

University of Maryland Eastern Shore  
PGA Golf Management Internship Manual



Fall 2024  
(PGM 3.0/3.1)



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## Introduction

The goal of the PGA Golf Management Program at the University of Maryland Eastern Shore is to attract and educate bright, highly-motivated men and women to service all aspects of this developing industry and to produce members of the Professional Golfers' Association of America (PGA Members). It is a comprehensive degree program that integrates all the curriculum requirements of a Hotel & Restaurant Management major with the knowledge base of the PGA's PGA Golf Management Program, including sixteen months of structured internship experience and a Playing Ability Test (PAT). This document provides the policies and procedures that must be followed in order to complete the internship requirements.

The PGA of America requires that all PGA Golf Management Program students complete at least 16 months of full-time (40 hours per week) cooperative internship work prior to graduation. This cooperative internship work must take place at facilities recognized as eligible for employment by the PGA of America. It is required that while enrolled in Level 1 this experience must occur at a green grass facility unless the student is employed as a teaching professional at a PGA Recognized Indoor Facility under the supervision of a PGA Class "A" Member. Additionally, this work should occur in at least three different types of settings. Students may complete a maximum of two internships at the same facility if the job descriptions vary from year to year.

Students have the opportunity to choose from numerous facilities, including country clubs, resorts, public and municipal courses, military golf facilities, PGA/LPGA Headquarters, PGA Section Offices, and PGA Recognized Driving Ranges. By completing co-op/internship assignments, students receive on-the-job training and academic credit as outlined in the UMES PGA Golf Management Curriculum. The UMES Internship Coordinator will conduct a thorough evaluation of each cooperative internship site prior to placement of any UMES PGA Golf Management student. The written designation and evaluation will also be kept on file.

The Internship Coordinator will make first contact with a site on behalf of a student. Prior to the student going to work at a particular site, the Internship Coordinator must have the designated site supervisor complete the internship forms in the Internship Manual prior to registering for the PGM Internship experience. The form must also be signed by a representative of the host facility, the student, and the Internship Coordinator.

Each student must be registered in an internship class (PGMT 170, 270, 370, or 470) to receive academic credit and must be in good standing with the UMES PGA Golf Management program to be placed in a cooperative internship position. All internships are completed under the direction and guidance of the PGA Golf Management Staff, along with a qualified PGA Professional or mentor at the approved facility.

Prior to the student going to work at the site, the objectives of that cooperative internship experience will be discussed and documented. These objectives will model the learning objectives of Level 1, 2, or 3 of the PGA Golf Management work experience activities and seminars. After each cooperative internship experience, the host professional or student supervisor is required to complete a detailed evaluation of the student's performance.

A member of the UMES PGA Golf Management Program staff will review each student's evaluation, work experience activities, and portfolio; and give the student a grade for the internship. An advisement and counseling session will then occur. The advisement and counseling session will be used to resolve any student performance problems or identify a facility that receives an unfavorable rating. Any facility receiving an unfavorable rating will be investigated prior to any future placements.

This advisement session will also be used to ensure that all internship documents have been completed and filed in the student's record as well as to collect an updated resume that includes the recent internship. Additionally, if a student is on academic probation from the program, they must complete the intended internship (if already hired) with no earned academic credit.

This Internship Manual contains the forms used to document each student's progress through the cooperative internship process. The completed forms are placed and maintained in each PGA Golf Management Program student's permanent folder.

### **UMES PGA Golf Management Internship Roadmap and Requirements**

Students must complete at least 16 months of full-time (40 hours/week) internship work prior to completion of the program. At the University of Maryland Eastern Shore, the first three internships occur during the summer months following the freshman (PGMT 170-3 months), sophomore (PGMT 270-3 months), junior years (PGMT 370-3 months). The fourth internship is completed following the senior year (PGMT 470-7 months).

Students who are not in good standing or on probation with the University or the PGA Golf Management Program may not be placed as an intern. (Refer to Probationary Standards on page 19 of the UMES PGA Golf Management Policies & Procedures Manual).

Any student that commits a grievous act while on internship which resulted in termination is subject to dismissal from the UMES PGA Golf Management Program.

Internships should occur at least three times at different types of facilities (Level 1 students must complete their internships at a green grass facility unless the student is employed as a teaching professional at a PGA Recognized Indoor Facility under the supervision of a PGA Class "A" member).

Students must be enrolled in an internship class (PGMT 170, 270, 370, or 470) to receive credit.

A 2.0 cumulative GPA is required to receive co-op credit. A grade for each of the co-op classes will be issued once a student has completed each of the required co-op experiences.

Internships must occur at recognized golf facilities or associations under the direct supervision of Class "A" PGA Professional. Examples of different types of facilities are Private Club, Public Course, Semi-Private, Resort Course, Municipal Course, Daily Fee Course, Military Facility, Approved Golf School, Approved Driving Range, and Approved Associations.

Students discuss internship site availability, feasibility, and validity with the Internship Coordinator. The Internship Coordinator must make first contact with the site and approve the site prior to a UMES PGA Golf Management student being placed in an internship setting.

The University of Maryland Eastern Shore PGA Golf Management Program will conduct a thorough evaluation of each internship site prior to placement of students, and this evaluation will be documented and filed.

All paperwork involved with the internship must be completed in proper sequence and approved by the PGA Golf Management Internship Coordinator or Director.

Before placement, the University of Maryland Eastern Shore PGA Golf Management Internship Coordinator will initiate an agreement stipulating the specific internship work experiences anticipated for each student. This agreement must be validated in writing by the host professional, the school, and the student prior to placement.

The University of Maryland Eastern Shore PGA Golf Management Program will require each host professional to complete a detailed evaluation of each student's performance during the internship. These evaluations will be placed in the student's academic file.

The University of Maryland Eastern Shore PGA Golf Management Program will require each student to complete a detailed evaluation of the internship site and experience upon completion of the internship.

The University of Maryland Eastern Shore PGA Golf Management Internship Coordinator will conduct a meeting with each student to compare evaluations and to take any necessary remedial action to resolve any performance problems.

Negative site evaluations by students must be investigated and resolved prior to future placements at that site.

Each student's permanent folder will contain both the host professional's evaluation of the student and the student's evaluation of the site.

UMES will provide the PGA with a list of interns and the places of employment for each semester.

Students can complete a maximum of two internships at the same facility if the job descriptions vary from year to year.

Students are also required to maintain contact and to provide updated information to the PGA Golf Management office in the following ways:

- 1) The Internship Coordinator will contact the student three weeks into the duration of the internship and complete a telephone evaluation/questionnaire (**Form F**) with the student.
- 2) The site supervisor must complete a Final Evaluation (**Form G**) of the student and return it to the UMES PGA Golf Management office before the Internship is completed.
- 3) Students are required to complete a final Student Evaluation of Internship (**Form H**). This form should be returned to the UMES PGA Golf Management office before the Internship is completed.

### **Post-Internship Procedures**

At the end of the Internship, students must make certain that all of the required procedures are completed. The post-internship checklist is listed below.

- 1) Students must return to UMES for a post-internship interview with the UMES PGA Golf Management Internship Coordinator.
- 2) The Internship Coordinator will ensure the following documents are placed in the students file and update the student database:
  - a. Final Evaluation (completed **Form G**)
  - b. Student Evaluation of Internship (completed **Form H**)
  - c. Post Internship Interview (completed **Form J**)
  - d. Updated resume
  - e. Post Internship Evaluation Form (completed **Form K**)

## Checklist for Completing Documentation and Activities

### Student Guide and Reference

- Read the entire PGA Golf Management Internship Manual
- Meet with the UMES PGA Golf Management Internship Coordinator to discuss internship site possibilities
- Internship Coordinator makes first contact with the prospective site
- Internship Coordinator sends *Internship Site Application and Information Form (Form A)* to prospective site
- Prospective site returns completed *Internship Site Application/Information Form (Form A)* to UMES PGA Golf Management office
- Internship Coordinator evaluates completed Form A to approve the site
- Student submits resume, cover letter and Education Agreement Form (**Form B**) to prospective site
- Site returns completed *Education Agreement Form (Form B)* with signatures, to the UMES PGA Golf Management office
- Register for the Internship class (PGMT170, 270, 370, or 470)
- Internship Coordinator provides the on-site *Professional/Supervisor with PGA Golf Management Inventory Checklist (Forms C, D, E)* for respective level of Internship
- Begin Internship and strive to complete PGA Golf Management work experience tasks
- Internship Coordinator calls student to complete telephone evaluation/questionnaire (**Form F**) at the end of the third week of the Internship
- Complete the *Student Evaluation of Internship Form (Form H)* and return to the UMES PGA Golf Management office before the end of the Internship
- Confirm that site supervisor has completed the *Final Evaluation Form (Form G)* and submitted it to the UMES PGA Golf Management office before the end of the Internship
- Complete the Facility Evaluation Form (**Form I**)
- Return to the UMES campus for a post-internship interview (**Form J**) with the UMES PGA Golf Management Internship Coordinator
- Update resume and submit to UMES PGA Golf Management Internship Coordinator
- Complete the Post-Internship Evaluation Form (**Form K**)

**Form A: Internship Site Application and Information Form**

**Name of Facility** \_\_\_\_\_

**Address** \_\_\_\_\_

**City** \_\_\_\_\_ **State** \_\_\_\_\_ **Zip** \_\_\_\_\_

**Phone** \_\_\_\_\_ **Fax** \_\_\_\_\_

**Name and Title of Supervisor** \_\_\_\_\_

**Phone** \_\_\_\_\_ **Email** \_\_\_\_\_

**Name of Supervising PGA Professional** \_\_\_\_\_

**Phone** \_\_\_\_\_ **Email** \_\_\_\_\_

**Available Dates of the Internship** \_\_\_\_\_

**Approximate Hours of Work Per Week** \_\_\_\_\_

**Food/Lodging** \_\_\_\_\_

**Pay Range** \_\_\_\_\_

**Description of Responsibilities** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*Please return to:* University of Maryland Eastern Shore  
PGA Golf Management Program  
1 Backbone Road  
Kiah Hall Suite 2100  
Princess Anne, Maryland 21853  
Telephone: (410) 621-1359  
ksparks@umes.edu



For UMES PGA Golf Management Office Use Only:  
Student Name: \_\_\_\_\_ ID#: \_\_\_\_\_ Internship Level: \_\_\_\_\_

**Form B: Educational Agreement Form**

(Please Print clearly)

An agreement for an educational work experience has been reached between:

UMES PGA Student: \_\_\_\_\_

-AND-

Name of Facility: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Name and Title of Supervisor: \_\_\_\_\_

Name of Supervising PGA Professional: \_\_\_\_\_

Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

It is agreed that the UMES PGA Student, \_\_\_\_\_, will work toward acquiring the knowledge and experience of the PGA Golf Management Work Experience Activities designated for a PGA Golf Management Level \_\_\_\_\_ Internship. The student and the Site Supervisor/PGA Professional will work together throughout the Internship period to accomplish the tasks on the PGA Golf Management Inventory Checklist (see attached document).

During this Internship, the student is required to work full time (40 hours per week) and complete work experience activities related to his/her current level within the PGA Golf Management program. Students will receive academic credit for this internship and it is graded. In addition, the student will be paid \$\_\_\_\_\_ per hour. The student needs to be able to participate in, or at least observe, the activities outlined in the PGA Golf Management

\_\_\_\_\_  
*Student Name Printed*

\_\_\_\_\_  
*Site Supervisor/PGA Professional Name Printed*

\_\_\_\_\_  
*Student Signature*

\_\_\_\_\_  
*Site Supervisor/PGA Professional Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Internship Coordinator Name Printed*

\_\_\_\_\_  
*Internship Coordinator Signature*

\_\_\_\_\_  
*Date*

The parties agree to comply with all applicable state, federal and local laws, rules, regulations and executive orders as well as University System of Maryland and UMES policies and procedures including but not limited to those areas governing equal employment opportunity, immigration and nondiscrimination.

**Form C: PGA Golf Management Work Experience Checklist – Level 1****BUSINESS PLANNING**

- 1: Develop a Golf Operations Business Plan

**CUSTOMER RELATIONS**

- 1: The Business Value of Effective Customer Relations
- 2: Moments of Truth at my Facility
- 3: Strategies and Skills at my Facility
- 4: Improving Positive Engagement Routines

**TOURNAMENT OPERATIONS**

- 1: Develop a Tournament Business Plan
- 2: Plan and Prepare for a Tournament Event
- 3: Run the Tournament
- 4: Review and Evaluate the Tournament

**GOLF CAR FLEET MANAGEMENT**

- 1: Create a Golf Car Business Plan
- 2: Analyze Fleet Policies and Procedures
- 3: Explore Maintenance and Storage Practices
- 4: Analyze Satisfaction and Financial Performance
- 5: Prepare the Final Report

**INTRODUCTION TO TEACHING AND GOLF CLUB PERFORMANCE**

- Three hour-long Golf lesson**
- Worksheets: Before the first lesson
- Worksheets: After the first lesson
- Worksheets: After the second lesson
- Worksheets: After the third lesson

**Form D: PGA Golf Management Work Experience Checklist – Level 2****GOLF OPERATIONS**

- Activity 1: Creating a Promotional Strategy Using Your Case Study
- Activity 2: Defining and Aligning the Golf Operation with the Business Plan
- Activity 3: Evaluating Operational Practices Linked to Pace-of-Play
- Activity 4: Assessing a Promotional Strategy at Your Facility
- Activity 5: Coordination and Collaboration at Your Facility
- Activity 6: Yield Management

**MERCHANDISING AND INVENTORY MANAGEMENT**

- Activity 1: Develop a Comprehensive Merchandising Plan for Head ware at Your Facility

**TURFGRASS MANAGEMENT**

- Activity 1: Turfgrass at a Case Study Facility
- Activity 2: Interview the Course Superintendent
- Activity 3: Communications and Course Conditions
- Activity 4: Scheduled Maintenance at Your Facility
- Activity 5: Sustainable Practices at Your Facility
- Activity 6: Functional Course Design

**INTERMEDIATE TEACHING AND GOLF CLUB ALTERATION**

- Activity 1: Develop and Conduct a Group Instructional Program
- Activity 2: Physical Fitness Evaluation and Summary
- Activity 3: Measure and Alter a Set of Golf Clubs

**Form E: PGA Golf Management Work Experience Checklist – Level 3****Food and Beverage Control**

- Activity 1: Benefits of the Food and Beverage Operation
- Activity 2: Coordination of Food and Beverage Operations with the Golf Operation
- Activity 3: Customer Service and the Food and Beverage Operation
- Activity 4: Estimating Food Costs
- Activity 5: Developing a Labor Pro Forma
- Activity 6: Receiving and Storage

**Player Development and Teaching Business**

- Activity 1: Design and Implement a Player Development Program

**Human Resources Management and Supervising and Delegating**

- Activity 1: Job Descriptions and Interviews
- Activity 2: Hiring Staff at Your Facility
- Activity 3: Training to Create a Welcoming Environment
- Activity 4: Diagnosing a Performance Problem
- Activity 5: Conducting a Joint Problem-Solving Discussion
- Activity 6: Designing a Motivating Assignment
- Activity 7: Delegating an Assignment
- Activity 8: Performance Standards and Evaluations

**Career Enhancement**

- Activity 1: Identifying a Position for Career Enhancement
- Activity 2: Creating a Resume and Cover Letter
- Activity 3: Conducting an Informational Interview
- Activity 4: Identifying the Next Steps for Professional Development

**Advanced Teaching and Golf Club Fitting**

- Activity 1: Plan and Conduct a Five Lesson Series with an Advanced Golfer
- Activity 2: Conduct a Fitness Evaluation and Recommend Fitness Training
- Activity 3: Conduct a Club Fitting

**Form F: Student Check-In – Phone Evaluation Guide**

1) Have you been reviewing your PGA Golf Management Checklist? Yes No

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2) Discuss general work conditions and environment at the facility (work hours, schedule, etc.).

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3) Discuss any problematic issues related to the Internship.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4) Discuss supervised progress of completing PGA Golf Management Work Experience Activities.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5) Provide current contact information-phone, address, fax, e-mail, etc.

Home \_\_\_\_\_

Office \_\_\_\_\_

Fax \_\_\_\_\_

Email \_\_\_\_\_

\_\_\_\_\_  
*Student Name* *Printed*

\_\_\_\_\_  
*Authorized UMES PGA Rep Name* *Printed*

\_\_\_\_\_  
*Student* *Signature*

\_\_\_\_\_  
*Authorized UMES PGA Rep Name* *Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*



(Scale: 1-Unsatisfactory 2-Poor 3-Fair 4-Good 5-Excellent)

<b>8. Responsibility</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<hr/>					
<hr/>					

<b>9. Overall performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<hr/>					
<hr/>					

In order to evaluate how our internship program benefits you and to evaluate how prepared our students are, please answer the following questions:

1) **Was the length of the internship adequate for your needs? Yes No**  
 Explain 

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2) **Did your intern complete the assigned duties? How would you rate the quality of his/her work?**  
 Explain 

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3) **Are you interested in having another intern from the UMES PGA Golf Management Program? Yes No**  
 Explain 

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*Please attach any additional information, comments, or suggestions!*

<hr/>	<hr/>
<i>Signature of Site Supervisor/PGA Professional</i>	<i>Date</i>

*Name of Site Supervisor/PGA Professional (printed)*

*Please return to:*  
 University of Maryland Eastern Shore  
 PGA Golf Management Program  
 1 Backbone Road  
 Kiah Hall Suite 2100  
 Princess Anne, Maryland 21853  
 Telephone: (410) 621-1359  
[ksparks@umes.edu](mailto:ksparks@umes.edu)

**Form H: Final Evaluation – Student Evaluation of Internship**

This evaluation must be completed and submitted to the PGM Internship Coordinator before a final grade will be issued. The responses on this evaluation will not affect your final grade.

Student Name \_\_\_\_\_ Level \_\_\_\_\_

Internship Site and Location \_\_\_\_\_

On-Site Supervisor/PGA Professional \_\_\_\_\_

Phone (\_\_\_\_\_) \_\_\_\_\_ - \_\_\_\_\_ Ext. \_\_\_\_\_

E-mail \_\_\_\_\_ Date \_\_\_\_\_

1. How would you rate your overall experience at your internship facility?

5 – Excellent                  4 – Good                  3 – Fair                  2 – Poor                  1 – Unsatisfactory

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. How would you rate your success in learning/completing the PGA Golf Management Work Experience Activities?

5 – Excellent                  4 – Good                  3 – Fair                  2 – Poor                  1 – Unsatisfactory

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. How often did you work with your Supervisor/PGA Professional to discuss PGA Golf Management Work Experience Activities?

5 – Very Often                  4 – Often                  3 – Sometimes                  2 – Rarely                  1 – Never

Explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Did your Supervisor/PGA Professional specifically target PGA Golf Management Work Experience Activities?

1 – Yes                      2 – No

To what extent? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. What did you enjoy most about your internship experience?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. How could your internship experience be improved?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Describe your On-site Supervisor’s participation in the Internship (i.e., Mentor, Supporter, etc.).

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*Please return to:*  
University of Maryland Eastern Shore  
PGA Golf Management Program  
1 Backbone Road  
Kiah Hall Suite 2100  
Princess Anne, Maryland 21853  
Telephone: (410) 621-1359  
[ksparks@umes.edu](mailto:ksparks@umes.edu)

**Form I: UMES PGA Golf Management Internship Facility Evaluation**

This evaluation must be completed by the PGM Internship Coordinator before a final grade will be issued.

Student Name: \_\_\_\_\_ Level \_\_\_\_\_

Phone (\_\_\_\_\_)\_\_\_\_ - \_\_\_\_\_

**Internship Site Location**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 1. Is the course a PGA recognized facility? Yes  No
- 2. Does facility have a PGA certified professional? Yes  No
- 3. Does facility have a structured internship program? Yes  No
- 4. Does facility have the budget to forecast interns working 40 hours per week? Yes  No
- 5. Does facility pay interns for working? Yes  No
- 6. Has facility or PGA certified professional offered internships before? Yes  No
- 7. Does facility or PGA professional have a copy of the UMES Internship Manual? Yes  No

\_\_\_\_\_  
*Internship Coordinator Name*      *Printed*

\_\_\_\_\_  
*Internship Coordinator*      *Signature*

\_\_\_\_\_  
*Date*

**Form J: Post Internship Interview**

This interview must be completed by the PGM Internship Coordinator before a final grade will be issued. The responses on this interview will not affect your final grade.

Student Name \_\_\_\_\_ Level \_\_\_\_\_

Internship Site and Location \_\_\_\_\_

On-Site Supervisor/PGA Professional \_\_\_\_\_

1. How would you rate your overall experience at your internship facility?

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2. How would you rate your success in learning/completing the PGA Golf Management Work Experience Activities?

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3. How often did you work with your Supervisor/PGA Professional to discuss PGA Golf Management Work Experience Activities and/or job-related topics?

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4. Would you return to this facility in the future for another internship or recommend a fellow student attend this facility for an internship?

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**Form K: UMES PGA Golf Management Post-Internship Evaluation Form**

The Post-Internship evaluation must be completed by the PGM Internship Coordinator or the PGA Golf Management Director before a final grade will be issued.

- Student Evaluation of Internship Form (Form H)* has been completed and returned to the UMES PGA Golf Management office
- Site supervisor has completed the *Final Evaluation Form (Form G)* and returned it to the UMES PGA Golf Management office
- Post-internship interview (**Form J**) with the UMES PGA Golf Management Internship Coordinator has been completed
- All negative evaluation items have been addressed
- All required paperwork has been completed and is on file with the UMES PGA Golf Management office
- Student resume has been updated and submitted to the UMES PGA Golf Management office

Comments

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\_\_\_\_\_  
*Student Name* *Printed*

\_\_\_\_\_  
*Authorized UMES PGA Rep Name* *Printed*

\_\_\_\_\_  
*Student* *Signature*

\_\_\_\_\_  
*Authorized UMES PGA Rep Name* *Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*