

Nevada

EARLY CHILDHOOD ADVISORY COUNCIL

“Nevada’s children will be safe, healthy, and thriving during the first eight years of life, and the system will support children and families in achieving full potential.”

Public Meeting

Tuesday, August 5, 2014

Nevada Department of Education
9890 S. Maryland Parkway, Ste. 221, Las Vegas, Nevada

Video-Conference Location

Nevada Department of Education
700 E. Fifth Street, Carson City, Nevada

Minutes

Anna Severens called the meeting to order at 9:37 a.m.

1. Welcome and Introductions: Anna calls for introductions of ECAC member present.

ECAC members present in Las Vegas, NV

Dolores Hauck, Nevada HAND
Carrie Paldi, Creative Kids Learning center
Angela Triche, Sunrise Children’s Foundation Early Head Start
Steve Schorr, Review Journal, School Districts Board of Trustees Representative
Dr. Catherine Lyons, University of Nevada Las Vegas, Department of Educational and Clinical Studies
Dr. Linda Young, Vice President of Clark County School Board of Trustees
Latisha, Division of Public and Behavioral Health, Child Care Licensing

ECAC members in Carson City, NV

Anna Severens, Nevada Department of Education, Office of Educational Opportunity
Marty Elquist, Northern Nevada Nonprofit Early Childhood Program, The Children’s Cabinet

ECAC members absent:

Kathleen Bent, Mental Health and Development Services, Division of Public and Behavioral Health
Sherry M. Halley, Education Program Professional

Public Present in Las Vegas, NV

Tammie Williams, Head Start Collaboration and Early Childhood Comprehensive Services Office
Jared Susker, Children’s Advocacy Alliance
Shelby Henderson, Children’s Advocacy Alliance
Robin Kincaid, Nevada PEP

Public Present in Reno, NV

Thomas Kapp, Part C Coordinator

Tammie Williams will facilitate the meeting as proposed by Anna Severens. She begins the meeting with updates per agenda items.

2. Before updates Anna reminds committee there must be an opportunity for the public to speak; there are not comments from the public at this time.

3. Next Anna suggested that we can make changes to the minutes with no action taken due to the lack of a quorum.

Suggested Revision to minutes:

Dolores noted revisions

- The Hand in Nevada HAND must be in all capital letters as it is an acronym
- The phone number is correct in the additional comments noted

Steve Schorr noted revision

- Change made from Cox Communication to Review Journal as of January

Angela Triche noted revision

- Item 14 update, inclusion in Clark County of Early Head Start Home Base option for at Sunrise Children's Foundation.

Anna Severens noted revisions

- Debra Aquino be listed as a member of the public as she has not officially a member of the ECAC Committee
- Lillie England and Joanne Everts should be listed as Silver State Kid Project evaluators
- Pg. 8 bullet 4 last word in paragraph changed to adopted from adapted
- Comment section bullet 3 change 8th grade to 3rd grade
- Pg. 4 last word in paragraph add hyphen to P3 abbreviation

Catherine Lyons noted revision

- Pg. 8 second bullet in comment section change quality to qualified
- Pg. 8 fourth bullet in comment section change from based of research to base on research
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Once corrections are made to minutes send them out so that they can be approved at next meeting when we have a quorum

4. Head Start State Collaboration/Early Childhood Comprehensive Services-Tammie Williams, Head Start State Collaboration/Early Childhood Comprehensive Services Coordinator, Office of Educational Opportunity, Nevada Department of Education

Updates:

- The first semi –annual appropriation report was completed for our Head Start Collaboration Grant, no response to date which is usually good news.
- Head Start Collaboration and Early Childhood Comprehensive Office officially transferred to the Nevada Department of Education. This happened with the last interim finance

committee approval of closing out the grant from Health and Human Services to the Nevada Department of Education.

- We have a new HSSV/ECCS Administrative Assistant, Shirley Yancey who comes to us with an extensive Early Childhood Education and experience with Head Start.
- TSG is progressing, we had the first Accredited Program Training (APT) in Carson City on 07-28-14. the training was designed to assist teachers on the completion of the assessment, reports, and to provide coaching and mentoring to them throughout the process also. There will be more training in this coming school year.
- The TSG is a benefit to Kindergarten teachers because it is also used as the K-entry assessment for Pre-K students
- Most of kindergarten participation for TSG is in the north

Comments:

- Steve Schorr asked why there are not any Clark County schools participating? Tammie said all of the Pre-K, Early Childhood Special Education, and the Zoom schools are taking part in the assessment. Clark County kindergarten has their own assessment that they are using presently. At one point there was some discussion that kindergarten teachers could volunteer to participate in the TSG Assessment but it was decided to use their current tool. Steve Schorr asked if it is just Washoe County participating? Tammie said no we have Churchill, Nye, White Pine, and Elko. Anna asked if Elko is participating, Tammie stated that just the Early Head Start not the school district. Steve Schorr stated that it seems to defeat the purpose if largest school district Clark County is not participating. He would love to follow up and see why there is such a differential. I would love to be able to follow this through to see if we can come to some mutual agreement and have some Title 1 schools involved. It would be greatly appreciated, as somebody who is involved with Title 1 schools I feel this assessment is critical. Tammie strongly agrees.
- Angela asked if Clark County were presented with the idea of a small pilot program. Tammie responded with yes.
- Marty asked if there is a plan for ongoing support. When Washoe County began to implement TSG that was one of the things teachers were having a hard time with, where to go if you have questions. Is there a plan to go out and support teachers? Yes stated Tammie, we have trainers in all counties that participate where teacher can go for support. We also have designated an email address with the single purpose of answering question and supporting teachers through the process. In addition Shirley and I will be cc'd on these emails and will provide support to teachers and administrators. There will be a lot of electronic support moving forward. We are also looking at the feasibility of having a person to provide one to one support and would travel throughout the state to assist teachers.
- Steve Schorr would like to, if the Chair doesn't mind, take the discussion to Clark County and to figure out what is needed for some schools to take part in a pilot, to see where we need to advance and what it will take. The committee stated no objections of Steve moving forward with his plan.
- Angela wanted to know what the tool the school district is using is; is it internally developed or standardized. Tammie stated that they have several tools and is not sure of all of them but she knows that ASQ is one of them.
- Anna thanked Steve for his comments. She stated that from the beginning that TSG has been one of our priorities for the last couple of years. At one point we were looking at using

- pilot resources to hire a person to go out and provide direct support. We will have to check in with Janie Lowe, Interim Education Program Supervisor to see if this is still the plan.
- Tammie stated we have spoken with a person to provide support but there are some fiscal issues. We have to make sure that this fits her situation. She is very well versed in TSG and as a great rapport with our school district.
 - Steve Schorr stated that Clark County has a great desire to make sure that Early Childhood Education as it applies to this program be successful. Those statistics are critical. At the school he is involved with there are tracking systems in place for the children. He thinks that if we approach the school district with a pilot program it would make sense and would provide the key data for the state, the governors, and state legislators.
 - Steve Schorr acknowledged the presence of Dr. Linda Young and she introduced herself for the record.
 - After introduction Dr. Young commented on topic under discussion. In terms of Early Childhood Education, we have got to get children started. We need parents reading to children to enhance brain development as studies show. ECE intervention and support begins close to one year after that we have to get kids on it.
 - They will both discuss with Clark County the possibility of a pilot program at least with Title 1 schools as it is imperative to document progress in a consistent manner.
 - Tammie says that we did get 1.5 million to implement TSG as a pilot for two years; it went very well with the Pre-K last year. This year Dale Erquiaga wrote a letter inviting school districts to have their kindergartens participate and Tammie followed up with an email to the Kindergarten Coordinators who forwarded it the kindergarten teachers, several of them wrote in and wanted to volunteer for the pilot and now have been told they can't. They were willing to do TSG in conjunction with their other assessments and some of them wanted to be trainers.
 - Carrie affirmed with the addition of Dr. Young and Latisha Brown we are now at a quorum at 10:03 am
 - Angela stated that Dr. Young's first name is Linda not Lisa for the record
 - A breakdown of communication at the school district over the pilot of TSG may be the cause of non-participation stated Steve Schorr
 - Latisha Brown introduces herself for the record.
 - Anna summarized comments of the committee by giving the history of TSG becoming the assessment for the pilot, how parents support TSG, and some of the difficulties of teachers going from a direct assessment to an observation based assessment and the support that is needed for administrators and teachers alike.
 - One question from Steve Schorr, is there a fiscal cost to the local schools
 - Currently Nevada Dept. of Education is paying for all cost associated with TSG. All technical support is included in the grant.
 - Marty asked if those grants available now, I know some issues last year about the equipment coming too late, even after the cutoff date for the assessment.
 - The application for the grants will be out next week and we can do a quick turnaround. I-Pads are use in this process. These small grants are used to defray the cost of implementing the assessment.
 - Anna wanted to know if we are still moving to the Washington model for TSG. Tammie stated we will be using the Washington model for K-classrooms this year because there was a time concern kindergarten teachers do not have to upload information into the system as long as documentation is accessible in their records.

- Dolores asked if the Washington model of TSG skews the outcome of the assessment for kindergarten students. Tammie said that it does not because the dimensions for the assessment have been blended into the objectives but does not change the validity of the assessment. We want to measure outcomes for K-students and their readiness for kindergarten
- Dr. Young wanted to know where we are in terms of TSG pilot and Clark County. She wants to set up a meeting to move forward.
- Marty Elquist requested a list of district participating in TSG along with Dr. Lyons who wants a count of kindergarten classrooms also.
- Update given by Tammie on the Early Head Start Child Care Partnership Grants. Nevada Department of Education will not be moving forward with the application of the Early Childhood Collaboration Grant due to lack of participation and forthcoming information requested by the state and pending Dale Erquiaga final decision. Marty asked what information they needed. Connie Lucedo has sent an email to Tammie that gives further details to which Tammie will forward to committee members as requested by Anna. The Sunrise Children’s Foundation, the Community Services Agency, and UNR will be applying for the grant.

Thomas Kapp, Part C Coordinator introduced himself for the record. Anna updated the committee on membership to the council according to the Head Start Act; to date there is no new information.

- Dr. Lyons wanted to know with all the changes are there an organizational chart that would assist everybody understanding all the new modifications. The announcement for the Early Childhood Department Director was released recently, in the coming weeks there is going to be more of an alignment within the department and will be forthcoming. Anna reminded the committee of the coming Governor’s Symposium on August 15th. There will be organizational discussions there.

5. Nevada Department of Education Office of Early Learning and Development Update. Janie Lowe, State Title 1 Director-Educations Programs Supervisor, Office of Educational Opportunity, Nevada Department of Education.
 - Update already given
6. For possible action: Early Childhood Comprehensive Services Workshop Update-Tammie Williams, Head Start State Collaboration and Early Childhood Comprehensive Service Office, Nevada Department of Education

Comments:

- Sherry was going to report but is unable to do so due to previous commitment. Tammie will present update; the ICC and ECCS work groups had their meetings. They will still keep the groups separate because of the different requirements but will share information so that they don’t duplicate work. They will meet quarterly and Tammie and Sherry will serve on both committees.
 - Angela stated that Tammie will be the coordination piece for the ECAC Committee
7. Head Start Collaboration Leadership Team Update-Brenna Malone, President, Nevada Head Start Association
 - No update given

8. Update from the Children's Advocacy Alliance-Denise Tanata-Ashby, Executive Director, Children's Advocacy Alliance
- Reporting for Denise was Jared Busker; he introduced Shelby Henderson who is the Policy Manager for School Readiness. She was hired August 18th as the National Employee of the Children's Advocacy Alliance.
 - Strong Start Nevada is a revamped web site responsive to phone, tablet, and computer. Part of that is to increase trolling for social media on Twitter and Facebook. Also another part of our campaign is we have launched Thunder Clap to increase support for social media message for National Children's Day. So far we have 81 supporters for this message and it has a social reach of 75,000 individuals. Those 81 supporters will have this message on their unique profiles and see the pledge. We have 212 signatures for the Strong Start Pledge.
 - Two week ago we had a strategic planning meeting with the First Lady Kathleen Sandoval where we set goals for the upcoming year to enhance Strong Start. Some ideas put forth were creating a business guide book with some concrete ideas on how they can support early childhood by having a little info about ECE on their business card or when they put their phones on hold playing a message about ECE. On a larger scale giving parents time off or paying for early childhood care. We also discussed releasing the guide along with the Children's Advocacy Alliance Report Card which should be issued in January 2015. We will be having a press conference for the release date.
 - The Nevada Institute for Children's Research and the Children's Advocacy Alliance has applied for a grant through the Kellogg Foundation that will help the outreach of the Strong Start Nevada Campaign as of right now everything is looking good. We should hear something at the beginning of September.
 - We are working on our school readiness policies and they are being finalized and ready for public view in the next month or two. Steve Schorr asked what your school readiness goals are. Jared stated that there are three. First, the Early Childhood Subsidies; we worked with Guy Hobson Associates to review the ECE subsidies for child care program to increase rates so that they reflect the current market for 2013 and align with the QRIS. Secondly is to promote full day kindergarten. Third is gain more funding for QRIS.
 - Steve Schorr has requested for the next meeting to have the Hobbs Report on Child Care Subsidies for the committee.
 - Jared hopes that the new initiatives will bring about more participation for businesses and the community for ECE.
 - Dolores Hauck wanted to thank ACC for the work they are doing in the state. To encourage everyone on the council who can support PSA's and outreach programs to the community and statewide public campaign will move us forward.
 - Anna states that at the Governor's Symposium will have the First Lady Kathleen Sandoval will be speaking on Strong Start. There is will be a panel discussion on P-3 reforms and all of the superintendents have been invited, state legislators and other stake holders. There is still room for more participates.
 - Marty has an addendum to the Smart Start update. There is going to be a business book drive using Business Engagement Kits. There's a distribution list of 2500 businesses and they will go out this week. The book drive will be for the month of September. We have partnered with Scholastic and they have created a portal for

this specific purpose. Businesses are to encourage their employees to purchase books and at the end of the month they match the number of books that their employees purchased. They will be divided into four categories based on size and will be named Business Champion for Children by the First Lady in each category for most books purchased in October. We will use social media to get the word out including the Smart Start web site. In the kits are sign-up forms that can be sent to Children's Cabinet for registration, CD's, flyer for the work place announcing the book drive, a list of 6 points on why they should get involved, and why children's literacy is so important. Our goal is 30,000 books purchased. If the committee has any businesses who you think would like to get involved send the name to Marty.

9. Update-Resources to Support Developmentally Appropriate Practices for Silver State Kindergarten inventory of Development Statewide (KIDS) Pilot Kindergarten Classes and Council of Chief of State Officers (CCSSO) Technical Assistance Grant Update, Anna Severens, Educational Opportunity, Nevada Department of Education

- Discussion regarding plans, discussed at the last meeting, to send out CCSSO mini-grant that is aligned with NJ's DOE kindergarten guidelines document and Silver State KIDS's professional development plans.
- Anna stated at the last meeting she submitted a plan for the grant dispersal of funds. The mini-grant funds will be given to the K-teachers who are in the second year of the pilot to assist them with resources needed for TSG. She will work with Tammie on best use of funds with maybe \$500 or \$1,000 increments moving forward. One idea was to use grant to contract with someone who could provide teachers with one on one technical support. Another issue is that K-classrooms are not set up like pre-k classrooms; an idea was to use New Jersey guidelines to select and purchase materials for K-classrooms here.
- Steve Schorr asked if Anna got the extension for the grant for June30th. Yes she did get the extension from CCSSO.
- Catherine asked where the information is listed on the New Jersey Guideline. Anna will send her the link.

10. Maryland/Office Enhanced Assessment grant Update-Anna Severens, Education Programs Professional, Office of Educational Opportunity, Nevada Department of Education

- Anna updated by reminding the committee of three major consortiums whose purpose is to develop across the nation common statewide common kindergarten entry assessments. Nevada has chosen TSG as our assessment while other states have developed their own. Our focus will become more advisory as the Maryland/Ohio Consortium becomes more the hybrid of observational/direct assessment model; we still can stay abreast of what is going on in the country.
- Steve asked why we have issues with finding qualified kindergarten teachers across the state. It is critical to start children with good qualified teachers so that we don't have to play catch up.
- Dr. Young stated that we are having a tough time with recruiting teachers; period. ECE teachers are a top priority, then Math, Science, and Special Education teachers. It is so good to have this committee to articulate the need for ECE and

kindergarten teachers. We will have to develop strategic plans and implement those that would involve training, partnering with higher learning institutions, and Co-Horts or Alternate Route to Licensure (ATL) programs. It is critical in this state to acquire qualified ECE Teachers.

- Dr. Lyons stated she is an Early Childhood faculty at UNLV and she is one of three instructors in ECE and they have a Co-Hort program. They have a high enrollment of teachers in ECE along with Early Childhood Special Education. Anything the committee wishes to share will be taken back to her coordinator.
- Steve Schorr shared that there are two teachers at Schorr Elementary from the Co-Hort at UNLV and they are very good teachers who understand their importance to the educational structure. He will support teachers in any way to create positive educational structures in ECE and Early Childhood Special Education.
- Latisha Brown shared that she was an elementary student who needed intervention and help in the 4th grade. Through her parents and teachers she was able to succeed by the time she made it to Junior High and High School. We must empower students to succeed.
- Angela thanked Latisha for sharing such a powerful story.
- Dr. Young stated that one of the important factors in ECE is to help and to do more work with our higher education. In the school district we are limited in training because of funds but the collaboration with higher learning institution will help. Dr. Lyons agreed with previous statements, we will need more coaching and mentoring of teachers through the educational process.

11. Expanding Opportunities Workgroup Update – Robin Kincaid, Nevada PEP

- We are excited to receive four IBM Kid Smart Computers and through nationwide initiative to support early learning. We created a survey and some questions with the goal of using these computers in inclusion classrooms. They came with a bench where two children can sit together where one child can help another child work through the programs. Two are going to be used in the south at the Peace Garden Child Care Center, another at Christ the King Child Care, in the north at Big Steps, Little Feet Pre-School, and one at Hawthorne Pre-School. We are proud that these computers will be used in inclusion classroom. Tammie assisted in the review of the applications.

12. Child Care Licensing Updates – Latisha Brown, Interim Child Care Licensing Program Manager, Health Division, and Nevada Department of Health and Human Services.

- Child Care licensing as of July 1st we have administrative fines. Our goal is to work with providers before we fine anyone. Back ground checks needs to be started at child care facilities and Child Care Licensing needs to be aware within 24 hours.
- Extension of our 18 continuing training hours which are useful for providers through the Nevada Registry with more variety. Currently we are working on our nutrition regulations alongside the Children’s Advocacy Alliance. We have a lot of definitions, time limits, different types of exercises, and types of foods offered to children. We also know that this will be a hardship on some facilities

and we will ease them into this. We are also working on our application fees as instructed by the Legislature, as well as a possible background cost.

- Angela stated that licensing's approach in working with Early Head Start has been very reasonable and considerate. She also asked if Latisha's position is still an interim position. Latisha is now the Child Care Licensing Manager as of September.
- Carrie thanked Latisha for the smooth transition and her development of a licensing advisory board.

13. Nevada Association for the Education of Young Children Update-Carrie Paldi, Creative Kids Learning Center.

- The NevAEYC Board has made improvement to the Early Care and Education Imperatives. Imperative 1 is to increase the Child Care Development fund contributions which would increase money that goes to child care programs. Imperative 2 is to use current market rates for child care subsidies to 2013 rates for reimbursement. Imperative 3 is to support QRIS in regard to increased wages and retention for the ECE workforce. Carrie will email the Imperatives to Tammie and she will get them to the committee members.
- NevAEYC from the north and south sent representatives to the Western States Leadership Conference in New Mexico. It is a gathering where they come together and present a united front to share issues with NAEYC on behalf of workers and children.
- Carrie also reminded us the NevAEYC conference on April 16-18, 2014 in Reno at the Grand Sierra.

14. Home Visiting Update – Deborah Aquino, Title V/Maternal and Child Health Program Manager, Health Division, Nevada Department of Health and Human Services

- No update given as Deborah was not present

15. United States Department of Education Funding Opportunities Updates –

- Preschool Development Grants Program-Ann Severens, Education Programs Professional, Office of Educational Opportunity, Nevada Department of Education
 - Require letter of support from the State ECAC that follows Head Start Guidelines for membership
- Anna stated that at the Governor's Symposium, Libby Doggett, Deputy Assistant Secretary for Us Department of Education will present via video an overview of the Pre-K Development Grant as it relates to the federal landscape. In the afternoon, participants will break into three groups to discuss the three areas of the grant application. One group will examine how to use the application as a catalyst to Nevada Pre-K reforms; next group will develop strategies for expanding quality Pre-K and using infrastructure as it relates to quality and finally; a group will align strategies related the birth to 3rd grade continuum and how it integrates the P-3 plan, full day kindergarten, Silver State Kids, Striving Readers, and Head Start. These sessions will provide a great way to get specialized feedback from key stakeholders and policy makers moving forward; information to actually use to prepare the grant application. There are two

parts to this Expansion and Development; we are in the development category. Since we have a state funded Pre-K which only serves 1% of our population but we also have an infrastructure with great data gathered over 10 years that will give us a leg up on the grant over others in this category.

- Early Head Start and Child Care Partnership-Tammie Williams, Head Start State Collaboration/Early Childhood Comprehensive Services office, Office of Educational Opportunity, Nevada Department of Education
 - Update given previously in this report

16. Updates from Nevada Early Childhood Advisory Council Members

- Marty Elquist reported that the Children’s Cabinet has received a grant from the Chronic Disease Prevention Program to do some focused training for child care providers and counties of reducing screen time, increasing physical activity, and nutrition and supporting breast feeding in the child care setting. Some aggressive training and outcomes will be discussed with providers on site with direct technical support in 10% of the facilities. The counties are Elko, Washoe, Clark, and Carson City. We will be able to support state licensing in assisting them with on the new nutrition regulations and provide training and technical support.
- Latisha stated that this missing piece, with building the regulations felt like we were telling providers what to do without giving them the tools to accomplish these new guidelines.
- The curriculum is being developed in conjunction with Caring for our Children 3rd ed. and Let’s Move. We are offering trainings for each area for the Centrix Training Subscription so that rural areas have access.
- Dolores Hauck reported that Nevada HAND is entering collaboration with the HIPPO Program and Sunrise Children’s Foundation on School Readiness Programs with their residential program of 5000 residents, 40% are children and families. We want to collect data in real time measuring the educational and societal outcomes around home matters. We want to track the educational levels of head of household and link it back to how children are doing in school and the impact on families. We would like to connect adult education to prepare students for UNLV, CSN and possibly provide scholarships.
- Steve Schorr updated his contact information, he stated he was having difficulty getting email and the best way to reach him is at steve.schorr@cox.net. He has been appointed by the by Congress and the White House to serve as Ambassador on the Congressional Youth Awards. It will take him throughout the state to address young people and educators on the critical situation of education within our state and what needs to be done. There needs to be encouragement of young people who want to be teachers to become kindergarten teachers with a focus on recruiting men to teach young children.
- Carrie invited members to the next Childcare Licensing Advisory Committee on August 12, 2014 at 1:00-4:30. There is southern and northern location as well as a

call in number. There will be a presentation on the changing childcare regulations. She will forward the agenda to members.

- Anna wanted to thank Dr. Young and Steve Schorr for participating on the committee, "Your council is very valuable." She was asked to send out the notice of the Director's position.

17. Updates from Local Early Childhood Advisory Councils

- Tammie will make sure there is a call-in number for the public and advisory council.
- Angela suggested sending minutes of the ECAC meeting to the local advisory councils.

18. For possible action: Agenda items for next meeting in October.

- Discussion of meeting time and date.
- A report from CAA
- Kindergarten Inventory needs to be a standing item
- Carrie requested more information and updates on the Chronic Disease Prevention Program. Training will start on Oct. 1st
- Dolores requested any training on parent engagement. The TAPS Program is available
- Anna may need some time on the application on the Preschool Development Grant
- Send Tammie any presentation in advance so that she can send to committee and IT
- Angela requested a list of committee members which is being updated.
- Marty asked if we can review our strategic plan.
- Dr. Lyons requested a handout with by-laws, member list, meeting dates, times and the strategic plan
- Steve reminded the committee that changes to the by-laws has to be approved by the legislature.
- Anna suggested one face to face meeting
- Steve Schorr stated that in the previous minute, it states that the issue of face to face meeting had budgetary concerns and it was tabled. To remove the item from the agenda a motion must be made.

19. For possible action: Decide on meeting locations for duration of 2014 Meetings (face to face or video conference)

- Tammie will send members a Doodle Poll on when the best time and date for meetings moving forward and for the October 2014 meeting

20. Public Comment: None at this time

21. Adjournment: Motion made to adjourn meeting by Dr. Lyons and seconded by Steve Schorr, motion carried. Meeting adjourned at 12:10 PM