

National Park Service

Natural Resources Stewardship Career Field Training Needs Assessment

Natural Resources Program Manager - Advanced Level



Stephen T. Mather Training Center
National Park Service

Center For Recreation and Tourism Research and Policy
George Mason University



See the *NPS Employee Training and Development Career Planning and Tracking Kit, Natural Resources Stewardship Career Field* for your essential competencies. You can access the tracking kit in "The Learning Place" at the following address:
<http://www.nps.gov/training/>

Front Cover Photograph: Dealing with Spring, 1986 (Courtesy of "NPS Park Science").

National Park Service

Natural Resources Stewardship Needs Assessment

Natural Resources Program Manager - Advanced Level

This questionnaire focuses on the competencies and knowledge, skills, and abilities (KSAs) required to be effective at the advanced performance level. Please note that the competencies and KSAs for the entry/developmental and the journey performance levels also are required at the advanced level.

In the performance of your present job as an Advanced Program Manager, how important are the following professional competencies? Please check the most appropriate response for each item.

SCIENTIFIC KNOWLEDGE

- | | <i>Not Important</i> | | | | | | <i>Extremely Important</i> |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 1. Mastery of a natural resource discipline, including current knowledge of state-of-the art concepts. | <input type="checkbox"/>
1 | <input type="checkbox"/>
2 | <input type="checkbox"/>
3 | <input type="checkbox"/>
4 | <input type="checkbox"/>
5 | <input type="checkbox"/>
6 | <input type="checkbox"/>
7 |
| 2. In-depth knowledge of ecosystem principles. | <input type="checkbox"/>
1 | <input type="checkbox"/>
2 | <input type="checkbox"/>
3 | <input type="checkbox"/>
4 | <input type="checkbox"/>
5 | <input type="checkbox"/>
6 | <input type="checkbox"/>
7 |
| 3. Ability to integrate information across natural resource disciplines, to recognize patterns and draw conclusions, and to use and adapt the results in innovative ways to resolve diverse and complex park resource issues. | <input type="checkbox"/>
1 | <input type="checkbox"/>
2 | <input type="checkbox"/>
3 | <input type="checkbox"/>
4 | <input type="checkbox"/>
5 | <input type="checkbox"/>
6 | <input type="checkbox"/>
7 |
| 4. Knowledge of environmental ethics and philosophy as applied to natural resource management. | <input type="checkbox"/>
1 | <input type="checkbox"/>
2 | <input type="checkbox"/>
3 | <input type="checkbox"/>
4 | <input type="checkbox"/>
5 | <input type="checkbox"/>
6 | <input type="checkbox"/>
7 |

SCIENTIFIC METHOD

- | | | | | | | | |
|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 5. Advanced ability to apply scientific approaches and problem-solving techniques in developing innovative solutions to complex natural resource problems, involving long-term and/or large-scale programs that cross jurisdictional boundaries and involving diverse interests. | <input type="checkbox"/>
1 | <input type="checkbox"/>
2 | <input type="checkbox"/>
3 | <input type="checkbox"/>
4 | <input type="checkbox"/>
5 | <input type="checkbox"/>
6 | <input type="checkbox"/>
7 |
| 6. Ability to develop and coordinate complex multi-faceted programs of research, inventory, monitoring, and resource management based on scientific knowledge. | <input type="checkbox"/>
1 | <input type="checkbox"/>
2 | <input type="checkbox"/>
3 | <input type="checkbox"/>
4 | <input type="checkbox"/>
5 | <input type="checkbox"/>
6 | <input type="checkbox"/>
7 |

Extremely Important

Not Important

7. Ability to evaluate research reports and scientific publications, as well as diverse agency documents and legislation for their applicability to specific natural resource issues and their more general implications for natural resource stewardship.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

NPS RESOURCE STEWARDSHIP

8. Advanced broad knowledge of the mission, goals, guidelines, and policies of the NPS, as well as knowledge of the mission and purpose of other agencies, organized groups, and private industry.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

9. Ability to develop innovative solutions, consistent with NPS policy and guidelines, to complex situations.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

10. Knowledge of case law as it relates to specific natural resource issues.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

11. Through interpretation of existing law and precedent, as well as available scientific information, ability to develop new policies, regulations, guidelines, programs, and concepts with broad application.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

12. Ability to plan and direct large-scale resource stewardship programs requiring a multi-disciplinary approach and often considerable potential for controversy.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

13. Ability to provide sound advice to upper-level managers on needed resource stewardship programs and actions at a landscape-level or Servicewide scale.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

14. Ability to evaluate and synthesize results of relevant scientific studies, and develop solutions to complex situations where scientific information, laws, policies, or guidelines may be conflicting or lacking.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

15. Ability to take the lead in setting up effective interagency programs for critical resource protection on a landscape scale that crosses jurisdictional boundaries.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

Not Important *Extremely Important*

16. Ability to form effective partnerships with diverse and potentially hostile groups to address complex natural resource issues, including issues that transcend regional boundaries. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

17. Highly developed leadership skills, including skill in effective team-building. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

PLANNING AND COMPLIANCE

18. Knowledge of precedent and case law related to planning and compliance. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

19. Ability to orchestrate the development, completion, and implementation of complex strategies and plans, consisting of several distinct component parts and sequential actions, addressing complex and controversial issues. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

20. Ability to develop innovative solutions to complex or intractable issues. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

21. Ability to develop and carry out a public involvement program, working with public information personnel as appropriate, for plans that may include complex and controversial issues. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

PROFESSIONAL CREDIBILITY

22. Recognized ability to effectively represent NPS on a multi-agency task force to address natural resource issues. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

23. Knowledge and ability that is recognized by agency and academic peers as leading in the natural resource field. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

24. Ability to publish syntheses and thought-provoking concepts in journals, which are recognized as providing leadership in advancing natural resource stewardship. ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

25. Recognized ability to integrate representatives of agencies, academic insititutions, and diverse interest groups into an effective program of cooperation in achieving shared objectives for natural resource stewardship.

Not Important

Extremely Important

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

COMMUNICATION

26. Ability to effectively convey complex information concerning politicized or controversial issues to potentially hostile audiences.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

27. Ability to evaluate and synthesize information from diverse and conflicting sources.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

28. Ability to write highly complex documents dealing with natural resource issues and technical information, drawn from a variety of sources.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

29. Ability to give oral and written briefings from which decisions are made by high-level agency personnel and Congress.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

30. Ability to persuade, effectively negotiate, and solve problems with diverse individuals and organizations.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

PROGRAM/PROJECT MANAGEMENT

31. Ability to develop and oversee innovative programs, involving multiple components and a need for careful coordination and sequencing, to address complex and controversial resource management issues.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

32. Ability to manage multiple programs including those in natural resource disciplines outside the field of expertise.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

33. Ability to effectively compete for funding through development of large-scale partnerships that may include diverse and opposing viewpoints.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

34. Ability to develop complex or innovative cooperative agreements, MOUs, and other agreement instruments.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

National Park Service
Natural Resources Stewardship Needs Assessment
Natural Resources Program Manager - Advanced Level

The National Park Service has the responsibility of providing meaningful training and education for its employees. The purpose of this training is to ensure the basic missions of the Service and its individual units are met, while allowing employees to reach their personal career goals.

Please look at the same list again. This time consider how you rate your overall preparation (all sources) for these aspects of being a program manager. Please check the most appropriate response for each item. If the training competency does not apply to your present position, check the first box - N/A.

SCIENTIFIC KNOWLEDGE

35. Mastery of a natural resource discipline, including current knowledge of state-of-the art concepts. ☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

36. In-depth knowledge of ecosystem principles. ☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

37. Ability to integrate information across natural resource disciplines, to recognize patterns and draw conclusions, and to use and adapt the results in innovative ways to resolve diverse and complex park resource issues.

38. Knowledge of environmental ethics and philosophy as applied to natural resource management. ☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

SCIENTIFIC METHOD

39. Advanced ability to apply scientific approaches and problem-solving techniques in developing innovative solutions to complex natural resource problems, involving long-term and/or large-scale programs that cross jurisdictional boundaries and involving diverse interests.

40. Ability to develop and coordinate complex multi-faceted programs of research, inventory, monitoring, and resource management based on scientific knowledge.

41. Ability to evaluate research reports and scientific publications, as well as diverse agency documents and legislation for their applicability to specific natural resource issues and their more general implications for natural resource stewardship.

<i>N/A</i>	<i>Unprepared</i>					<i>Fully Competent</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6
						7

NPS RESOURCE STEWARDSHIP

42. Advanced broad knowledge of the mission, goals, guidelines, and policies of the NPS, as well as knowledge of the mission and purpose of other agencies, organized groups, and private industry.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

43. Ability to develop innovative solutions, consistent with NPS policy and guidelines, to complex situations.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

44. Knowledge of case law as it relates to specific natural resource issues.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

45. Through interpretation of existing law and precedent, as well as available scientific information, ability to develop new policies, regulations, guidelines, programs, and concepts with broad application.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

46. Ability to plan and direct large-scale resource stewardship programs requiring a multi-disciplinary approach and often considerable potential for controversy.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

47. Ability to provide sound advice to upper-level managers on needed resource stewardship programs and actions at a landscape-level or Servicewide scale.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

48. Ability to evaluate and synthesize results of relevant scientific studies, and develop solutions to complex situations where scientific information, laws, policies, or guidelines may be conflicting or lacking.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

49. Ability to take the lead in setting up effective interagency programs for critical resource protection on a landscape scale that crosses jurisdictional boundaries.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

50. Ability to form effective partnerships with diverse and potentially hostile groups to address complex natural resource issues, including issues that transcend regional boundaries.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

51. Highly developed leadership skills, including skill in effective team-building.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

PLANNING AND COMPLIANCE

52. Knowledge of precedent and case law related to planning and compliance.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

53. Ability to orchestrate the development, completion, and implementation of complex strategies and plans, consisting of several distinct component parts and sequential actions, addressing complex and controversial issues.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

54. Ability to develop innovative solutions to complex or intractable issues.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

55. Ability to develop and carry out a public involvement program, working with public information personnel as appropriate, for plans that may include complex and controversial issues.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

PROFESSIONAL CREDIBILITY

56. Recognized ability to effectively represent NPS on a multi-agency task force to address natural resource issues.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

57. Knowledge and ability that is recognized by agency and academic peers as leading in the natural resource field.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

58. Ability to publish syntheses and thought-provoking concepts in journals, which are recognized as providing leadership in advancing natural resource stewardship.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
0	1	2	3	4	5	6	7

59. Recognized ability to integrate representatives of agencies, academic institutions, and diverse interest groups into an effective program of cooperation in achieving shared objectives for natural resource stewardship.

<u>N/A</u>	<u>Unprepared</u>						<u>Fully Competent</u>
<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

COMMUNICATION

60. Ability to effectively convey complex information concerning politicized or controversial issues to potentially hostile audiences.

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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61. Ability to evaluate and synthesize information from diverse and conflicting sources.

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

62. Ability to write highly complex documents dealing with natural resource issues and technical information, drawn from a variety of sources.

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

63. Ability to give oral and written briefings from which decisions are made by high-level agency personnel and Congress.

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

64. Ability to persuade, effectively negotiate, and solve problems with diverse individuals and organizations.

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

PROGRAM/PROJECT MANAGEMENT

65. Ability to develop and oversee innovative programs, involving multiple components and a need for careful coordination and sequencing, to address complex and controversial resource management issues.

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

66. Ability to manage multiple programs including those in natural resource disciplines outside the field of expertise.

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

67. Ability to effectively compete for funding through development of large-scale partnerships that may include diverse and opposing viewpoints.

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

68. Ability to develop complex or innovative cooperative agreements, MOUs, and other agreement instruments.

<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

Demographics

69. Age (years): _____

70. Gender: ☐ Female ☐ Male
1 2

71. Race/National Origin:

☐ American Indian or Alaskan Native

1

☐ Black or African American

3

☐ White

5

☐ Hispanic or Latino

2

☐ Asian

4

☐ Native American or other Pacific

6 Islander

☐ Other (Please specify) _____

7

72. Do you have a disability? ☐ Yes ☐ No
1 2

73. Current GS level? _____

74. Number of years served in the National Park Service? _____

75. Number of years in current position? _____

76. Education (Circle the highest number of years of formal education completed)

<12

12

13

14

15

16

17

18

18+

77. If you hold a college degree(s), please complete the following questions regarding the type of degree(s) and major field(s) of study:

Bachelor's:

Type of Degree (i.e., B.S., B.A., etc.) _____

Major Field of Study _____

Masters's:

Type of Degree (i.e., M.S., M.A., etc.) _____

Major Field of Study _____

Doctorate:

Type of Degree (i.e., Ph.D., Ed.D., etc.) _____

Major Field of Study _____

Thank you for taking the time to complete this important questionnaire. Please use the enclosed self-addressed envelope to send this back to George Mason University. Your responses to this questionnaire will be kept in strictest confidence.

Center For Recreation and Tourism Research and Policy

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