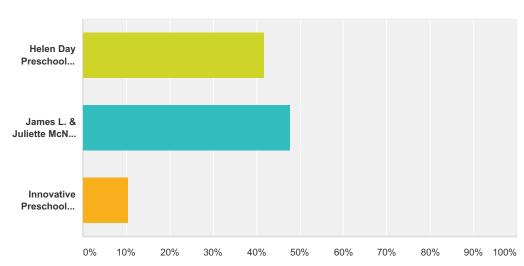
### Q1 In which of Hopkins House's preschool academies is your child enrolled?

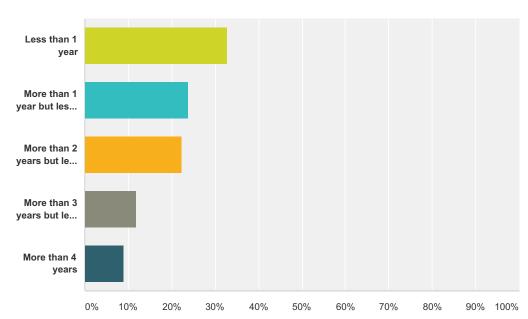




Answer Choices		
Helen Day Preschool Academy (City of Alexandria)	41.79%	28
James L. & Juliette McNeil Preschool Academy (Fairfax County)	47.76%	32
Innovative Preschool Academy (Town of Herndon)	10.45%	7
Total		67

# Q2 How long has your child been enrolled in the Preschool Academy (If you have more than one child enrolled, answer this question for the child enrolled the longest)?

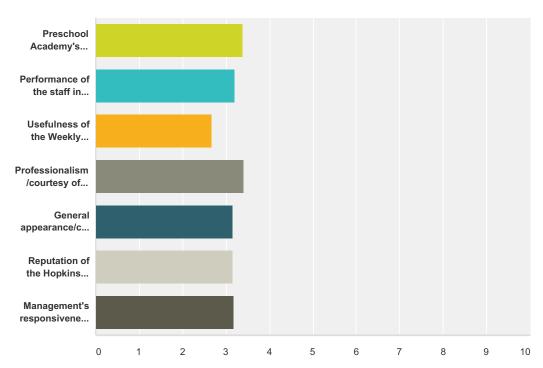




Answer Choices	Responses	
Less than 1 year	32.84%	22
More than 1 year but less than 2 years	23.88%	16
More than 2 years but less than 3 years	22.39%	15
More than 3 years but less than 4 years	11.94%	8
More than 4 years	8.96%	6
Total		67

#### Q3 Please rate the following aspects of our work:

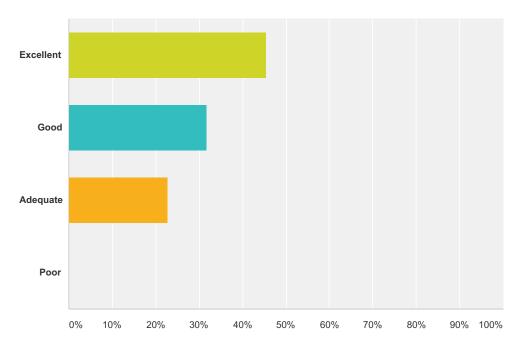
Answered: 66 Skipped: 1



	Excellent	Good	Adequate	Poor	N/A	Total	Weighted Average
Preschool Academy's academic program?	<b>50.00%</b> 33	<b>33.33%</b> 22	<b>13.64%</b> 9	<b>0.00%</b> 0	<b>3.03%</b> 2	66	3.38
Performance of the staff in your child's classroom?	<b>42.42%</b> 28	<b>36.36%</b> 24	<b>16.67%</b>	<b>3.03%</b> 2	<b>1.52%</b>	66	3.20
Usefulness of the Weekly Activity Report you receive for your child?	<b>12.12%</b> 8	<b>27.27%</b> 18	<b>13.64%</b> 9	<b>9.09%</b> 6	<b>37.88%</b> 25	66	2.68
Professionalism/courtesy of the Academy staff?	<b>53.03%</b> 35	<b>36.36%</b> 24	<b>9.09%</b> 6	<b>1.52%</b>	<b>0.00%</b> 0	66	3.41
General appearance/cleanliness of the Academy?	<b>43.94%</b> 29	<b>33.33%</b> 22	<b>16.67%</b>	<b>6.06%</b> 4	<b>0.00%</b> 0	66	3.15
Reputation of the Hopkins House Preschool Academy compared to other preschools with which you are familiar?	<b>34.85%</b> 23	<b>31.82%</b> 21	<b>15.15%</b>	<b>3.03%</b> 2	<b>15.15%</b> 10	66	3.16
Management's responsiveness to your issues and concerns?	<b>45.45%</b> 30	<b>28.79%</b> 19	<b>13.64%</b> 9	<b>7.58%</b> 5	<b>4.55%</b>	66	3.17

## Q4 Overall, how would you rate your satisfaction with the services you and your child receive at the Academy?

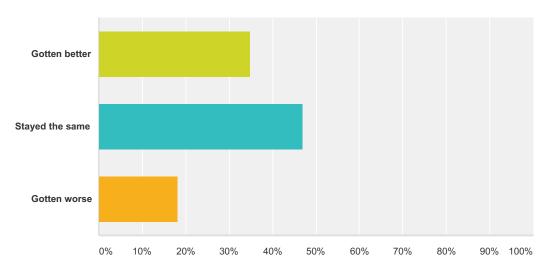




Answer Choices	Responses
Excellent	<b>45.45%</b> 30
Good	<b>31.82</b> % 21
Adequate	<b>22.73%</b> 15
Poor	0.00%
Total	66

## Q5 Overall, over the time that your child has been enrolled at the Preschool Academy, our performance has ...





Answer Choices	Responses	
Gotten better	34.85%	23
Stayed the same	46.97%	31
Gotten worse	18.18%	12
Total		66

# Q6 You rated your satisfaction with the services your receive at the Academy as "Poor". Please help us understand why you selected this rating:

Answered: 19 Skipped: 48

#	Responses	Date
1	n/a	1/19/2017 2:50 PM
2	I rated my satisfaction as "good". I'm not sure why the survey is registering it as "poor"	1/19/2017 12:00 PM
3	that is incorrect. I rated it as "good"	1/19/2017 10:42 AM
4	Not sure why I am seeing this, I rated services as "Excellent".	1/19/2017 10:29 AM
5	Excellent	1/18/2017 9:30 PM
6	N/A	1/18/2017 8:36 PM
7	I didn't mark anything as poor	1/18/2017 8:29 PM
8	I rate it as "good."	1/18/2017 8:11 PM
9	Didn't. Rated "adequate".	1/18/2017 8:07 PM
10	N/A	1/18/2017 8:01 PM
11	N/A	1/18/2017 3:56 PM
12	Poor rating was selected for daily logging. This has been brought up to management before in one-on-one meetings and since those meetings, log entries and teacher/parent communications have improved. But, by and large, transparency and communication have been poor when it comes to daily activities, achievements, how children are doing individually and in groups, etc., which make it difficult for parents to reinforce or work on issues at home. I had suggested weekly emails to parents which include what the weekly themes are, pictures of children in the classroom, areas of focus, etc., but were told teachers do not have access to email due to wifi issues in the building. This seems like something should be taken seriously and fixed as using technology is a common form of communicating in other centers. Allowing teachers use of technology as a means to reach parents and make parents feel more connected to their children and their development is critical, at least for me, since I'm away from my child 10 hrs a day. This would also empower teachers and build better relationships with parents.	1/18/2017 3:54 PM
13	This school is only about getting money, there's kids who doesn't even attend but still is able to be clocked in as if they were there which is taking up space	1/18/2017 3:45 PM
14	I did not rate anything poor. It was either NA. One concern I have is my son in Infant I came home with a bump and bruise on his head and I was told that they were not sure how it happened. The teacher who reported it to my husband said that she had been on break when it happened and did not have details. Not what a parent wants to hear.	1/18/2017 3:22 PM
15	N	1/18/2017 3:20 PM
16	Adequate, not poor.	1/18/2017 3:18 PM
17	I don't get weekly reports on my children. Nor do I receive the weekly activity calendar.	1/18/2017 3:16 PM
18	I didn't, I selected excellent on all questions.	1/18/2017 3:14 PM
19	I actually rated my overall satisfaction as "good". Something must be wrong with the survey. I do not feel the center performs poorly, although I see areas for improvement.	1/18/2017 3:14 PM

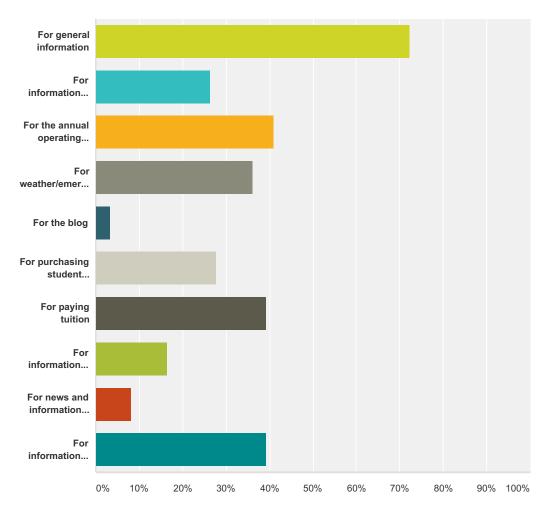
# Q7 Your responded that overall performance at the academy has "Gotten Worse". Please help us understand why you selected this answer.

Answered: 22 Skipped: 45

#	Responses	Date
1	I did not say it has gotten worse	1/19/2017 2:50 PM
2	Staffing shortages have affected the level of interaction, oversight and care the providers can give. Also, there have been several instances where the ratio of students to teachers has been at levels below what is required.	1/19/2017 1:23 PM
3	I think your multiple choice answers are flipped. I rated it as "gotten better"	1/19/2017 10:42 AM
4	Not sure why I am seeing this, I rated "Stayed the Same".	1/19/2017 10:29 AM
5	ratio issue, activity for toddler vs infant room	1/19/2017 7:59 AM
6	Staff turnover is appalling. Not being able to pay staff on time is unacceptable. Majority of staff are themselves are excellent, and I hope miss Michelle will have your full support as principal.	1/19/2017 7:24 AM
7	N/A	1/18/2017 9:30 PM
8	N/A	1/18/2017 8:36 PM
9	I marked it as staying the same	1/18/2017 8:29 PM
10	I responded with "stayed the same."	1/18/2017 8:11 PM
11	Didn't. Rated "stayed the same." Survey buggy.	1/18/2017 8:07 PM
12	N/A	1/18/2017 8:01 PM
13	Staff turnover has been very high, and at a time of limited staffing, the children no longer brush their teeth at school and the daily activity reports (bathroom times, eating, etc) have stopped completely; they aren't even offered anymore to fill out. I've raised these concerns and nothing has changed. We haven't gotten weekly reports since our child's 2nd month at the Academy. We rarely get any feedback on how our child is doing. Staff have yet to be replaced who left months ago. Our child's teachers are friendly and well-meaning, but these issues are important to address meaningfully.	1/18/2017 6:20 PM
14	No, my response was "stayed the same." There is an obvious management issue that has hurt employee morale and impacted performance. This is not a good feeling when dropping your children off. All parents have are these logs we pick up and historically, the logs I pick up are sometimes blank or half filled out. As previously mentioned, in the last 2 weeks forms have improved, but there needs to be more substance and oversight to the form, coupled with using technology for parents to access remotely.	1/18/2017 4:03 PM
15	N/A	1/18/2017 3:56 PM
16	N	1/18/2017 3:45 PM
17	I did not say it has gotten worse, I checked that it has stayed the same.	1/18/2017 3:24 PM
18	No, I responded, stayed the same	1/18/2017 3:18 PM
19	I did not select that answer. This as an error in your survey.	1/18/2017 3:16 PM
20	I didn't, I selected gotten better.	1/18/2017 3:14 PM
21	Again, I think the center has gotten better, so survey is off. There are some ways that the center has diminished in overall quality, but many ways that it has gotten better.	1/18/2017 3:14 PM
22	n/a	1/18/2017 3:11 PM

### Q8 How do you use the Hopkins House website (Select as many as apply)?

Answered: 61 Skipped: 6



wer Choices	Responses	
For general information	72.13%	4
For information about the qualifications of the staff	26.23%	1
For the annual operating calendar	40.98%	2
For weather/emergency closing announcements	36.07%	2
For the blog	3.28%	
For purchasing student uniforms	27.87%	
For paying tuition	39.34%	
For information about special events	16.39%	
For news and information about childcare, education, and child health	8.20%	
For information about preschool academy policies and practices (i.e. "Family Handbook")	39.34%	

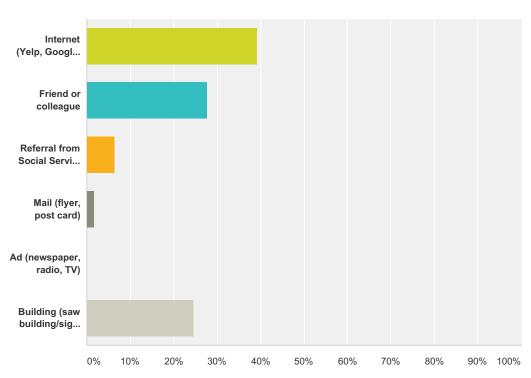
#### HOPKINS HOUSE PRESCHOOL ACADEMY SERVICES SATISFACTION SURVEY

Total Respondents: 61

#	Other (please specify)	Date
1	When I have to	1/19/2017 7:25 AM
2	Not much used, i choose the option other because none above applied. However the system made me choose so I chose general information so I could proceed in survey	1/18/2017 3:19 PM

### **Q9 How did you FIRST learn about the Hopkins House Preschool Academy?**



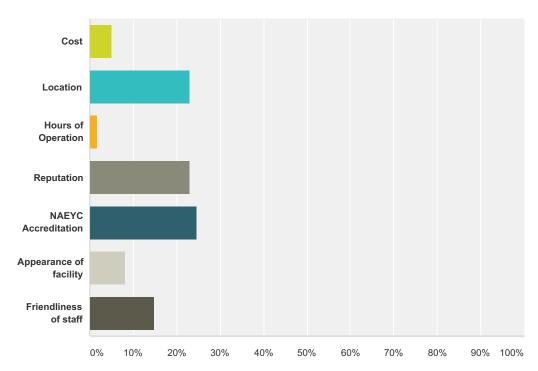


nswer Choices		
Internet (Yelp, Google, Explorer, Etc.)	39.34%	24
Friend or colleague	27.87%	17
Referral from Social Services or Military Rep	6.56%	4
Mail (flyer, post card)	1.64%	1
Ad (newspaper, radio, TV)	0.00%	0
Building (saw building/signage while driving/walking by)	24.59%	15
otal		61

#	Other (please specify)	Date
1	husband	1/27/2017 8:16 AM
2	Neighbor	1/27/2017 12:54 AM
3	researching schools in the neighborhood	1/19/2017 10:44 AM

## Q10 Which ONE of the following was MOST important to you in selecting the Hopkins House Preschool Academy for your child?

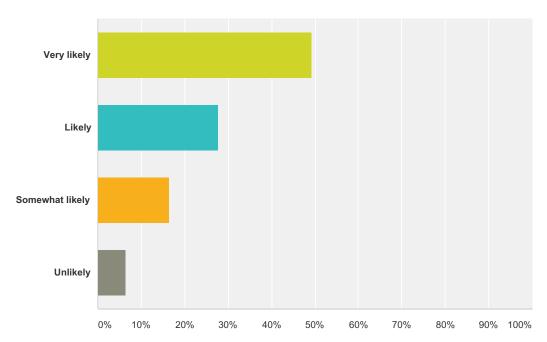




Answer Choices	Responses	
Cost	4.92%	3
Location	22.95%	14
Hours of Operation	1.64%	1
Reputation	22.95%	14
NAEYC Accreditation	24.59%	15
Appearance of facility	8.20%	5
Friendliness of staff	14.75%	9
Total		61

## Q11 Based on our performance, how likely are you to recommend Hopkins House in the future?

Answered: 61 Skipped: 6



Answer Choices	Responses	
Very likely	49.18%	30
Likely	27.87%	17
Somewhat likely	16.39%	10
Unlikely	6.56%	4
Total		61

# Q12 You responded that you are "Unlikely" to recommend the Academy to others. Please help us understand why you selected this answer:

Answered: 23 Skipped: 44

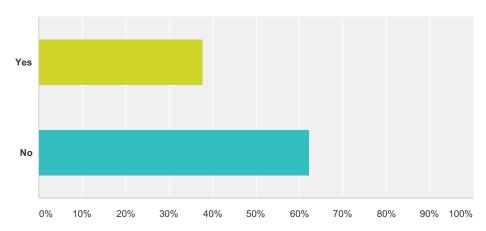
#	Responses	Date
1	The two rooms my daughter has been in their is inconsistency in the care she receives and how the school policies are carried out. My child was bitten by another child twice (in the same day) and again another time by the same child. We were notified of this by an incident report; however, there was never anything done with the child that continued to bite my daughter. I requested she be moved to the next room because I felt she was ready and the principal at the time felt she was too. Since moving to her new room, there has been a constant turnover in staffmost of the time the student/teacher ratios are not what they should be. I know its normal for kids to pick up thingscolds, mannerisms but it seems she's learning more bad habits than she is learning academically. She told me that one of her teacher told her she had ear boogies and that they were dirty, she is constantly telling me kids are stealing toys from her or she was hit by one of her classmates. I always ask if the child that did the action apologized or if a teacher corrected what happened and the majority of the time her response is NO. It appears the trend of teacher personnel is on the mend with the recent hire, but I am concerned when/if another teacher or assistant will be placed in the classroom. Also, I have concerns about how student tuition is being used. Since we have been apart of Helen Day, I can recollect at least 3-4 invitations for free dinners/receptions. I can also remember requests for cash payments to tip the staff and call for school supplies. Does Hopkins House subsidize these dinners/receptions with student tuition?	1/24/2017 1:16 PM
2	I did not say unlikely	1/19/2017 2:51 PM
3	Until staffing issues are resolved, I cannot recommend the Academy.	1/19/2017 1:24 PM
4	again, the answers are flipped. I rated it as "very likely"	1/19/2017 10:44 AM
5	Not sure why I am seeing this, I rated "Likely".	1/19/2017 10:30 AM
6	Wish for better quality food/meals and no uniforms	1/19/2017 8:00 AM
7	Because of the decline I have witnessed in the last few years	1/19/2017 7:26 AM
8	N/A	1/18/2017 9:31 PM
9	N/A	1/18/2017 8:37 PM
10	I marked very likely	1/18/2017 8:30 PM
11	I responded with "somewhat likely."	1/18/2017 8:12 PM
12	Rated "somewhat likely". Survey still bugged.	1/18/2017 8:08 PM
13	N/A	1/18/2017 8:03 PM
14	The reasons addressed in my earlier comments; high staff turnover, lack of access to a playground, lack of follow through on things like toothbrushing, and the lack of communication about my child's day, both on a daily or weekly basis. Our child is very happy and has made friends and has learned many things, which is why we haven't moved our child.	1/18/2017 6:22 PM
15	I answered "somewhat likely" not "unlikely." I'm hopeful the center will improve after the right management is in place, but there's a lot of work to be done. Really invest in your people and understand what the core issues are and work to improve the culture. As previously mentioned, communication on development, goals, individualized assessments, etc. need improved. Also, enrichment programs have completely stopped at the center. There used to be specialists that come in or staff members who lead in areas of foreign language, sign language, others?, etc. that are no longer in practice due to extreme management turnover. Another issue is outdoor activity level. Children do not have access to the nearby playground anymore due to licensing issues. The center courtroom does not allow enough play space for children. They need a more wide open space to play and incorporated daily.	1/18/2017 4:13 PM
16	N/A	1/18/2017 3:57 PM
17	N/a	1/18/2017 3:46 PM
18	There is something wrong with the survey. I did not check Unlikely. This has happened on every screen.	1/18/2017 3:25 PM

#### HOPKINS HOUSE PRESCHOOL ACADEMY SERVICES SATISFACTION SURVEY

19	No I responded Likely, I think there is a bug in the way the survey has been setup.	1/18/2017 3:20 PM
20	I didn't, I selected very likely.	1/18/2017 3:20 PM
21	Once again, your survey is wrong. I selected Likely.	1/18/2017 3:17 PM
22	I selected that I am "likely" to recommend the academy to others.	1/18/2017 3:16 PM
23	n/a	1/18/2017 3:12 PM

## Q13 Has your child attended a preschool other than the Hopkins House Preschool Academy?

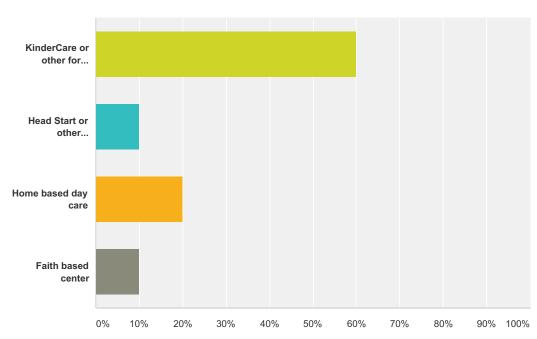




Answer Choices	Responses	
Yes	<b>37.70%</b> 23	3
No	<b>62.30%</b> 38	8
Total	61	1

### Q14 If you answered "yes" to the question above, what type of preschool was it?





Answer Choices	Responses	
KinderCare or other for profit center	60.00%	12
Head Start or other government center	10.00%	2
Home based day care	20.00%	4
Faith based center	10.00%	2
Total		20

#	Other (please specify)	Date
1	Sparkles	1/24/2017 1:50 PM
2	A different non-profit	1/24/2017 12:59 PM
3	Primrose School	1/19/2017 10:30 AM
4	Chesterbrook Academy Herndon VA	1/19/2017 8:01 AM

### Q15 Why did you change from this other preschool?

Answered: 22 Skipped: 45

#	Responses	Date
1	HH has a more rigorous academic program than KC.	1/27/2017 12:02 PM
2	moved states	1/27/2017 8:17 AM
3	moved	1/26/2017 11:43 AM
4	Relocation, wanted to find something with more academic rigor	1/26/2017 7:43 AM
5	Army Tuition Assistance changes	1/24/2017 10:35 PM
6	It was low quality	1/24/2017 9:52 PM
7	Relocation	1/24/2017 3:25 PM
8	kids in his age group were leaving	1/24/2017 2:18 PM
9	They were horrible.	1/24/2017 1:50 PM
10	The turnover at that preschool was constant, and the administration was rarely available for interaction. There was also an incident on the playground where a new teacher or teacher aid pushed our child down.	1/24/2017 1:17 PM
11	Relocation due to job	1/24/2017 1:17 PM
12	Location	1/23/2017 12:57 PM
13	it was a home based daycare and they were not getting the quality of care they needed. they were also not getting the education they needed	1/19/2017 2:52 PM
14	Moved	1/19/2017 1:24 PM
15	Moved from the state.	1/19/2017 10:30 AM
16	staff issue and cleanliness	1/19/2017 8:01 AM
17	To many rules for infant	1/19/2017 7:27 AM
18	Relocated	1/18/2017 9:32 PM
19	Age. Our child was getting to an age where we wanted our child to be with more kids their age and focus a bit more on learning than just playing.	1/18/2017 6:22 PM
20	Moved states	1/18/2017 3:58 PM
21	Moved out of state.	1/18/2017 3:22 PM
22	location	1/18/2017 3:12 PM

# Q16 If you have any suggestions regarding how we could improve the services we provide to you, please enter them in the box below.

Answered: 29 Skipped: 38

#	Responses	Date
1	Starting a second language early on! I think Spanish and sign language used to be taught even if once a week, but I do not believe this is the case anymore.	1/27/2017 10:17 AM
2	None at this time.	1/26/2017 4:56 PM
3	1. Be slightly more disciplined in allowing others into building. On some occasions individuals are allowed in without question of who they are (by other parents and employees). 2. It's not always easy to get teachers away from class to speak about own child (nor is it expected with an ongoing class), so perhaps it would be easier to have "weekly reviews" or some sort of progress report online, or at least issued via email. That will increase participation of parents while also increasing our feeling that our child is receiving the education we hope they are.	1/26/2017 2:37 PM
4	Keep up the great work!	1/26/2017 12:24 PM
5	Staffing needs to improve and better retention of staff.	1/26/2017 11:43 AM
6	Try to minimize staff turnover.	1/26/2017 10:04 AM
7	More up-front communication about classroom behaviors and negative interactions with other children would be nice; if there are details parents need to know, this shouldn't come from low detail incident reports or from a child before it is adequately explained by staff	1/26/2017 7:46 AM
3	We used teaching strategies gold at Bright Horizons and I loved getting pictures of what happened each day.	1/24/2017 10:36 PM
9	The information we get is contradictory. The dates on the master calendar do not match the dates on the McNeil calendar. Emails we get have different dates. Some info comes in email and some is only on signs at the school. It is hard to know where to get the most current and accurate information.	1/24/2017 3:53 PM
10	More parent teacher involvement, homework, activities to report child development	1/24/2017 3:25 PM
11	1st and foremost, the teachers should not be sitting there with their jacket on and bag packed ready to walk out the door with children watching videos at 5:45pm. And the babies should not be stacked up by the front desk strapped into their car-seats unstimulated like luggage waiting to be retrieved at pick-up time. I have seen this at pick-up before and was shocked. You asked our views on a Weekly Activity Reportit would be good if we actually got one. I don't remember the last time I saw any kind of status updates. Also, we're paying a \$50 fee for some kind of benchmarking computer toolbut we haven't seen anything showing these results.	1/24/2017 2:00 PM
12	Very often, the daily reports are not done. Being familiar with NAEYC accreditation requirements, this concerns me. We don't know how often he is changed at the end of the day, and we learn when he needs diapers because he comes home wearing a diaper that we didn't provide. The reasoning for there being no sheets recently was that the printer was broken. If this is true, then it's been far too long that the printer has been out of commission with no back-up plan for getting the paperwork the parents depend on. I'm sure the parent council would be more than happy to do a fundraiser to get copies of the daily report made at Kinko's or something. Also, we used to get a monthly newsletter with things that the students were learning that month and general goings on. I haven't seen one of those in several months. They were extremely informative for parents who wish to enrich the learning they are getting at Hopkins House at home, and to support educators in their efforts. Also, I have noticed several times when I've come to get my child that the classroom is over the NAEYC 6:1 ratio for two year olds, and sometimes over the Virginia 8:1 ratio for two year olds. This happens at the beginning and end of each day, presumably before enough educators or staff have gotten to school or after enough of them have left. Having worked in a daycare setting with two year olds, I know that 6 is a lot of kiddos for one educator (8 is almost unreasonable, but it's what Virginia thinks is appropriate) and it can be hard for an educator to provide the adequate supervision, and it's a lot to ask for the educator. If perhaps it was possible to rearrange schedules or have extra administrative or even work-study support to come at the beginning and end of every day to fill in for the educators who haven't arrived yet, just to keep in ratio.	1/24/2017 1:24 PM
13	More detailed logs on children's daily activities. When weather permits make sure the children get out to play not just occasionally but on a daily basis. Implement teaches on other cultures, languages, music, and arts. Have outside instructors come in to teach these things.	1/24/2017 1:19 PM

#### HOPKINS HOUSE PRESCHOOL ACADEMY SERVICES SATISFACTION SURVEY

14	Please see my comments in the recommendation area.	1/24/2017 1:17 PM
15	The toddler room could really use some TLC. Fresh paint, new carpet on the stairs, inspiring/educational pictures and/or posters on the walls, etc.	1/24/2017 1:04 PM
16	Provide better training for staff	1/23/2017 12:57 PM
17	As we have moved from classroom to classroom, our experience has changed. The staff turnover in the preschool classroom has been rough. The afternoon staff usually don't address you or tell you how your child's day was, the daily report become very important just wish there was more information about how our child was throughout the day.	1/20/2017 3:02 PM
18	Please provide a sign-in system that works consistently. Also, please inform parents when teachers are transitioning in a timely manner indicating attempt(s) to have a backfill in place before existing teachers leave. The younger children seem to have a bit of problems transitioning with little to no overlap to get familiar with the replacement teacher.	1/19/2017 8:27 PM
19	The lead teachers are fantastic across the board. I'd like to see more consistency in the assistants in each classroom. Some of the assistants go above and beyond while others are not as engaged.	1/19/2017 7:58 PM
20	While 2016 was quite a year for McNeil, I must say that Ms. Greta was the glue that held the school together through the ups and downs. She is fantastic at always making herself available, having a wealth of knowledge and advice to help us parents, and displaying a leadership style that promotes happy teachers and staff. The teachers are just as great and loving towards our children! Every day it takes us a bit longer to leave while I wait for my daughter to give hugs to everyone. When I was searching for childcare I wanted a place that would be highly educational and loving and I found it! If I have any suggestions for McNeil it would be to keep up the great work!	1/19/2017 7:00 PM
21	Better communication of what they are doing in class. The class rooms could be a little cleaner. It would also be nice if the uniforms were more affordable because they get messed up quickly	1/19/2017 2:54 PM
22	I do think the overall appearance and cleanliness of the environment could be improved. Compared to other centers, HH appears very old and a little run down. I know this is costly, but that would be a recommendation.	1/19/2017 10:45 AM
23	more full time teacher and assistant teachers Vs part time, provide more quality food/meals to the kids and abolish the uniform policy.	1/19/2017 8:02 AM
24	1. Breakfast and snack items are usually not the ones posted on the calendar. For example, it would say breakfast items are cereal and apples, but bagels and cream cheese are served instead. This has happened too many times that we sort of gave up pointing it out. Many children have food allergies, so we'd like to see the staff sticking to the schedule (so that we know our child doesn't go hungry or accidentally eats something she's allergic to). 2. This has gotten better, but there have been times when the staff-child ratio was not maintained at all. We'd sometimes find ten kids with one staff member (esp. in the mornings). The number itself is less of a concern, but it is an added responsibility on the part of the staff member when s/he can't be caring for children and serving breakfast at the same time with no one else helping her/him. 3. The staff turnover is a concern, since we like all of our child's teachers. We hope they stay at Helen Day for a long time and have satisfactory careers there.	1/18/2017 8:19 PM
25	I'm willing and able to participate in council meetings to brainstorm ways to improve the center and it's resources. I already listed my primary areas of concern. I only want what's best for my child, staff, and center as a whole.	1/18/2017 4:13 PM
26	More staff training in regards to speaking with children and classroom organization. The preschool classroom has been kind of a mess of late. Less turn over with staff as well, if possible.	1/18/2017 3:59 PM
27	There is a high turnaround of teaching staff and administrative staff. Teachers and staff leave without warning or notice. The kids really need consistency.	1/18/2017 3:25 PM
28	Want to be better informed at class level that my child is currently in (not just the organization wide emails we get), and have a better sense of who all are in the same class, hear from the class representative atleast ONCE EVERY SIX MONTHS if not more etc. There s no system in place currently doing that. Communication is loose and vague with the class representative and other parents in the class (infant 2)	1/18/2017 3:23 PM
29	Email the weekly schedules to the parents.	1/18/2017 3:18 PM