UPDATE

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Week of April 3, 2017

DISCOVER SYLMAR'S CUBE!



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Please accept our heartfelt gratitude to the many of you who have been responding to the call to action and planning to attend the fun-filled evening at the Discovery Cube Los Angeles on April 6, 2017. The Cube is nestled in the bucolic Sylmar hills adjacent to Hansen Dam Recreation Center and Park with complimentary ample parking.

Your very presence will help Friends of AALA raise \$10,000 in one evening! The

goal this year is to award 35 \$2,000 scholarships to 35 AMAZING seniors from the Class of 2017. The event is at no cost to you, and there will be hosted spirits and food from 4:00 p.m. – 7:00 p.m. In addition, experience a tour of the Cube, and receive a complimentary day pass to return at your leisure. Visit with our partners and participate in robotics demonstrations from LAUSD schools. There will also be a raffle with great prizes!

RSVP your enthusiastic willingness to attend to cvacca@aala.us. Please note this is an exclusive, adults only event. Let's make this a great event to highlight and commemorate AALA's 35th anniversary. Know your support will make the dreams of 35 LAUSD seniors from the Class of 2017 come true. This year, once again, we have received an unprecedented 362 scholarship applications.

FINAL REMINDER: Form 700 is due Monday, April 3, 2017

AVOID USING PERSONAL DEVICES FOR DISTRICT BUSINESS

In early March, the California Supreme Court issued a ruling that determined that communications concerning the conduct of public business are within the reach of the Public Records Act (PRA), even if the communication is sent on an employee's personal device. What this means is that if employees use their personal devices—cell phones, laptops, tablets, etc.—to conduct District business, these communications may be considered public records and must be retained in accordance with the District's Records Retention and Destruction policy (BUL-6825.0). The District is recommending that employees use their District email accounts—rather than personal email accounts—to conduct all District-related business and avoid using text messages on their personal devices to conduct District business. The District plans to offer workshops in the next few months that will help District employees distinguish what is a public vs. a private record. For more information, please contact the PRA Unit at 213.241.7600.

HEALTH BENEFITS FAQ— SPRING CLEAN AWAY THOSE ALLERGENS IN YOUR HOME

Are you among the 1 in 5 who suffers from allergies? Do you get a scratchy throat, runny nose, itchy eyes, sneezing and coughing fits every spring or summer?

If so, you may be affected by one or more airborne allergens, such as grass, weed, or tree pollen; dust mites; mold; and/or cat and dog dander, to name just a few.

Will spring-cleaning remove all allergens?

There's no magic bullet solution to keep the air clean in your home, but a thorough spring-cleaning will help reduce substances that trigger allergic reactions. Remember to wear gloves and a mask when cleaning.

What areas of the home harbor allergens? What are some tips to clean those areas?

Bedroom

- Wash your bedding weekly in really hot water (130°). Cover your mattress and pillows with dust mite proof protectors.
- o If you have a carpet, vacuum frequently using a HEPA filter.
- Heavy drapes that need dry cleaning harbor dust mites—use window shades or washable drapery instead and wash frequently.
- Use your air conditioner rather than opening windows to keep your indoor air clean.
- o De-clutter your bedroom—remove dust-collecting objects.
- o Consider making your bedroom a pet-free zone to keep out pet hair/dander.
- o In children's bedrooms, stuffed animals collect dust and allergens; replace them with washable animals.

Bathroom

- Wash shower curtains at least once a month.
- o Turn on the bathroom fan to remove moisture when showering.
- Check and clean soap dish and toothbrush holders often.

FAQ (Cont.)

- o Remove carpeting from bathrooms and minimize use of throw rugs. If you use them, wash at least once a week.
- Check and clean mold (if any) from shower stalls. Use a mold-removing cleanser, as soap and water will not kill mold.

Kitchen

- Put your garbage into a closed container.
- Clean up refrigerator spills and other spills immediately.
- Clean under stove, refrigerator, and narrow spaces next to appliances to remove food crumbs and dust. Remember to drain and wash refrigerator drip trays.
- Keep counters as clutter free as possible.
- Attractive as they are, plants in kitchen garden windows promote mold growth.

Closets

- o Remove everything and clean.
- Wash or dry clean seasonal clothing and store in plastic containers. Make sure your clothing is thoroughly dry. Do not overstuff your storage containers; leave room for air to circulate.

Additional tips on removing allergens from your home are found on the Internet by searching "remove allergens from the home" or naming a specific room or area.



Congratulations are in order for the AMAZING AALA frontline managers for successfully completing the Executive Certificated Leadership Development (EXCeL) Program. The cohort had a 100% graduation rate as to be expected. AALA is especially pleased because during the past year, participants built and refined their leadership skills through seminars, work shadowing opportunities, while being supported by mentors, thereby making them eligible to apply for LAUSD senior management positions. These fine administrators will surely exhibit the necessary sensitivity and acumen to lead and support frontline administrators as senior managers.

Accolades go to Superintendent **Michelle King** for conceptualizing and ensuring LAUSD talent is valued and nurtured from within the organization. **Ileana Dávalos**, Director, Professional Learning and Leadership Development Branch, and proud AALA member, along with **Marilyn Fuller**, Personnel Research & Analysis & Administrative Selection, provided exemplary professional development opportunities to the candidates who expressed that the program was challenging, informative, and stretched them to see themselves as potential senior managers in the District. AALA extends its gratitude to the executive mentors, presenters, shadowing mentors, and **Dr. Jose R. Cantu**, Co-Lead Chief HR Officer & **Marjorie Josaphat**, Co-Lead Chief HR Officer, Human Resources Division. Certificates were awarded to the following administrators at a culmination ceremony on March 22, 2017:

Lydia Acosta Stephens
Dr. Jack Bagwell
Pedro Garcia
Julie Kane

Anthony Aguilar
Mary Lu Camacho
Julie Gonzalez
Jennifer Kessler

CONGRATULATIONS (Cont.)

Rosalinda Lugo Joseph Nacorda Jose Posada

Marco Tolj Zsuzsanna Vincze Dr. Darnise Williams

Certificates of Excellence Awards have been presented to complex project managers throughout this school year for having achieved an *Exemplary Rating* on their school sites' LACOE Williams facility inspection. *Williams v. California* was a class action lawsuit filed in May 2000, claiming the state's poorest children were being denied equal educational opportunities. The suit alleged that public school students lacked equal access to instructional materials, safe and decent school facilities, and qualified teachers. As part of the settlement, LACOE must conduct annual visits at 579 selected low-performing schools, and for facilities, must determine whether students have access to school facilities that are clean, safe, and functional. The CPMs below received 99-100% scores when one or more of their school sites were inspected:

Juan Alcantar Alfredo Barreras Arthur Bates

Michael ClintonHector CruzSteven Eckvahl (4 sites)Jerry FloresFrederick FrazierJavier HernandezDavid Hokanson (4 sites)Phyllis LottRobert Lucas (3 sites)

Oscar Marrufo (7 sites) Ernest McCollough Rick McDonald

George McIntyre Cesar Mercado Matthew Picinic (2 sites)

Ed Polanco Sammy Ruiz (2 sites) Ed Russell

Miguel Tovalin (2 sites) Frank Ventura Robert Viramontes (2 sites)

In addition, **David Montes** received an award for expeditiously resolving a Williams Uniform Complaint within 5 days.

DECATHLON CONGRATULATIONS

Congratulations to Granada Hills Charter High School's Academic Decathlon team for placing first in the California Academic Decathlon recently held in Sacramento. This is the third consecutive win for Granada Hills. The team, coached by **Matt Arnold, Jon Sturtevant, Rachael Phipps**, and **Harsimar Dhanoa**, earned a score of 55,211 out of a possible 60,000 to claim the title. El Camino Real Charter High School, coached by **Stephanie Franklin**, placed second in the competition with a score of 54,017, Franklin High School, coached by **Samuel Kullens**, with a score of 52,677 was third, and in fourth place was Marshall High School, coached by **Larry Welch**, with a score of 52,189. The total individual medal count for the LAUSD competing students was 141, and **Melissa Santos**, Granada Hills, emerged as the top-scoring student in the competition with a score of 9,575 out of a possible 10,000.

In addition to Granada Hills, El Camino Real, Franklin, and Marshall, seven other LAUSD high schools were among the 67 schools participating in the state competition, and they are to be commended for their performances as well. They are Garfield, coached by **Lucy Romero** and **Kevin Murchie**; Grant, coached by **Karen Evens**; Bell, coached by **Heather Wilson** and **Matthew Moreno**; Palisades Charter, coached by **Gregg Strouse**; Van Nuys, coached by **Angel Abreu**; Harbor Teacher Prep., coached by **Albert Lam** and **Alison Dragich**; and North Hollywood, coached by **Raul Barragan**. The administrative staffs, teachers, and school communities are to be applauded for the fine performances of their schools in this rigorous competition.

DECATHLON (Cont.)

The next challenge for Granada Hills Charter is the United States Academic Decathlon National Finals April 17 - 23 in Madison, Wisconsin. At the same time, El Camino Real will be representing California's Large School Division in a national online competition. Good luck to both teams! LAUSD's Academic Decathlon program is coordinated by **Cliff Ker**, Academic Events Coordinator, and presented by Beyond the Bell, **Alvaro Cortés**, Senior Executive Director.

EDST FINAL EVALUATION REPORT

The Educator Development and Support: Teachers (EDST) Final Evaluation Report is now available in MyPGS. The deadline to issue the EDST Final Evaluation Report is May 9, 2017, for teachers at single-track schools.

- Deadline is April 14, 2017, for Track D on the four-track calendar.
- Deadline is May 30, 2017, for Tracks A, B, and C on the four-track calendar.
- Deadline is May 31, 2017, for Early Education Centers.

To support the completion of the Final Evaluation Report, an <u>administrator handbook</u> and video tutorials (for <u>administrators</u> and <u>teachers</u>) are available in the *Resources* tab in MyPGS. Drop-in sessions have also been scheduled for the week of Spring Break. For more information on these drop-in sessions, click <u>here</u> to view the flyer. If you have any questions, please contact your Teaching and Learning Coordinator or Professional Learning and Leadership Development Branch at 213.241.3444.

SUPPORT IMELDA PADILLA

A series of fundraising events are being held for AALA-endorsed candidate for the LAUSD Board of Education **Imelda Padilla**. AALA members are encouraged to attend one or more of the following:

- Saturday, April 1, 1:00 p.m. 3:00 p.m., hosted by **Carmen Padilla** and **Veronica Padilla**. Please RSVP to jade@imeldaforschoolboard.com to receive the address.
- Thursday, April 6, 6:30 p.m. 8:30 p.m., hosted by the San Fernando Valley Young Democrats Executive Board, at the Ceremony Restaurant and Bar, 11814 Ventura Blvd., Studio City.
- Thursday, April 20, 6:00 p.m. 8:00 p.m., hosted by **Steve Samuelian** at Luminarias Restaurant, 3500 W. Ramona Blvd., Monterey Park.
- Saturday, April 22, 3:00 p.m. 6:00 p.m., hosted by **Julie Korenstein**, at Buon Gusto Ristorante, 15535 Devonshire St., Mission Hills.

Please email your RSVP to <u>jade@imeldaforschoolboard.com</u> and consider making a contribution to support the campaign at www.imeldaforschoolboard.com/donate.



LEROY E. CHRISTENSEN—Former principal at Fletcher Drive and Micheltorena Street elementary schools. Mr. Christensen retired on June 28, 1991, and passed away on March 20, 2017. A memorial service will be held on April 1, 2017, 2:00 p.m., at San Marino Community Church, 1750 Virginia Road, San Marino. Donations in his memory may be made to the Salvation Army.

SAVE THE DATES

Dr. Earl R. Perkins, Associate Superintendent, District Operations, is retiring this year. AALA members are invited to celebrate his retirement on Saturday, June 10, 2017, at the Castaway Restaurant, from 11:30 a.m. – 4:00 p.m. Seating is limited, so please RSVP promptly at www.earlperkins.com. For questions, please contact **Deborah D. Brandy** at 213.241.5337.

Dan Hazeltine, Assistant Principal Operations at West Valley Occupational Center, is also retiring. Join him at a reception on Friday, May 12, 2017, from 12:30 p.m. – 2.30 p.m., in Room 209 at the school. The cost is \$20 per person, which includes light lunch and a gift. Please RSVP by May 4, 2017, to **Veronica Estrada** at 818.346.3540 or veronica.a.estrada@lausd.net.

CALENDAR

EVENT	DATE	CONTACT			
Cesar E. Chavez Birthday Observed –	March 31, 2017				
Single Track Schools Closed					
APRIL IS AUTISM, MATH, PARKINSON, SEXUAL ASSAULT, AND STRESS AWARENESS					
MONTH AND JAZZ APPRECIATION AND CHILD ABUSE PREVENTION MONTH					
April Fools' Day	April 1, 2017				
ACSA Legislative Action Days in	April 2 - 3, 2017	Michael Payne , 818.340.6677			
Sacramento					
California Labor History Week	April 3 – 7, 2017				
Form 700 Due to LAUSD Ethics Office	April 3, 2017	213.241.3330 or			
		http://ethics.lausd.net/seinotice.html			
MSPO Meeting at Museum of Tolerance	April 5, 2017	Dr. Sandra Cruz , 818.832.3870 or			
	7:30 a.m.	scruz@lausd.net			
PSPO Meeting at TBD	April 5, 2017	Tadeo Climaco , 213.240.3815			
CalSTRS Pre-Retirement Workshop at	April 6, 2017	Maria Voigt , 213.241.6365			
Woodland Hills ES Auditorium	4:00 p.m. – 5:30 p.m.				
AALA Spring Steam Release at	April 6, 2017	Cathy Vacca , 213.484.2226 or			
Discovery Cube LA	4:00 p.m. – 7:00 p.m.	cvacca@aala.us			
Spring Recess	April 10 – 14, 2017	-202			
		BREAK			
AALA Office Closed	April 14, 2017				
ESY Administrators Meeting #1 at	April 18, 2017	Dr. Aaron Jeffery , 213.241.6701			
Lokrantz SEC	8:30 a.m. – 12:30 p.m.				
LD South & LD Northwest Summer	April 18, 2017	213.241.7900			
Term Principals Meeting at Beaudry	9:00 a.m. – 3:00 p.m.				
Bldg., 2 - 202					
LD West Summer Term Principals	April 19, 2017	213.241.7900			
Meeting at Beaudry Building, 2 - 202	9:00 a.m. – 3:00 p.m.				

EVENT	DATE	CONTACT
LD West ELOS Summer Principals	April 19, 2017	213.241.7900
Meeting at Beaudry Bldg., 2 - 204	8:00 a.m 11:30 a.m.	
ESY Administrators Meeting #1 at	April 19, 2017	Dr. Aaron Jeffery , 213.241.6701
Beaudry, Room 2 - 131	12:30 p.m. – 4:30 p.m.	
LD South ELOS Summer Principals	April 19, 2017	213.241.7900
Meeting at Beaudry Bldg., 2 - 204	1:00 p.m 4:30 p.m.	
AAPA Scholarship Banquet at Golden	April 19, 2017	Brian Sida, bsida@lausd.net
Dragon Restaurant	5:00 p.m. – 8:00 p.m.	
CalSTRS Pre-Retirement Workshop at	April 20, 2017	Maria Voigt , 213.241.6365
Nevin Avenue Elementary School Aud.	4:00 p.m. – 5:30 p.m.	
AALA Representative Assembly	April 20, 2017	Cathy Vacca , 213.484.2226 or
Meeting	4:30 p.m.	cvacca@aala.us
ACSA Region 16 Representative	April 20, 2017	Dr. Jack Bagwell , 818.252.5432
Council Meeting at TBD	5:30 p.m. – 7:30 p.m.	
DACE Administrators' Meeting at East	April 21, 2017	Dr. Clif de Córdoba,
L.A. Skills Center	8:00 a.m. 12:00 p.m.	cdecordo@lausd.net
Earth Day	April 22, 2016	
CMAA Leadership Conference at Bell	April 22, 2017	Yumi Kawasaki, 323.568.5528 or
HS		jyk2204@lausd.net;
Week of the Young Child	April 23 – 29, 2017	
Armenian Martyrs Day	April 24, 2017	
LD Northeast and LD Northwest	April 25, 2017	213.241.7900
ELOS Summer Principals Meeting at	8:00 a.m 11:30 a.m.	
Beaudry Bldg., 2 - 204		
LD Northeast Summer Term	April 25, 2017	213.241.7900
Principals Meeting at Beaudry Bldg., 2 - 202	9:00 a.m. – 3:00 p.m.	
Administrative Professionals Day	April 26, 2017	
Denim Day – Peace Over Violence	April 20, 2017	
LD East Summer Term Principals	April 26, 2017	213.241.7900
Meeting at Beaudry Building, 2 - 202	9:00 a.m. – 3:00 p.m.	213.241.7700
AALA Alumni Luncheon at The Center	April 26, 2017	Gema Pivaral, 213.484.2226 or
at Cathedral Plaza	11:30 a.m.	gpivaral@aala.us
COBA Meeting at Crenshaw HS –	April 26, 2017	Josephine Ruffin , 323.296.2040 or
Library	5:30 p.m.	josephineruffin@sbcglobal.net
Take Our Daughters and Sons to	April 27, 2017	
Work Day	r, -	
LD East ELOS Summer Principals	April 28, 2017	213.241.7900
Meeting at Beaudry Bldg., 2 - 204	8:00 a.m 11:30 a.m.	
LD Central Summer Term Principals	April 28, 2017	213.241.7900
Meeting at Beaudry Bldg., 2 - 202	9:00 a.m. – 3:00 p.m.	
LD Central ELOS Summer Principals	April 28, 2017	213.241.7900
Meeting at Beaudry Bldg., 2 - 204	1:00p.m 4:30 p.m.	

Special offers for LAUSD:

Digital resources for 24/7 access from school or home Perfect for summer school!



Robust Content Gets Them Thinking

- Content carefully correlated to appropriate curriculum standards (e.g. Next Generation Science Standards)
- Critical thinking questions to encourage reflection and connection

Access Makes Facts Easy to Find

- Read-aloud audio recorded by professional voiceover artists—no robotic text-to-speech!
- Text-highlighting, an important scaffold for belowlevel readers
- Tabbed navigation

Educator Resources & Admin Tools

- Correlate to curriculum standards
- Lesson plans and reproducibles for each database
- Usages reports and more



Audio

ALL titles have professionally recorded audio—not robotic text-to-speech!



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Why spend time and money trying to bring in outside specialists when we can help your current teachers:

- Uncover and challenge their students' giftedness by guiding individualized educational experiences.
 Summer Gifted Institute: The Continuum of Differentiation June 13-14 USC Campus (\$395)
- Personalize and implement a unit of study in their current classroom.
 Differentiated Curriculum: A Unit Approach June 19 USC Campus (\$195)
- Use games to design and implement differentiated curriculum while Meeting standards.
 Differentiating Standards through Game Play - June 20 — USC Campus (\$195)
- Accommodate the unique needs, abilities and interests of students to meet the demands of the core curriculum in various disciplines.
 Differentiated Lessons: A Tool Kit - June 26 — USC Orange County Center in Irvine (\$245 - includes \$60 course materials pack)
- Address the needs of their novice writers.
 USC K-12 Writing Institute: Writing Across the Curriculum August USC Campus (\$375)
- Use diagnostic tools to determine students' reading needs and appropriate teaching practices.
 Reading and Literacy Added Authorization - September 2017- May, 2018 — Online (\$3,200)
- Begin the process of becoming a school site leader.
 School Leadership Academy: Preliminary Administrative Credential Program,
 August 2017 Dec, 2018 Online (\$9,500)

The USC Rossier Office for Professional Development

For information about any of these programs, please visit

TinyURL.com/USC-Rossier-PD



"The CSUN program provided me with the foundation and the skills to work as a successful administrator. I was able to immediately use what I learned from the ELPS program as an assistant principal and especially now as a principal. The program was also an excellent launching point for the Doctoral program I completed. Overall the ELPS program was a great opportunity for my advancement in the field of Education." ~Dr. Steve Martinez, LAUSD Principal

The Department of Educational Leadership & Policy Studies (ELPS), California State University, Northridge is pleased to announce its newest Fall 2017 Cohorts for the attainment of the Preliminary Administrative Services Credential (Tier I) and Master's Degree in Educational Administration to begin the week of August 28, 2017.

New Fall 2017 Cohorts will be held at San Fernando HS and Grant HS (LD Northeast); Leichman HS (LD Northwest); Burroughs MS (LD West); on the CSUN Campus; and in the Santa Clarita Unified School District.

Please contact the ELPS Office for dates/times of Informational Meetings.

Please visit the website at http://www.csun.edu/education/elps. For additional information please call the ELPS Office at 818.677.2591 or contact **Dr. Jody Dunlap** at jody.dunlap@csun.edu or **Ricardo**. **Sosapavon** at ricardo.sosapavon@csun.edu.

POSITIONS AVAILABLE

Note to Applicants: Please be advised that you are responsible for making sure all the District requirements have been met. Do not contact AALA for information regarding positions; for detailed requirements for positions and employment updates use the contact phone number provided in the announcement or visit the District website at http://www.lausdjobs.org (classified) or http://achieve.lausd.net/Page/1125 (certificated). Employees who change basis during the school year may not earn a full year of service credit and annualized employees who change their basis during the year may sustain an annualized settlement.

CLASSIFIED

DEPUTY CHIEF PROCUREMENT OFFICER

Facilities Contract Branch, Facilities Services Division, \$146,700 - \$181,900, 12-month position. For more information and application procedures, please click <u>HERE</u>. Application period is open until the position is filled.

EXECUTIVE DIRECTOR

Office of Data and Accountability, \$136,500 - \$170,100, 12-month position. For more information and application procedures, please click <u>HERE</u>. Application period is open until the position is filled.

CLASSIFIED (Cont.)

GENERAL MANAGER

KLCS, \$135,344 - \$167,736, 12-month position. For more information and application procedures, please click HERE. Application period is open until the position is filled.

SENIOR FACILITIES DEVELOPMENT MANAGER

School Upgrade Program, Facilities Services Division, \$124,600 - \$155,000, 12-month position. For more information and application procedures, please click <u>HERE</u>. Application deadline is Monday, April 17, 2017.

FACILITIES DEVELOPMENT MANAGER

School Upgrade Program, Facilities Services Division, \$113,600 - \$141,500, 12-month position. For more information and application procedures, please click <u>HERE</u>. Application deadline is Monday, April 17, 2017.

BUILDING/CONSTRUCTION INSPECTOR

Inspection Department, Facilities Services Division, \$102,971, 12-month position. For more information and application procedures, please click <u>HERE</u>. Application period is open until the position is filled.

STRATEGIC DATA ANALYST

Office of Data and Accountability, \$80,900 - \$100,890, 12-month position. For more information and application procedures, please click <u>HERE</u>. Application deadline is Friday, April 7, 2017.

PREVIOUSLY ANNOUNCED POSITIONS

CERTIFICATED POSITIONS	LOCATION	CONTACT	DEADLINE
COORDINATOR, SCHOOL	Tom Bradley	Sal Rodriguez, Director,	EXTENDED
IMPROVEMENT GRANT	Global Awareness	310.914.2100 or	4:00 p.m.
MST 37G, B Basis	Magnet, Local	srodri01@lausd.net	Monday
	District West		April 3, 2017
EXECUTIVE DIRECTOR	District Operations	Marjorie Josaphat, Co-	Monday
\$157,602, A Basis	Branch	Lead, Chief Human	April 17, 2017
		Resources Officer,	
		213.241.6131	
CLASSIFIED POSITIONS	LOCATION	CONTACT	DEADLINE
CLASSIFIED POSITIONS FOOD PRODUCTION	LOCATION Food	CONTACT Click HERE	DEADLINE Friday
FOOD PRODUCTION	Food		Friday
FOOD PRODUCTION MANAGER	Food		Friday
FOOD PRODUCTION MANAGER \$81,500 - \$101,000, 12-month	Food		Friday
FOOD PRODUCTION MANAGER \$81,500 - \$101,000, 12-month position	Food Services Division	Click HERE	Friday March 31, 2017
FOOD PRODUCTION MANAGER \$81,500 - \$101,000, 12-month position DIRECTOR OF CONTRACT	Food Services Division Facilities Contract	Click HERE	Friday March 31, 2017

CLASSIFIED POSITIONS	LOCATION	CONTACT	DEADLINE
DIRECTOR OF ACCOUNTING	Accounting &	Click HERE	When Filled
\$114,912 - \$142,344, 10-, 11-, or	Disbursements		
12-month position	Division		
CHARTER SCHOOL FISCAL	Charter Schools	Click HERE	When Filled
ADMINISTRATOR	Division		
\$114,912 - \$142,344, 12-month			
position			
.NET DEVELOPER	Information	Click HERE	When Filled
\$90,900 - \$113,100, 12-month	Technology		
position	Division		