



Just for Teachers

News from the Florida Department of Education
September 2009

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Welcome Back!

It's hard to believe that summer is over and school is back in session. I hope you were able to enjoy moments of relaxation in the midst of attending workshops, catching up on professional reading, and meeting with colleagues to plan for the coming year. I am always amazed at the amount of time my husband, a high school science teacher, spends working during his "vacation."

Throughout the summer, I've been busy preparing for the coming year as well. A highlight of the summer was working at the Department of Education/Macy's Teacher of the Year event in July; what an exciting time! The highly qualified educators that I met inspired me and represented the excellent teachers from across the state.

My family has an exciting year ahead with each of our sons attending a different school—elementary, middle, and high. As we met their teachers during orientation, we were reminded of how fortunate we've been to have caring and dedicated educators influencing our children. This year looks to be no different. Thank you for all you do.

This issue of *Just for Teachers* highlights just a few of the incredible initiatives going on in Florida. I look forward to hearing your news. Feel free to contact me at justforteachers@fldoe.org with your suggestions, thoughts, and stories.

Sheila

Governor Crist and Education Commissioner Smith Welcome New School Year

Governor Charlie Crist and Education Commissioner Dr. Eric J. Smith wish to welcome Florida students and teachers back to what promises to be another successful school year. As educators throughout the state prepare for another year filled with learning, the Governor and Commissioner extend their appreciation to the teachers, principals, and district staff who remain committed to supporting an education system that helps all students excel. With the focus on ensuring every student has the best possible educational experience that fosters academic growth and success, our state has emerged as a national leader in student achievement. With the help of Florida's parents, educators, and business and community leaders, our students will continue to achieve at the highest levels. Thank you educators and welcome back!



• Race to the Top Fund

The U.S. Department of Education recently announced that states leading the way on school reform will be eligible to compete for \$4.35 billion in **Race to the Top** competitive grants to support education reform and innovation in classrooms. (For a complete description of this initiative, visit <http://www.ed.gov/index.jhtml>.) The centerpiece of these reform efforts is the \$4.35 billion **Race to the Top** Fund, a national competition which will highlight and replicate effective education reform strategies in four significant areas:

- I. Adopting internationally benchmarked standards and assessments that prepare students for success in college and the workplace;
- II. Recruiting, developing, rewarding, and retaining effective teachers and principals;
- III. Building data systems that measure student success and inform teachers and principals how they can improve their practices; and
- IV. Turning around our lowest-performing schools.

In the next several issues of *Just for Teachers* I will be highlighting each of the four areas described above.

Using assessment to prepare students for college and the workplace is an area that is receiving a great deal of attention. How does assessment do this? First we must remember that assessment for learning is very different than assessment of learning. Rachel C. Syrja, teacher and an associate with the Leadership and Learning Center, describes **assessment for learning** as assessment that takes place while the learning is taking place. It is usually ungraded and used for the purposes of determining next steps for teaching as well as for providing detailed feedback to students that can advance their learning. **Assessment of learning** takes place at the end of a lesson or unit to determine whether students mastered what they were being taught. Assessment for learning is an invaluable instructional tool that drives the instruction at the classroom level and is different from test preparation strategies because it is intricately tied to the teaching and learning process rather than test prep.

And speaking of test prep, how do teachers avoid “teaching to the test” when incorporating assessment for learning? Again Ms. Syrja:

I think that the confusion of “teaching to the test” stems from an unclear notion of the difference between testing and assessing. Testing is summative in nature and used to help teachers determine final grades. It includes such measures as chapter tests, benchmarks, and state tests. We can probably all agree that a lot of this type of 'testing' is currently taking place in our classrooms. Assessment, on

the other hand, is formative in nature and is critical in helping us determine the next steps in our teaching. It takes place as the learning is happening and helps us determine whether we are on the right track or whether we need to make adjustments to our teaching. It is characterized by short, quick opportunities that help us find out if our students are grasping the concepts we are teaching. Exit cards are an excellent example of a quick, and to the point assessment that yields valuable information. If for example, we are teaching addition with regrouping, at the conclusion of our lesson, we have our students solve 2-3 problems on an index card and hand it to us as they are leaving the classroom. We can quickly shuffle through these cards and divide them into two piles, those students that mastered the learning and those that didn't. The very next day we can address the needs identified by this very efficient and necessary form of assessment.

(For a complete transcript of Ms. Syrja's assessment comments visit www.edweek.org/chat/transcript_02_12_09.html. This site requires registration.)

2010 Florida Department of Education/Macy's Teacher of the Year Megan Allen says the use of data is vital to the foundation of a child's education. Megan writes:

We need to use the data collected to make sure we are doing our best to reach every kid, every day, in every way-using it effectively to drive and differentiate instruction for each individual learner along their educational journey. I begin each year by looking at the past year's data for each child, find each child's learning style, learning modality, and look at general trends among my new learners. After collecting preliminary data, I use formative assessments and re-tests, intertwined with the Sunshine State Standards (SSS), to drive my instruction. I post learning targets based on the SSS for each subject in my classroom, using trends I see in my classroom data to steer my teaching. Data does not have to be only formal assessment – it can be information, such as anecdotal. I use the data as a navigator, leading each student down their individualized road to education.

The accurate use of assessment, whether FCAT results or informal classroom chats, is one key to a student's success. Over the next few months I will be providing more information on using data to improve student achievement in both the newsletter and Web site. Your comments and suggestions are vital to this dialogue and I look forward to hearing how you use assessment information to guide your instruction. Send your questions or comments to justforteachers@fldoe.org.

More about Megan Allen . . .

Megan Allen, a fourth-grade teacher at Cleveland Elementary in Tampa, has been named the Florida Department of Education/Macy's Teacher of the Year. Chosen from more than 180,000 teachers statewide, Megan is known for her innovative, kid-friendly classroom manner and community service projects at both Cleveland and her previous school, Burney Elementary in Plant City. Megan will be chronicling her journey as Teacher of the Year on her Web site *Adventures of the Red Headed Teacher*. Follow her journey at <http://www.redheadedteacher.com/Site/Welcome.html>.



- **Florida Center for Instructional Technology and Thinkfinity Partnership**

The Florida Center for Instructional Technology (FCIT) has been a leader in working with educators to integrate technology into the curriculum. Located in the College of Education at the University of South Florida (USF), Tampa, FCIT and the Florida Digital Educator (FDE) program services pre-service teachers who graduate from USF each year as well as thousands of in-service teachers in Florida.

One *new and exciting training opportunity* that FCIT and the FDE program now brings to the state of Florida is *Thinkfinity*. Thinkfinity.org provides methods to enhance classroom instruction with lesson plans, interactive activities and other online resources. It also provides educational and literacy resources for students, parents and after-school programs. All Thinkfinity lesson plans, student materials, interactive tools and reference materials are standards-based. The FDE program can now provide training on Thinkfinity primary source materials, interactive student resources and grade-specific research lists. The FDE program can also provide Thinkfinity professional development training, such as Thinkfinity train-the-trainer and end-user training.

FCIT looks forward to the continued development of high-quality educational resources, the evolution of the exceptional professional development programs offered, as well as partnering with organizations like Thinkfinity to bring all this information to Florida districts.

Would you like to know more about FCIT, the Florida Digital Educator Program or Thinkfinity? Please visit <http://etc.usf.edu/fde> or contact Kris Mathews at cmathews@coedu.usf.edu.

• **Florida Assessments for Instruction in Reading (FAIR)**

The Florida Department of Education will make the new Florida Assessments for Instruction in Reading (FAIR) available to K- 12 public schools free of charge beginning with the 2009-2010 school year. Developed by the Florida Center for Reading Research in collaboration with Just Read, Florida!, this new assessment system will provide teachers screening, diagnostic, and progress monitoring information that is essential to guiding instruction. In addition, links to supplemental instructional resources will also serve as valuable tools for teachers.

During the 2009-10 school year, 63 districts will implement FAIR district-wide, with four districts implementing FAIR in selected schools and grade levels. The implementation study conducted in four Florida districts during the 2008-09 school year validated that FAIR is highly reliable and valid in predicting success on the SESAT/SAT 10 in grades K-2 and success on FCAT in grades 3-12. For more information on FAIR, please visit <http://www.justreadflorida.com/instreading.asp>.



• **Read for the Record – October 8, 2009**

The Florida Department of Education encourages you to take part in this year's **Read for the Record** campaign. This international campaign encourages children to read the same book, on the same day, in communities all over the world. Sponsored by Jumpstart, the campaign began in 2006. Last year, nearly 700,000 readers shared the classic children's tale, *Corduroy*. This year, the selected book is *The Very Hungry Caterpillar* by Eric Carle, and the chosen date is **October 8, 2009**.

Here's how you can participate:

1. Before October 8, 2009, go to the Read for the Record Web site at <http://www.readfortherecord.org/> to register your participation.
2. On October 8, 2009, read the book with your child or offer to read the book at a local school.
3. Visit a local museum that may have insects such as caterpillars or butterflies to learn more about them.
4. Have a child read *The Very Hungry Caterpillar* to you – at any setting.
5. Create a crafts project involving caterpillars at home or school.

It's that simple. Encourage the love of reading by participating in Read for Record. For more information, contact justforteachers@fldoe.org.

● Resources for You & Your Classroom

C-Palms

The Florida Department of Education, in collaboration with the Florida Center for Research in Science, Technology, Engineering, and Mathematics (FCR-STEM) has been working to develop the Curriculum Planning and Learning Management System (C-PALMS). C-PALMS is designed to be a one-stop "home page" for Florida K – 12 teachers to get information about content standards, professional development opportunities, and instructional resources related to the courses they are teaching and content standards that make up those courses.

To learn more and take an online "tour" of what C-PALMS will look like, please visit <http://www.cpalms.org/graphics/flash/screentour/screentour.html>. For more information or questions, please contact Todd Clark at todd.clark@fldoe.org.

LEaRN

The Literacy Essentials and Reading Network (LEaRN) is a technology-based system of support for Florida teachers, reading coaches and principals as they implement best practices in reading instruction. Designed to immediately answer questions teachers pose about the best instructional practices in reading, LEaRN provides:

- Scientifically-based reading research on the five essential components of reading as identified in the National Reading Panel Report;
- Reading instructional strategies based on research;
- Assessment approaches that are aligned with reading research;
- Video examples and lesson plans depicting research-based teaching strategies in real classrooms;
- Video of experts' commentary on research-based teaching strategies; and
- An accessible reference system of research-based practices available 24 hours a day, seven days a week.

LEaRN is a Web-based video resource created through a grant from Just Read, Florida! to the North East Florida Educational Consortium (NEFEC). LEaRN may be accessed by visiting <http://www.justreadflorida.com/LEaRN/>.

Bright Beginnings VPK-3 Initiative

Florida has made substantial progress in meeting its goal that all children should be performing at or above grade level in reading and mathematics by the end of third grade. To meet the goal of 100 percent literacy and numeracy, we must strengthen our foundational programs in reading and mathematics provided to children during their “first five years of formal schooling;” beginning with Voluntary Prekindergarten (VPK) through third grade. To focus on these “first five years of formal schooling,” the Department of Education has created a “Next Generation” initiative called [*Bright Beginnings*](#).

The *Bright Beginnings* initiative builds upon the “lessons learned” from response to instruction/intervention models, such as *Reading First*, that provide high quality initial instruction and appropriate interventions for struggling students. *Bright Beginnings* includes the development of:

- [Bright Beginnings Web site](#)
- [Bright Beginnings Assessment Tools](#)
- [Bright Beginnings Flyer](#)
- [Model Lesson Plans for VPK](#)
- [Model K-3 Math Lesson Plans and Resources](#)
- [K-3 Reading Assessments](#) - available statewide in 2009-10
- VPK Reading and Math Assessments - available statewide in 2010-11
- K-3 Math Assessments - development scheduled for 2009-10

For more information on the Bright Beginnings VPK-3 Initiative, visit <http://www.fldoe.org/schools/brightbeginnings.asp>

Foundation for Excellence in Education *SECRETS OF SUCCESSFUL TEACHING*

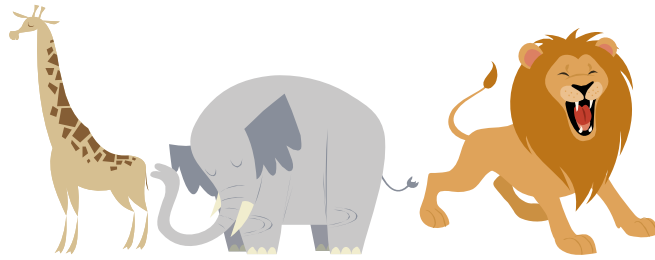
The Foundation for Excellence in Education recently brought together 85 of Florida’s top educators to learn their tips and techniques for teaching. Teachers were chosen because their students – some high performing, some struggling, some with disabilities, some just learning English – made the most progress in reading or math, from one year to the next, based on the results of the Florida Comprehensive Assessment Test, the state’s annual standardized test for students in third through 10th grades.

These teachers shared their experience and expertise with researchers during two focus groups moderated by the University of Florida’s Lastinger Center for Learning, a national leader in developing innovative professional development initiatives to improve instruction in classrooms across our country. Many of their insights into excellence echoed across subject and grade levels. These recurring themes, reflected in the words of the teachers themselves, reinforced the findings of multiple research papers and projects from renowned institutions across the country.

A compilation of personal stories and professional advice, backed by national research, is the essence of *Secrets of Successful Teaching*.

Today’s teachers are preparing the leaders of tomorrow. Learning to read and mastering mathematics are the first small steps toward discovering the cure for a debilitating disease, designing the engineering feat of the century, or writing a literary work that lasts through the ages. The success of our educators in the classrooms now will shape the destiny of our nation.

Secrets of Successful Teaching is located at www.excelined.org/secrets. Please visit our interactive guide today and share this important tool with your friends and colleagues. Together, we can improve the quality of teaching in American classrooms.



Busch Gardens and Sea World's Open Houses for Teachers

Enjoy a day getting up-close with animals, riding thrilling coasters and catching world-class shows — all while getting fun, educational and affordable field trip ideas! During select dates in September, Florida classroom teachers and one guest can visit SeaWorld and Busch Gardens for free. During these Teacher Open Houses, educators can experience all the adventure that SeaWorld and Busch Gardens has to offer, and discover how the parks can be a resource in the classroom. You will learn about our Sunshine Standards based field trips, Educator Workshops and even how to spend the night next to whales or tigers. To attend, just RSVP for one of the select dates in September.

Dates:

Busch Gardens Tampa:

K-5th grade teachers

Date: Saturday, Sept. 12, 2009

Cost: Free with pre-registration by Sept. 1

Visit BuschGardens.org/toh

6th-12th grade teachers

Date: Saturday, Sept. 19, 2009

Cost: Free with pre-registration by Sept. 1

Visit BuschGardens.org/toh

SeaWorld Orlando

K-12th grade teachers

Date: Saturday, Sept. 26, 2009

Cost: Free with pre-registration by Sept. 15

Visit <http://swf.seaworld.org> and click on Teacher Open House.

Space is limited and based on availability.

NEXT Magazine Helps Teens Plan for Life after High School

Florida Trend's NEXT magazine is arriving at high schools across the state this week. Thanks to the magazine's advertisers and sponsors, the magazines are delivered at no cost to the schools or to students.

For the past nine years, many of you have found *NEXT* to be a valuable resource in helping prepare students for their future after high school. The 2009-10 edition is full of information that can help students make smart choices during their high school years. It includes:

- Articles related to study habits, volunteering, after-school jobs and other topics that students want to know about now.
- Advice for what lies ahead after high school, whether it's college, tech school, the military or the workforce.
- Details on 66 scholarships — many of them specifically for Florida students.
- Florida College and Career Planner™ with comprehensive information about preparing for college admissions.
- The Get Smart Guide™ listing of the state's public and private colleges and universities, community colleges and technical schools with contact information and other admissions data.

Check out the *Florida Trend's NEXT* website at www.FloridaNEXT.com where you can download copies of the *NEXT Classroom Activity Guide*.

For more information, contact Tanya Creneti, Editor, at tcreneti@floridatrend.com.

Stay Fire Smart! Don't Get Burned - Fire Prevention Week October 4 – 10, 2009

Fire Prevention Week 2009 will focus on **burn awareness and prevention** as well as keeping homes safe from the leading causes of home fires. From October 4-10, fire and life safety educators across the country will bring these important safety messages to their communities, showing them simple ways they can "Stay Fire Smart! Don't Get Burned." For complete details and lesson ideas visit www.firepreventionweek.org/.

Register Your Emergency Contact Information Today!

With a new school year upon us, now is an ideal time for educators, administrators, parents and students to take advantage of a free service that offers families and loved ones peace of mind. It is simple, quick and convenient.

Register your Emergency Contact Information today using your Florida driver license or identification card number. You can do it from the comfort of your own home or at the office by logging on to www.flhsmv.gov/eci. If the Internet is not your thing, you can register in any driver license **office** throughout the state.

The ECI program is an easy and secure way to voluntarily provide law enforcement the names and numbers of two contacts to be notified in case an emergency happens, and only law enforcement officers can access the information. Instead of taking hours to notify loved ones after an incident, registering your Emergency Contact Information gives law enforcement the ability to ensure timely notification.

Get ready for new Florida drivers license and ID requirements

Florida is leading the nation in an effort to provide residents with an even more secure identification document. Beginning Jan. 1, 2010, Floridians renewing or obtaining a new driver license/identification card will be required to show proof of 1) identification, 2) Social Security number and 3) two items of residential address.

Visit **GatherGoGet.com** for more information and to create a personalized checklist of the documents you will need to bring with you.

• Governor Crist Announces Hispanic Heritage Month

September 15 – October 15, 2009

Florida: Embracing Its Hispanic Roots While Looking to the Future

Governor Charlie Crist invites Florida students in kindergarten through 12th grades to participate in the **Florida Hispanic Heritage Month** essay, podcast, and art contests. The Governor also encourages students, parents, teachers and principals to nominate full-time elementary, middle, and high school Hispanic educators for the Hispanic Heritage Month Excellence in Education Award. These contests are the first in a month-long schedule of events planned to commemorate Florida's Hispanic heritage. The theme for this year's celebration is **Florida: Embracing Its Hispanic Roots While Looking to the Future**. For complete details, including rules, technical guidelines, deadlines, and prizes please visit <http://www.floridahispanicheritage.com/main.cfm>. You may also e-mail questions to justforteachers@fldoe.org.

• Opportunities and Contests for You & Your Students

Save the Date! Florida KidCare Announces 2009 “Act-Out for Health” Contest

Calling all middle and high school teachers... save the date! Florida KidCare announces the 2009 “Act-Out for Health” contest beginning August 31, 2009. Last year, we received more than 100 public service announcements (PSA) videos and print ad entries from students across the state promoting affordable children’s health insurance available through Florida KidCare.

This year, Florida KidCare is seeking 30-second video PSA entries and billboard advertisements created by students ages 12 through 18. This contest makes a great class project to add to your curriculum. Need ideas? Check out the example curriculums on the KidCare Web site at www.actout4health.org. Your students can apply their creativity and skills learned in the classroom to a real world experience.

The winning statewide video PSA will be distributed via YouTube, the Florida Knowledge Network within the Department of Education and Comcast Cable’s PSA program. The winning billboard design will be placed in the statewide winner’s hometown or the closest billboard location possible. Regional winners have the opportunity to win great prizes including gifts cards, cash awards and money for their school.

Contest rules and entry forms are also available at www.actout4health.org.



National School Bus Safety Week October 19-23

The National Association for Pupil Transportation has announced this year’s School Bus Safety Week theme “**Cross in View, it’s the Right Thing to Do!**” The Web site contains a downloadable “Resource Guide and Activity Booklet” and additional information from the School Bus Information Council. The artwork used to promote National School Bus Safety Week each year is created in a nationwide contest for students in grades K-8. For more information or to access online resources and rules for the poster contest, visit www.napt.org. Florida posters should be forwarded to: Florida Department of Education, School Transportation Management Office at 325 West Gaines Street, Suite 1134, Tallahassee, Florida 32399 by Sept. 18, 2009.

National School Lunch Week October 12-16

“All-Star School Lunch” is a slam-dunk to help students learn about the importance of eating healthy and being active. The NBA-inspired campaign features five “basketball teams” each comprised of healthy school lunch menu items and coached by a current or former NBA/ WNBA player. The campaign runs from August 2009 to October 2009, culminating during National School Lunch Week, Oct. 12-16, 2009. For complete details visit <http://docs.schoolnutrition.org/meetingsandevents/nslw2009/>. For more information on encouraging healthy eating, visit <http://teammnutrition.usda.gov/>.

• **Fall Conferences**—For full details visit each organization’s link

- **Florida Reading Association (FRA) Fall Conference Sept. 10-13, 2009**
<http://www.flreads.org/Annual%20Conference/47thConference/index.htm>
- **Florida Council for the Social Studies State Conference Sept. 24 - 27, 2009**
<http://www.fcass.org/index.cfm/fuseaction/Conference.Home>
- **37th Annual Florida Association for Media in Education (FAME) Conference Sept. 30 - Oct. 2, 2009**
<http://www.floridamedia.org/displaycommon.cfm?an=2>
- **Florida Council of Teachers of English Professional Development Institute Oct. 15-17, 2009**
<http://www.fcte.org/>.
- **Leadership of Mathematics & Science Curriculum, Instruction & Assessment Statewide Conference Oct. 20-22, 2009**
<http://www.lsi.fsu.edu/>.
- **Florida School Counselor Association 2009 Annual Convention October 29 - 31, 2009**
<http://www.fla-schoolcounselor.org/>.
- **Get Ready for the Kappa Delta Pi 47th Biennial Convocation – Your Source for Professional Development Oct. 31, 2009**
<http://www.kdp.org/communities/convo09/mainpage.php>.
- **National Science Teachers Association (NSTA) 2009 Area Conference - Fort Lauderdale Nov. 12–14, 2009**
<http://www.nsta.org/conferences/2009ftl/?lid=con>

• **Teacher Discounts**

Half-Price Haircuts for Teachers

Aveda Institutes Orlando, South Florida, St. Petersburg and Tallahassee are honoring their community’s teachers by offering half-price haircuts through the month of August. To receive the discount, the teacher only needs to present their teacher identification at time of check out. **Offer expires August 31, 2009.** Thank you, teachers, for all you do everyday! Visit <http://www.avedaflorida.com/blog/half-price-haircuts-for-teachers> for complete details.

Boston Market offers Back-to-School Special

Back to School season is here, and Boston Market is looking to make this hectic time a bit more fun by offering all teachers and school staff a fantastic deal. Now through September 30, all teachers and school staff can receive a free meal with any meal purchase on weekends and 20% off meals and catering during the week. No coupon needed, simply present valid school identification at your local Boston Market restaurant.

The following link to the Boston Market Web site includes a flyer offering additional details about the promotion: <http://www.bostonmarket.com/pdfs/TeacherFlyer.pdf> (PDF)

Amelia Island Discounts

In appreciation of the state’s hard-working educators, Florida’s Amelia Island is offering special rates and discounts to all Florida teachers. In partnership with the Amelia Island Convention and Visitors Bureau, six of the island destination’s accommodators are offering deals that put teachers at the “head of the class.” For complete details visit

TradeWinds Island Resorts Extends Teacher Promotion

Just a quick 10 minutes off Interstate 275 on the island of St. Pete Beach, you'll find TradeWinds Island Resorts, with beachside hammocks that are perfect for forgetting about classroom challenges, and where you can "Just Let Go." Both TradeWinds properties are offering teachers special rates for August 23-September 3. These rates are also being offered for select dates September through November. During these dates, teachers will receive a rate of **\$69/standard hotel and \$89/standard suite!** The \$25 per night resort amenity fee is not included and will be in addition to these rates. These rates are subject to availability. Additional discounts on other room types at both properties can also be found on the Web site below.

For reservations, please visit www.JUSTLETGO.com/TEACHER or call (800) 249-2501 anytime of the year for details on current promotions for education professionals!

Sheraton Sand Key Resort

Sheraton Sand Key Resort welcomes all state of Florida teachers to our island, where our backyard is the Gulf of Mexico. Sink your toes into 10 acres of powder-white sand at our exclusive beach resort located on Clearwater Beach. Pamper yourself and enjoy the best of what Florida has to offer. The **Sheraton Sand Key** is offering teachers extra special rates from August 20, 2009 through the end of the year - **\$109.00 Single/Double plus 12% tax per room per night** - Children 18 years and under stay in the same room at no extra charge and no resort or parking fees are added on. Rates are subject to availability. Please call reservations at 800-456-SAND and ask for the "Florida Teacher's" special rate. More hotel information on our website at www.sheratonsandkey.com.

JHM Hotels Extend Back To School Special!

JHM Hotels is extending their \$25 Gift Card Offer for Office Depot through September 30th, 2009 for hotel stays in Orlando, Miami, Greenville and Charleston. Stay 2 nights at any of the brand name participating hotels such as Marriott, Courtyard by Marriott, Hilton Garden Inn, Hampton Inn and Country Inn & Suites. Not only will you receive a great rate you'll save on back to school supplies and you'll also be helping your community. Simply request the 5% Back to Schools Program Credits be awarded to the school of your choice when making a purchase at your neighborhood Office Depot. It's a great way to give back to our local schools! Visit www.GiveBack.VisitUSAhotels.com or call 1-866-230-0105

For a complete list of current discounts visit www.fldoe.org/justforteachers/discounts.asp

