

DIRECTED FIELD EXPERIENCE

Field Supervisor Handbook

Spiritual Formation Emphasis



MANHATTAN CHRISTIAN COLLEGE

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*All forms are available online at: <http://www.mccks.edu/resources/directed-field-experience>.

Field Supervisor Checklist For Spiritual Formation Emphasis

Before the DFE

- Initial interview with potential DFE student.
- Read the Field Supervisor Handbook. The Handbook will be given to you during the initial contact with the student. Please don't hesitate to contact the student's professor if you have any questions that the student cannot answer.
- Agree to be the field supervisor for DFE student.
- Assist in arranging housing and other details necessary to help the student settle into your community and church.

During the DFE

- Upon the student's arrival, establish with the student a weekly appointment schedule to discuss ministry subjects mutually selected by you, the student, or as instructed by the professor.
- Have 10 one-hour training sessions with the student on topics that you and the student agree upon.

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| 1. | 6. |
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

- Maintain day-to-day supervision of the student, providing appropriate instruction and feedback. Schedule extended times of instruction in any perceived area of student need.
- Evaluate the student's work midway through the DFE using the Midway Field Supervisor Evaluation form that is in the back of this handbook. All forms are also available online at: <http://www.mccks.edu/resources/directed-field-experience>. Please discuss this evaluation with the student so that the student can make improvements.
- Continue to monitor the student's progress offering instruction and encouragement.
- Complete the Final Field Supervisor Evaluation #1 and the Final Field Supervisor Evaluation #2 forms in addition to any other evaluation forms unique to the student's emphasis.

Overview of the Directed Field Experience for Field Supervisors

Thank you for your interest in supervising an MCC student in a Directed Field Experience. A Field Supervisor's mentoring of a DFE student is an important part of his/her development into an effective Christian worker. We value this partnership with churches and ministers in the work of preparing young adults for ministry.

This booklet contains comprehensive information about MCC's Directed Field Experience program. To help you make the most of the experience, we offer the following suggestions.

1. Become familiar with this handbook. Note the sections of information as outlined in the Table of Contents on the previous page.
2. Read the philosophy section and instructions for the specific emphasis that your student is pursuing. Please don't hesitate to contact the student's professor if you have any questions that the student cannot answer. Professors are in their offices through the end of May and may be reached by email during the summer. Their email addresses are posted on the MCC website under "academics," then "faculty" at www.mccks.edu. The actual website is: <http://www.mccks.edu/partners/about-mcc/personnel/faculty>. If you cannot reach the professor, please contact the vice president for academic affairs at (785) 539-3571.
3. Upon the student's arrival, establish with the student a weekly appointment schedule to discuss ministry subjects mutually selected by you, the student, or as instructed by the professor.
4. Maintain day-to-day supervision of the student, providing appropriate instruction and feedback. Schedule extended times of instruction in any perceived area of student need.
5. Evaluate the student's work midway through the DFE, using the Midway Field Supervisor Evaluation form. Please discuss this evaluation with the student so that the student can make improvements.
6. Continue to monitor the student's progress offering instruction and encouragement.
7. Complete the Final Field Supervisor Evaluation #1 and Final Field Supervisor Evaluation #2 forms in addition to any other evaluation forms unique to the student's emphasis.

Prior to the DFE the student will have completed an orientation course that covered topics like resume preparation, journaling, interview tips, and etiquette for the office/host home.

Before leaving the campus the student will have submitted a DFE Proposal and signed a DFE Agreement with the professor that outlines his/her objectives for the DFE and contact information.

While working with you, the student is keeping a personal journal of lessons learned for future ministry experiences.

Upon returning to the MCC campus the student will submit a final report that describes how objectives were or were not met. The professor will read the journal, the final report, and the evaluation forms that you return.

Frequently Asked Questions About the Directed Field Experience

- Q- We want to hire a student for the summer. What is the first thing we do?**
A- Call or email MCC and request the printed information that describes the roles of the church, the student, and the college in a Directed Field Experience. Your initial contact with MCC should be with Jolene Rupe at 785-539-3571.
- Q- One of our young people is a student at MCC. Can we just have her/him work for us for the summer as a student?**
A- Certainly you may have her/him work for you for the summer, and it would probably be a valuable experience. However, since MCC gives academic credit for a Directed Field Experience, there are specific requirements that must be met before it can be called a Directed Field Experience.
- Q- What are the requirements for a church to be able to offer a Directed Field Experience?**
A- The church must be able to provide instruction, example, and direction for the student through supervision by a person working full-time in the student's field. For instance, a Youth Minister must supervise a youth ministry student, a Preaching Minister must supervise a preaching, or pastoral ministry student, etc. One exception is in the Family Ministry area. Students in this emphasis are permitted to have supervisors from other areas of ministry, but some special projects of family ministry nature are required.
- Q- What will be the financial expectations for the supervising church?**
A- The final arrangements for finances will be left up to the student and church. Guidelines are available from the professor if needed.
- Q- Are there specific requirements of the supervisor of the student?**
A- We ask that the supervisor have weekly one-hour meetings with the student. We may suggest some topics for those meetings but the supervisor will be given great latitude for teaching what he/she thinks the student needs most.
- Q- What kind of contact will the supervisor have with MCC?**
A- The Field Supervisor may call any time there is a need. There are three evaluations to be submitted, and the professor may contact the Field Supervisor after the completion of the DFE.
- Q- What tools are available if we decide to be a part of a student's DFE?**
A- This Field Supervisor's Handbook explains the philosophy and procedures for Directed Field Experiences.

Definitions of MCC Student Ministry Experiences

Directed Field Experience

A Directed Field Experience (DFE) is required by every ministry emphasis. It is a practical experience directed by a qualified person in the student's emphasis. Four hundred hours of work experience is needed. The professor and student prepare together before the DFE. On site the DFE involves mentoring, guiding, observing, and reporting by the field supervisor. The student keeps a journal and completes self-evaluations. Evaluations are also completed by the supervisor. These requirements must be met by the student and field supervisor for the student to get academic credit.

Part-Time Student Ministry

A student ministry is a private arrangement between a church/parachurch organization and a student. MCC does not provide any direct supervision of students involved in student ministries or any official endorsement of the student's readiness for ministry. Faculty members, of course, are available to consult with students and encourage them in student ministries if the student seeks such advice and encouragement.

Church/Parachurch Internship

Many churches and parachurch organizations have developed internship programs that provide practical experience for students interested in ministry. In those cases the organization defines the duties and role of the student and makes a private arrangement with a student. MCC does not provide any direct supervision or official endorsement of the student's readiness for ministry. The student may, or may not, report to a supervisor in his/her emphasis.

A Philosophy for Directed Field Experiences

The Concept of a Directed Field Experience in Ministry

I. The Need

For an educational experience to be of greatest value it must apply academic theory to life experience. A Directed Field Experience in ministry is an educational experience. It combines the best of both aspects of learning.

One of the benefits of this program for the student is the confirmation of his/her sense of call to a specific area of ministry as strengths and weaknesses are clarified in a Directed Field Experience setting. Occasionally it surfaces doubt regarding involvement in full-time church vocation.

II. The Plan

A. Participants: The student, supervisor, congregation, mission, or institution, and MCC.

B. Purpose: To provide MCC students with practical, on-the-field experience under the guidance of experienced, qualified leaders.

C. Benefits:

1. The FIELD SUPERVISOR will be brought face to face with the student's concepts of leadership and communication skills.
2. The STUDENT will be in the process of searching out and understanding his/her motives and skills.
3. MCC will discover whether its curriculum and personnel have prepared the student for Christian service.
4. The congregation, institution, or mission by an attitude of cooperation, understanding, and patience, will contribute to the growth and encouragement of a dedicated Christian person.

D. Areas of Ministry: Normally these will include Pastoral Ministry, Youth Ministry, Educational Ministry, Family Ministry, Worship Ministry, Children's Ministry, Spiritual Formation, and Intercultural Studies.

E. Supervision:

1. Preparing - this involves talking with the student about goals and objectives for the DFE as the student completes the DFE Proposal and reads and signs the DFE Agreement.
2. Observing - Field Supervisor will observe the student's work.
3. Reporting - Field Supervisor will complete periodic evaluation reports in consultation with the student.

III. The Goals

A. For the student:

1. Gain practical experience in various areas of ministry.
 2. Receive supervision from an experienced leader.
 3. Test ideas and abilities without total responsibility for the success or failure of the program.
 4. Receive academic credit upon satisfactory completion of the requirements.
 5. Grow in self-awareness.
 6. Develop relational skills.
 7. Learn to meet deadlines.
- B. For MCC:
1. Gain perspective on the strengths and weaknesses of the student.
 2. Gain additional information for counseling the student about vocational potential.
 3. Strengthen partnerships with churches in preparing kingdom workers.
 4. Provide the structure for a DFE program.
- C. For the Field Supervisor:
1. Disciple the student (II Timothy 2:2)
 2. Ignite in the student a love for ministry.
 3. Counsel a student who is seeking to evaluate vocational goals.
 4. Acquire responsible assistance for the supervisor's ministry.
- D. For the church or mission:
1. Invest in training a student.
 2. Gain an additional worker to meet needs.
 3. Contribute to perpetuating ministry into the next generation.
 4. Strengthen partnership with MCC in the preparation of kingdom workers.

Relationships and Strategy

IV. Understand the relationships

- A. The student will:
1. Demonstrate Christian motivation and a sense of vocation.
 2. Demonstrate thorough preparation for each responsibility assigned.
 3. Exhibit an attitude of cooperation.
 4. Show respect for the authority of church leaders.
 5. Demonstrate a genuine interest in the total life of the church.
 6. Be punctual in keeping appointments.
 7. Accept constructive criticism and suggestions.
- B. MCC will:
1. Provide pertinent information regarding the student.
 2. Be available to the Field Supervisor of the DFE for consultation.
 3. Make constructive use of reports on the student's Directed Field Experience work.
- C. The supervisor will:
1. Provide an environment that places priority of people over programs.
 2. Provide on-the-field guidance in ministry.

3. Schedule weekly conference appointments.
4. Give constructive criticism that leads to growth.
5. Share personal concerns and goals.
6. Inform the student of opportunities to attend regular congregational meetings, committee meetings, ministerial association meetings, etc. as a part of the learning experience.
7. Provide MCC an evaluation of the student's performance.
8. Make suggestions about how MCC can help the student.
9. Hold conferences with the student's advisor for the DFE as/when needed.

V. Prepare for the Directed Field Experience.

A. Student preparation:

All students desiring to participate in a DFE must enroll and attend the Directed Field Experience Orientation course which is offered each fall semester. This will make the student aware of the prerequisites for a DFE and help with preparation for the work to be done. During this class the student will also learn how to pursue a DFE that is best suited for his/her goals.

B. Church, parachurch organization, or community organization preparation:

The person who would like to supervise a DFE should become informed about the MCC program. When the decision is made to accept a student for their DFE the minister should secure the permission of the appropriate governing body of the church or organization. The church should be aware of the importance of its role and should be prepared to support the DFE program. A congregation's decision about financial arrangements with the student should be clarified. The congregation may then open the process for applications and interviews for the DFE position.

VI. Understand the choices.

- A. The six main areas for the student program are: Pastoral Ministry, Youth Ministry, Educational Ministry, Family Ministry, Worship Ministry, Children's Ministry, Spiritual Formation, and Intercultural Studies.

The student will observe everything involved in working in the ministry area and participate when appropriate. Some of the DFE's have guidelines are specific to their emphasis. These guidelines are only suggestions. You may need to adapt them to your situation. We want the student to be exposed to as much of the life of the church/organization as possible.

VII. Understand the supervisory role.

- A. DFE's might be said to operate as follows:

1. I do -you watch.
2. I do - you help.
3. You do - I help.
4. You do - I watch.

- B. Description of the supervisor's role:

1. Supervision is:

- a. A relationship with specific goals and clear expectation in which one party has an acknowledged authority over the other and yet acts in such a way as to establish as much mutuality as possible within the relationship.
 - b. A conscious evaluation on the part of both parties throughout the duration of the relationship which covers definite time span and is developed in a specific setting.
2. Supervision is not:
- a. Primarily task oversight, though it may include some of this.
 - b. Psychotherapy or counseling.
 - c. Didactics, although it does include some informational input.
 - d. Simply practical guidance in "how to do it," although the integration of the practical and theoretical certainly includes such guidance.
 - e. A token payment for cheap labor, although the student will do the work of ministry for the church.

C. Supervisory skills:

1. Listen.
2. Develop trust and mutuality between the supervisor and student.
3. Recognize and own one's own feelings and the ability to express them.
4. Perceive the feelings of others, chiefly through observing nonverbal behavior.
5. Create a non-dependent helping relationship.
6. Ask open-ended and clarifying questions.
7. Wait for the student's growth and resist the temptation to manage his/her life.
8. Recognize the student's resistance to growth and change confront when appropriate.
9. Reflect on the process going on between supervisor and student so as to produce deeper personal insight.
10. Ability to share agenda-setting with the student for weekly conferences and activities.
11. Ability to give and receive feedback at appropriate times.

D. Field Supervisor's evaluation:

The supervisor's evaluation of the student performance is essential to the successful DFE. The student is an emerging intercultural, educational, children's, family, pastoral, worship, or youth minister. It is important in this teacher-student relationship to help the student know when he/she has done well and when improvement is needed. Evaluation through casual conversation, structured conference, and filling out the appropriate forms is important to help the student in his/her ministry with you and enable them to prepare for their future ministry.

1. Questions to ask the student:
 - a. What took place?
 - b. In what way did you respond?
 - c. How do you feel about what happened?
 - d. How do you interpret the experience?
 - e. What can be learned from the incident?
 - f. What does this say about ministry?
 - g. How do you think the situation can best be confronted or handled?

- h. What is your role now in the continuing situation as a result of this experience?
2. The following guidelines may be helpful for giving feedback:
- a. Make the feedback descriptive and not interpretive.
 - b. Give feedback following an event as quickly as possible.
 - c. Make the feedback constructive, not destructive.
 - d. Give new information when dealing with suggestions you have previously given.
 - e. Give feedback about things that should be changed.
 - f. Remember that you are sharing your reaction to their behavior. Be sure to check your own motivation before giving your reaction.
 - g. A great danger is the tendency to be a parent. This can be avoided if you share some of your own misgivings, concerns, and feelings without just "preaching." Be specific in and give examples of desirable or undesirable behavior.

Agenda for Weekly Conferences

Use this sheet to plan the agenda for your weekly conferences. This planning should involve both the supervisor and the student. The student should be encouraged to suggest topics of particular interest to him/her. The professor may also suggest subjects to include. At least ten weeks are required. If the student is working part-time hours during a school semester, you may adjust the schedule.

| Week | Date | Subject |
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Evaluation Forms Explanation

Assessment is important at MCC. The following pages are Evaluation Forms, a Midway Field Supervisor Evaluation Form and two Final Field Supervisor Evaluation Forms.

By studying the field supervisor's evaluations and the student's self-evaluation, the student will discover information that will help improve his/her skills. These evaluations are also used by the Christian Ministry Department at MCC to assess the effectiveness of its work as part of the periodic assessment for the two accrediting associations.

All forms are available online at: <http://www.mccks.edu/resources/directed-field-experience>.

Midway Field Supervisor Evaluation

(General - for all emphases)

TO BE COMPLETED MIDWAY INTO THE DFE

Note: In order for Manhattan Christian College to give appropriate credit for this Directed Field Experience, we need your thoughtful and careful evaluation of the student's performance under your supervision. Your written comments are especially helpful in placement counseling with the student. After completing this evaluation form, please return it to the supervising professor either by mail or email. The addresses are at the end of this form. Thank you for your responses.

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| Student's Name: | |
| Emphasis: | |
| Field Supervisor's Name: | |
| Church/Organization Name: | |
| Church/Organization Address: | |
| Church/Organization Phone: | |
| Church/Organization Email: | |
| Please use the following rating scale for your response to the individual statements: | |
| 0 - Have not observed 1 - Never 2 - Rarely | 3 - Sometimes 4 - Usually 5 - Always |
| Knowledge of the Organization | |
| The Student: | Score |
| 1. Demonstrates knowledge of the church's/organization's structure, policies, and procedures. | |
| 2. Understands and applies the purposes/objectives of the church/organization. | |
| 3. Understands the implications of working within the church's/organization's ethical structure. | |
| 4. Knows the range of services provided by the church/organization (including those outside the student's specific area of service). | |
| 5. Understands the history of the organization. | |
| Attitude and Work Habits | |

| The Student: | Score |
|---|--------------|
| 6. Is punctual in his or her arrival to work, appointments, meetings, and completion of assigned tasks. | |
| 7. Is efficient regarding time management. | |
| 8. Dresses appropriately (according to activity) for the work of the church/organization. | |
| 9. Complies with church's/organization's policies, procedures, and mission. | |
| 10. Is dependable in following through with assignments and responsibilities. | |
| 11. Demonstrates confidence in his or her ability to do the required work | |
| 12. Seeks out information and help when needed. | |
| 13. Follows the specified course of training. | |
| 14. Exhibits a high level of initiative. | |
| 15. Shows enthusiasm for his or her work | |
| 16. Is open to ideas, suggestions, and constructive criticism. | |
| 17. Demonstrates the ability to think critically. | |
| 18. Uses good judgment (makes wise decisions). | |
| 19. Is able to and willing to accept increasing responsibility. | |
| 20. Demonstrates leadership ability. | |
| 21. Demonstrates an interest in professional development. | |
| 22. Demonstrates a high level of interest in this field. | |
| 23. Demonstrates potential for working with a church/organization in this field. | |
| Interpersonal and Intrapersonal Skills | |
| The Student: | Score |
| 24. Exhibits a healthy self-image. | |
| 25. Is able to handle stress effectively. | |
| 26. Demonstrates the ability to identify his or her own values. | |
| 27. Works cooperatively with supervisor. | |
| 28. Develops and maintains good working relationships with staff and volunteers. | |
| 29. Demonstrates sensitivity to the needs of others. | |
| 30. Is able to work with people from backgrounds (age, race, religion, etc.) other than his or her own. | |

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| 31. Works cooperatively with people from other churches/organizations. | |
| Please respond to the following open-ended statements as fully as possible. | |
| 32. Describe the skills and strengths you have observed in the student: | |
| 33. Describe the areas on which the student needs to focus for further professional development. | |
| 34. Describe the student's response to authority: | |
| 35. Describe the student's working relationships with staff members: | |
| 36. Describe the student's approach to work during the DFE: | |
| 37. Please use the space below for any additional comments you wish to make about the student's performance to this point in the Directed Field Experience: | |

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| We have reviewed and discussed the information contained in this evaluation. | |
| | Date |
| Student's Signature: | |
| Field Supervisor's Signature: | |
| | |
| <p>Thank you for your help in preparing students for ministry. Please send this completed form to:</p> <p>Dr. Brian Medaris Manhattan Christian College 1415 Anderson Avenue Manhattan, KS 66502</p> <p>You may email it to: bmedaris@mccks.edu</p> | |

Final Field Supervisor Evaluation #1

(General - for all emphases)

TO BE COMPLETED DURING THE FINAL WEEK OF THE DFE.

There are two final evaluation forms. This form, Final Field Supervisor Evaluation #1, is general for every student regardless of the student’s emphasis. It is intentionally the same as the Midway Evaluation for comparison purposes. The second final evaluation form, Final Field Supervisor Evaluation #2, is specific to the student’s emphasis. We would appreciate it if you would fill out both final evaluation forms. After completing these evaluation forms, please either mail them or email them. The addresses are at the end of the form. Thank you for your response.

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| Student’s Name: | |
| Emphasis: | |
| Field Supervisor’s Name: | |
| Church/Organization Name: | |
| Church/Organization Address: | |
| Church/Organization Phone: | |
| Church/Organization Email: | |
| Please use the following rating scale for your response to the individual statements: | |
| 0 - Have not observed 1 – Never 2 - Rarely | 3 – Sometimes 4 – Usually 5 - Always |
| Knowledge of the Organization | |
| The Student: | Score |
| 1. Demonstrates knowledge of the church’s/organization’s structure, policies, and procedures. | |
| 2. Understands and applies the purposes/objectives of the church/organization. | |
| 3. Understands the implications of working within the church’/organization’s ethical structure. | |
| 4. Knows the range of services provided by the church/organization (including those outside the student’s specific area of service). | |
| 5. Understands the history of the church/organization. | |
| Attitude and Work Habits | |

| The Student: | Score |
|---|--------------|
| 6. Is punctual in his or her arrival to work, appointments, meetings, and completion of assigned tasks. | |
| 7. Is efficient regarding time management. | |
| 8. Dresses appropriately (according to activity) for the work of the church/organization. | |
| 9. Complies with the church's/organization's policies, procedures, and mission. | |
| 10. Is dependable in following through with assignments and responsibilities. | |
| 11. Demonstrates confidence in his or her ability to do the required work | |
| 12. Seeks out information and help when needed. | |
| 13. Follows the specified course of training. | |
| 14. Exhibits a high level of initiative. | |
| 15. Shows enthusiasm for his or her work | |
| 16. Is open to ideas, suggestions, and constructive criticism. | |
| 17. Demonstrates the ability to think critically. | |
| 18. Uses good judgment (makes wise decisions). | |
| 19. Is able to and willing to accept increasing responsibility. | |
| 20. Demonstrates leadership ability. | |
| 21. Demonstrates an interest in professional development. | |
| 22. Demonstrates a high level of interest in this field. | |
| 23. Demonstrates potential for working with an organization in this field. | |
| Interpersonal and Intrapersonal Skills | |
| The Student: | Score |
| 24. Exhibits a healthy self-image. | |
| 25. Is able to handle stress effectively. | |
| 26. Demonstrates the ability to identify his or her own values. | |
| 27. Works cooperatively with supervisor. | |
| 28. Develops and maintains good working relationships with staff and volunteers. | |
| 29. Demonstrates sensitivity to the needs of others. | |
| 30. Is able to work with people from backgrounds (age, race, religion, etc.) other than his or her own. | |

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| 31. Works cooperatively with people from other organizations. | |
| Please respond to the following open-ended statements as fully as possible. | |
| 32. Describe the skills and strengths you have observed in the student: | |
| 33. Describe the areas on which the student needs to focus for further professional development. | |
| 34. Describe the student's response to authority: | |
| 35. Describe the student's working relationships with staff members: | |
| 36. Describe the student's approach to work during the DFE: | |
| 37. Please use the space below for any additional comments you wish to make about the student's performance to this point in the Directed Field Experience: | |

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| | |
| We have reviewed and discussed the information contained in this evaluation. | |
| | Date |
| Student's Signature: | |
| Field Supervisor's Signature: | |
| <p>Thank you for your help in preparing students for ministry. Please send this completed form to:</p> <p>Dr. Brian Medaris Manhattan Christian College 1415 Anderson Avenue Manhattan, KS 66502</p> <p>You may email it to: bmedaris@mccs.edu</p> | |

Final Field Supervisor Evaluation #2

(Specific to Spiritual Formation emphasis)

TO BE COMPLETED DURING THE FINAL WEEK OF THE DFE.

There are two final evaluation forms. Final Evaluation #1 is general to every student regardless of the student's emphasis. Final Evaluation #2 is specific to the student's emphasis. We would appreciate it if you would fill out both final evaluation forms. After completing these evaluation forms, please either mail them or email them. The addresses are at the end of the form. Thank you for your response.

| | |
|---|---|
| Student's Name: | |
| Emphasis: | |
| Field Supervisor's Name: | |
| Church/Organization Name: | |
| Church/Organization Address: | |
| Church/Organization Phone: | |
| Church/Organization Email: | |
| Please use the following rating scale for your response to the individual statements: | |
| 0 - Have not observed 1 - Never 2 - Rarely | 3 - Sometimes 4 - Usually 5 - Always |
| The Student: | Score |
| 1. Demonstrates a solid knowledge of the Bible. | |
| 2. Utilizes Bible knowledge in facilitating formational experiences (classes, small groups, retreats, etc.) | |
| 3. Can articulate his/her faith. | |
| 4. Understands how people grow in Christ. | |
| 5. Prepares in advance when facilitating formational experiences. | |
| 6. Organizes formational experiences in an effective manner. | |
| 7. Involves others when facilitating formational experiences. | |
| 8. Interacts appropriately with people in different faith stages. | |

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| 9. Communicates formational strategies clearly to others. | |
| 10. Demonstrates ability to mentor someone in matters of faith. | |
| We have reviewed and discussed the information contained in this evaluation. | |
| | Date |
| Student's Signature: | |
| Field Supervisor's Signature: | |
| <p>Thank you for your help in preparing students for ministry. Please send this completed form to:</p> <p>Dr. Brian Medaris Manhattan Christian College 1415 Anderson Avenue Manhattan, KS 66502</p> <p>You may email it to: bmedaris@mccks.edu</p> | |