Database Management Systems
NURS 7632 Advanced Quantitative Research Design, Methods & Alialysis I	NURS 6352 Health Care Policy Development
Methods & Analysis II	NURS 6710 Health and Systems I
NURS 770 Quantitative Research NURS 772 Qualitative Research	NURS 6730 Principles of Health Care Financing NURS 6772 Quality Improvement in Healthcare
NURS 775 Statistical Methods for Nursing Research I:	NURS 707 Leadership in Health Policy
Univariate Methods NURS 776 Statistical Methods for Nursing Research II:	NURS 7106 Context for Advancing Science NURS 731 Foundations in Healthcare Quality Research
Multivariate Methods	NURS 7720 Evaluating Health Care Delivery Systems
NURS 780 Quantitative Methods in Nursing	NURS 7730 Changing Health Care Delivery Systems
NURS 781 Qualitative Research Methods in Nursing NURS 785 Special Topics in Nursing Research - Instrumentation	NURS:5002 Leadership & Management Essentials NURS:5010 Clinical Data Management and Evaluation
NURS:7310 Measurement in Health Research	NURS:5015 Health Systems, Finance and Economics
NURS:7404 Biological Markers in Health Research NURS524 Foundations of Methodological Applications	NURS:5016 Health Care Infrastructure and Informatics NURS:5017 Quality and Safety
for Health Sciences	NURS:6550 Advanced Leadership and Management
NURS526 Analytical Foundations for Health Sciences	NURS:6551 Financial Management
NURS527 Association, Group Difference and Regression Techniques for Health Services	NURS:6552 Managing Care in the Organizational Environment NURS:6554 Seminar on Healthy Work Environment
NURS534 Research Seminar: Research Development & Critique	NURS:6556 Marketing and Communications for Health Care Leaders
NURS587 Research Inquiry: Qualitative Methods	NURS:6802 Health Policy, Law, and Advocacy

NURS 7773 Leadership & Health Care Policy

GERON 6520 Foundations of Careers in Long-Term Care GERON 6604 Advanced Physiology and Psychology of Aging NURS 6600 Elder Health Promotion NURS 711 Conducting Mixed Methods Research

Current Clusters/Areas of Study

- Advance Nursing Practice*
- 2. Children, Parents and Family
- 3. Chronic and Disabling Conditions and Palliative Care
- 4. Diverse and Vulnerable Populations
- 5. Ethics*
- 6. Interprofessional Collaboration*
- 7. Gerontology and Geriatric Nursing
- 8. Non-Nursing Courses
- 9. Nursing Education
- 10. Nursing Knowledge Development: Theory, Philosophy, and Science
- 11. Research Methodology (Mixed Methods, Qualitative and Quantitative Research Methods)
- 12. Scientific Underpinnings for Advanced Nursing Practice*
- 13. Scholarship and Writing
- 14. Special Topics
- 15. Systems, Leadership, Informatics and Policy



Measuring Outcomes

- ► For each university
- ► For the individual student
- ► For the organizational framework For nursing education





Historical Enrollments

NEXus Enrollments by Type of Student



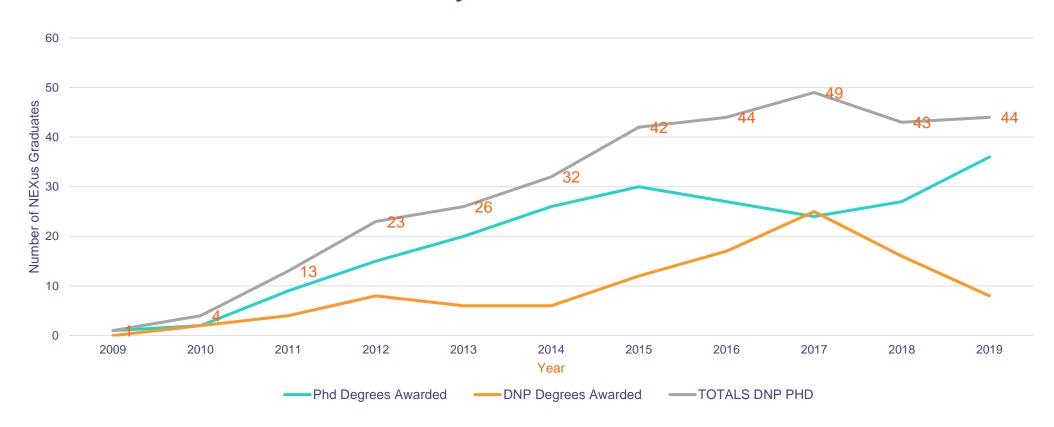
STUDENTS	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	TOTAL
PhD	10	6	18	21	49	48	59	68	64	59	56	33	43	76	38	648
DNP	0	0	0	1	10	17	10	20	36	41	20	15	24	19	13	226
Masters								1		7					1	9
TOTALS	10	6	18	23	59	65	69	89	102	107	76	47	67	96	52	886



Graduation Data

321 Graduates have taken a NEXus Course

NEXus Doctoral-level Graduates by Calendar Year





Best Practices: Organization evaluation practices

- ► Formative and summative approaches used to
 - ► Evaluate the effectiveness of the courses,
 - ► Evaluate the exchange itself, and
 - ► Assess student/faculty satisfaction.
- **►** Course evaluations are:
 - ► Important indicators of effectiveness;
 - Are administered to participating students/faculty and reviewed periodically



Evaluation of Course Offerings

- ► Each term students and faculty are sent NEXus surveys to complete.
- Evaluations are overseen by a NEXus Evaluation Committee that includes at least one Executive Committee Member, a Campus Staff Coordinator and the NEXus Project Director.
- ► Results are summarized and shared with members
- Individual institutions receive feedback if specified in an evaluation



► Thirty-eight questions include areas of:

Demographics
Degree program
Career plans
NEXus enrollment and course experiences.

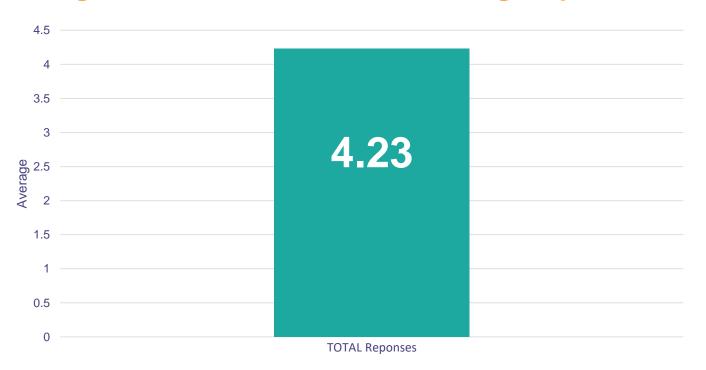
► Three questions and results follow:



Fall 2014 to Fall 2020

QUESTION: To what extent did the array of courses offered by NEXus meet your current need(s)?

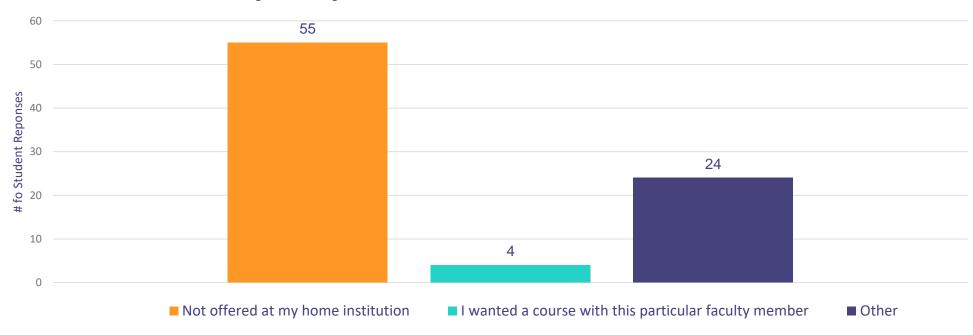
85% Reported being able to take a course in their degree plan





Fall 2018 to Fall 2020

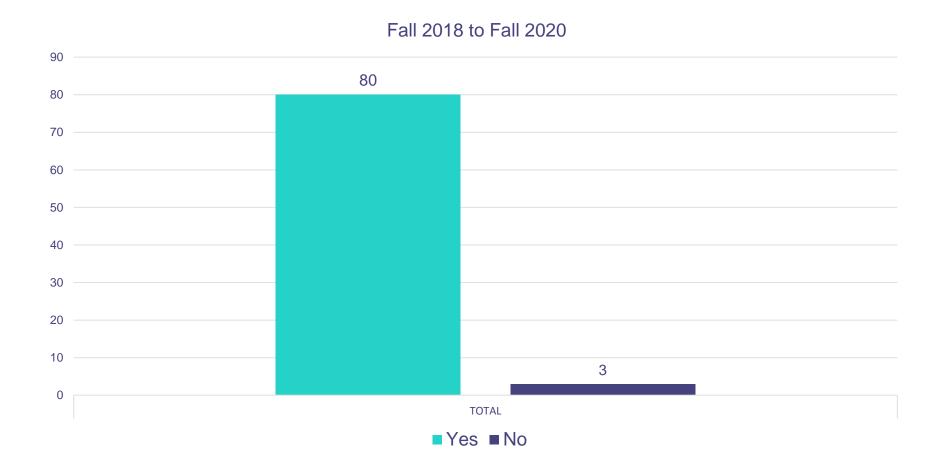
QUESTION: Why did you enroll in this NEXus course?



SUMMARY OF OTHER RESPONSES			
Topic of Interest/Research	10	To get ahead of the course load for the fall semester.	1
Sequence or Time of Offering	6	To experience a different perspective from another institution	1
Summer Studies	3	An external course required for program	1
Elective for PhD program	1		
Both of the above (Not offered and Faculty Member Teaching)	1		



QUESTION: Did the NEXus course facilitate your remaining "on time" in your program of study? 96% Answered Yes





"I appreciated the diversity and exposure to other doctoral teaching methods"

"Networking with faculty at other schools really helped me grow"

"Meeting my professors was a great networking opportunity...she offered to continue working with me throughout my PhD program·"



University/Faculty Feedback:

► Highlights Are Diversity and Networking

"Nexus is crucial to the success of our program"

"Having this more widely distributed group of students adds depth and value"

"Having NEXus students in the courses adds rich diversity of thought"



University Feedback

One executive committee member commented....

"This collaboration is invaluable, both from the standpoint of our students, as well as related to the interactions among programs of nursing education... We are stronger together!"



► One more question.....pair and share.....

What road blocks to course sharing have you experienced?



CONCLUSIONS:

- ➤ Continuing evaluation of educational networks informs best organizational practices,
- Network collaborations, such as NEXus, demonstrate that academic partnerships enhance resilience-- of educators, institutions and students.
- ▶ Programs, such as NEXus, facilitate the preparation of clinical and nursing educational leaders.



Questions



References/Resources

Resources: www.winnexus.org

- ► The Benefits of Joining NEXus
- Real Time Catalog of Course Offerings
- ► How to Enroll for Students
- Campus Contacts
- Cluster Descriptions
- ▶ Member Packet Information
- ▶ 2019-20 Annual Course Listing and Report
- Quick Handout: Overview of NEXus

References for Faculty Salary and Course Development Costs:

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- Chapman, B. (2010). How Long Does it Take to Create Learning? [Research Study]. Development Ratios Summary Table. Published by Chapman Alliance LLC. from www.chapmanalliance.com
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