TEST BANK

PROGRAMMING FOR PARKS, RECREATION, AND LEISURE SERVICES
A Servant Leadership Approach
4th Edition

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SAGAMORE VENTURE
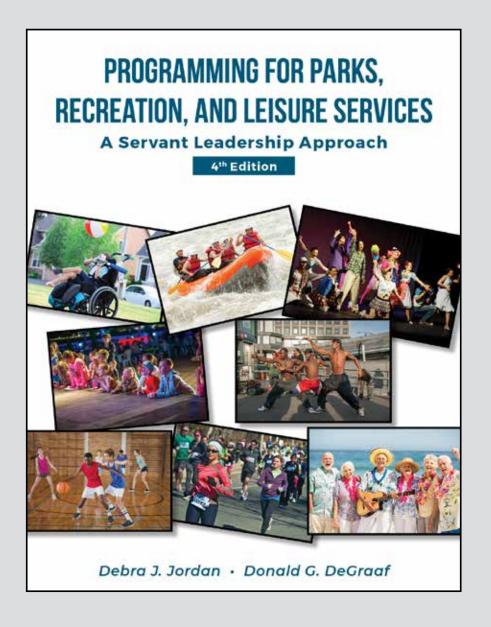
1 Basics

1. From where did the notion of servant leadership come? From a story about a...

   a. religious leader

   *b. servant to a traveling group who was an important local leader

   c. housekeeper of a rich person

   d. corporate leader who served meals at a soup kitchen

2. Which of the following factors has been shown to be important to providing satisfying recreation experiences?

   a. freedom and competence

   b. intrinsic motivation

   c. locus of control

   *d. all of the above

3. "Leisure is a societally based phenomenon." This means that...

   a. there is no one universally accepted definition of leisure

   b. society agrees on a single definition of leisure

   *c. people in neighborhoods tend to view leisure the same way

   d. leisure can only be experienced in a free society

4. The history of programming grew out of...

   *a. a perception of social reformers that play and recreation could improve people's lives

   b. European views of healthy lifestyles

   c. the need to improve the health of people during the Industrial Revolution

   d. a desire to help children improve in school

5. A desire to help people, an entrepreneurial spirit, and flexibility:

   *a. are strategies of parks and recreation professionals

   b. are principles that have been adopted by all sectors of parks, recreation, and tourism services

   c. describe ongoing changes in society

   d. have shaped all forms of parks, recreation, and tourism services

6. Benefits of recreation and leisure include which of the following?

   a. Environment, culture, economy

   b. Social, psychophysiological, environmental

   c. Psychological, economy, culture

   *d. All of the above

7. Networks, norms, and trust between people all characterize...

   a. democracy

   *b. social capital

   c. the programming process

   d. servant leadership

8. If a person was engaged in a women's softball league with her co-workers, and they sponsored a local blood drive she would be exhibiting which type of social capital?

   a. formal, thick, inward-looking, bridging

   b. informal, thin, outward-looking, bonding

   c. formal, thin, outward-looking, bridging

   *d. informal, thick, outward-looking, bridging

9. Programming recreation experiences can help strengthen the social fabric of society. This would include…

   *a. building neighborhood ties and strengthening intergenerational relations

   b. developing servant leadership among citizens

   c. improving the social benefits of leisure

   d. a sense of professionalism among programmers

10. A professional is one who…

   a. is concerned for the overall well-being of participants

   b. is directed toward service, rather than remuneration

   c. looks for potential in participants

   d. both a and b

   *e. all of the above

11. What are the two components of freedom?

   *a. Freedom from and freedom to

   b. Psychological and physical

   c. Cultural and freedom to be competent

   d. Freedom from others and freedom from anarchy

12. A person is motivated to engage in active recreation because he or she wants to lose weight so others will think more highly of him or her. This is an example of what?

   a. Freedom to and competence

   b. Intrinsic motivation

   *c. Extrinsic motivation

   d. Locus of control

13. When people are involved in planning and designing their own recreation experiences they are demonstrating…

   *a. An internal locus of control

   b. Freedom from

   c. Intrinsic motivation

   d. Competence

14. Which of the following are examples of passive recreation?

   a. Skiing and reading a book

   b. Walking through a park and playing a spontaneous game of catch

   c. Organized sports and craft classes

   *d. None of the above are examples of passive recreation

15. Which of the following are settings in which recreation experiences can occur?

    a. Governmental agencies and therapeutic recreation

    b. Corporate (business) and private clubs

    c. Armed forces and campus recreation

    *d. All of the above

16. Which of the following factors have been shown to be important to providing satisfying recreation experiences?

    a. freedom and competence

    b. intrinsic motivation

    c. locus of control

    *d. all of the above

17. When a recreation department fills a van with recreation equipment and drives to different locations to offer programs, it is engaged in…

    a. Pop-up parks

    *b. Mobile recreation

    c. Recreation skill delivery

    d. None of the above

18. Initially, many aspects of the recreation movement were focused on…

    *a. Providing spaces for people to play in

    b. Working with nonprofit organizations

    c. Partnerships with social services

    d. Developing parks and recreation professionals

19. What is one of the most important elements in our lives that contributes to happiness?

    a. Freedom and competence

    b. Physical and financial health

    *c. Relationships with others

    d. Social and personal feelings

20. Time famine is an example of what?

    a. Extrinsic motivation

    b. A lack of time management

    c. A personal problem

    *d. A constraint

21. What can recreation experience professionals do to address time famine?

    a. Provide more opportunities for people to experience "freedom to"

    b. Keep recreation centers open longer during the week

    *c. Educate people to use discretionary time wisely

    d. There is nothing that recreation experience professionals can do to address time famine

22. Which of the following is correct?

    *a. Informal social capital can be generated through recreation programs

    b. Intrinsic motivation arises when a person is influenced by others

    c. Recreation experience programming has little impact on community health

    d. Time famine is only in people's imaginations

23. A person working in the tourism field joins a professional association to further develop their skills. He is…

    a. Demonstrating his social capital

    b. Spending money to put something on his resume

    c. Seeking accreditation

    *d. Exhibiting a sense of professionalism

24. Which of the following is a focus of social entrepreneurs?

    a. Pursuing new opportunities to serve an agency mission

    b. Producing new ways of meeting needs

    c. Exhibiting heightened accountability to constituencies served

    *d. All of the above

25. A therapeutic recreation professional works to persuade others that recreation experiences for those ill and injured is vitally important to overall health. What is that person doing?

    *a. Engaging in advocacy for the profession

    b. Expressing a personal opinion

    c. Overstepping his/her bounds

    d. None of the above

26. Which of the following is true?

    a. Parks, recreation, and tourism professionals produce opportunities for people to create their own recreation experiences

    b. Parks, recreation, and tourism professionals produce health-inducing activities for people

    c. Parks, recreation, and tourism professionals produce passive and active recreation experiences for others

    *d. All of the above

27. Explain and describe the personal strategies programmers might use to be as effective as possible.

28. In your own words, discuss the servant leadership approach to programming.

29. Explain and provide examples of the primary characteristics of servant leadership.

30. Describe what is meant by the benefits chain of causality. Give an example of what this might look like for a young family hiking together in a natural area.

31. What are the three key themes that run through the 10 characteristics of servant leadership?

32. Explain how one can be both a servant and a leader at the same time. How does this fit with programming in parks, recreation, and tourism services?

33. Explain and provide examples of benefits-based programming.

34. What are third places? Give an example of how recreation programs can take advantage of third places.

35. Who is Robert Greenleaf, and why is he an important individual identified in Chapter 1?

36. What are the different types of social capital? Give examples of each one.

2 Service Quality

1. The potential for variability in service delivery is called…

   a. intangibility

   *b. heterogeneity

   c. inseparability

   d. perishability

2. Once a service is delivered, it cannot be "taken back" and exchanged. This characterizes….

   a. intangibility

   b. heterogeneity

   c. inseparability

   *d. perishability

3. A fitness center with workout equipment would be considered a…

   a. pure tangible good

   *b. tangible good

   c. major service

   d. pure service

4. The correct answer in the previous question is correct because...

   a. it is a major service with a little tangibility

   b. it has a lot of heterogeneity

   *c. it has some tangibility with accompanying services

   d. the perishability is minimal

5. A program or service exceeding customer expectations would be considered…

   *a. to be of high quality

   b. to intermingle production and consumption

   c. epitomize servant leadership

   d. a misuse of financial resources

6. The quality services literature talks about following a customer value paradigm. Some of the keys to this include…

   a. keeping prices low, having flexible policies, conducting needs assessments

   *b. identifying customer needs, training staff, identifying key encounters with clients

   c. offering flexible times for programs, offering outreach programs, being a professional

   d. acting as a taskmaster, having excellent instructors, establishing programming priorities

7. In recreation programming, social responsibility refers to…

   *a. the need to provide programs in a way that helps to better society

   b. meeting the needs of all members of society

c. offering high-quality programs and conducting evaluations

d. all of the above

8. To undertake a process of figuring out what an organization intends to be in the future is referred to as...

a. strategic development

b. a servant leadership approach to programming

*c. planning

d. quality investment

9. The difference between a social advocacy and a social marketing approach to planning includes...

*a. social advocacy tends to be more prescriptive

b. social marketing involves an authoritarian view

c. social marketing utilizes expressed desires to develop programs

d. all of the above

10. Moving from an expert-driven, disability-focused, and deficiency-focused approach to one that involves shared decision-making, empowerment, and problem-solving is descriptive of...

a. community development

b. a marketing approach to program planning

c. good planning

*d. changing principles in human services

11. What does it mean to be an economy based on experiences?

*a. People spend time and money to enjoy a set of memorable events

b. People spend more money on technology (e.g., gaming) than on other types of recreation

c. People engage in purchasing time-based activities than passive activities

d. The financial health of recreation experience providers is difficult

12. Why is it important that recreation experience professionals seek to add emotional value to people's experiences?

a. It is the only way to exceed expectations

*b. It enhances the intangible and important aspect of recreation experiences

c. They really shouldn't as emotions can detract from recreation experiences

d. This is only pertinent to those in the tourism aspect of the profession

13. An experience where people are actively involved and that involvement greatly impacts the outcome of the experience is which type of experience?

*a. Escapist

b. Educational

c. Esthetic

d. Entertainment

14. When a recreation experience professional co-creates an experience with a participant, they are...

a. Building in emotional value to a recreation experience

*b. Deciding together what the person will do for their recreation experience

c. Engaged in poor professional practice

d. Developing cultural capital

15. A recreation experience professional creates a program that involves physical activity, listening, visual cues, and pleasant fragrances. What are they doing?

    a. Overstimulating the participants

    b. Expressing their personal "flair" on top of a recreation experience

    *c. Staging a recreation experience

    d. Modifying the social aspect of an experience

16. Which type of experience tends to stand out in a person's memory?

    a. Those that influence the fading affect bias

    b. The "meat" of an experience

    *c. A negative peak moment

    d. Average aspects of experiences

17. The total value of a recreation experience is a combination of...

    a. The peak and mediocre aspects of an experience

    *b. The tangible and intangible aspects of an experience

    c. Cultural and social capital evident in an experience

    d. None of the above

18. Which of the following is a key to quality programming? A recreation experience programmer...

    a. Looks at social conditions to determine participant expectations

    *b. Conducts needs assessments to find out what their constituents want

    c. Builds in at least three of the five senses into each program

    d. All of the above

19. By training staff to be flexible, engaging in asset mapping, and considering customer needs, a recreation experience professional is...

    a. Doing too much to prepare simple programs

    b. Forgetting the most important element of quality—service

    *c. Enhancing the quality of their programs

    d. Demonstrating the trait of intangibility

20. Why is the notion that "the customer is always right" problematic in delivering recreation experiences?

    a. There are times when an agency would be better off without a participant

    b. Some participants are wrong with their facts

    c. One's primary loyalty should be with one's employees

    *d. All of the above

21. Which of the following is true?

    *a. Over time a marker of excellence can become an expectation

    b. Excellence is visible to all participants

    c. To measure quality a recreation experience professional must benchmark against other recreation experience professionals

    d. Excellence and quality are the same

22. A recreation experience professional is striving toward helping participants be their best selves. What are they doing?

    a. Creating high-quality programs

    b. Developing their staff to be true professionals

    *c. Working toward the common good

    d. Establishing a minimum baseline

23. How can recreation experience professionals help to create common values and a sense of civility?

    a. State their values (along with their vision and mission statements) on their webpage

    *b. Offer recreation experiences that are attractive to a diverse group of participants

    c. Strictly adhere to rules for the activities offered

    d. Ensure that both tangible and intangible recreation experiences are provided

24. Which of the following is an example of a recreation program that balances the needs of individuals and society?

    a. A formal soccer league that only accepts highly skilled players

    b. A walking program that causes damage to the environment

    c. An arts and crafts program that generates a lot of waste

    *d. None of the above

25. A recreation center that provides travel guides, an information board, and links to people who share interests is an example of a...

    a. Task-oriented strategy

    b. Social planning strategy

    *c. Community development approach

    d. Social marketing approach

26. An approach to recreation experience programming that seeks to influence social behavior and benefit the greater society is called what?

    a. Social advocacy

    b. Social planning

    c. Social positive benefits

    *d. Social marketing

27. What type of strategy is task oriented on the part of the programmer?

    *a. Social planning

    b. Community development

    c. Social advocacy

    d. Marketing

28. Which of the following is the most appropriate approach to programming for a department that follows a business model?

    a. Community empowerment

    b. Social advocacy

    c. Community development

    *d. None of the above

29. Tourism agencies that follow a model of cultural sensitivity and environmental sustainability exemplify...

    *a. Social entrepreneurship

    b. Social advocacy

    c. Community development

    d. None of the above

30. Read the following quote from Chapter 2 and explain how it relates to recreation programming. John Muir, the great American naturalist, once stated, "*When we try to pick out anything by itself, we find it hitched to everything else in the universe.*"

31. There are many strategies for delivering parks, recreation, and tourism services; choose three and describe them. Include a graphic representation in your explanation.

32. How is programming recreation experiences like staging a theatrical play? Give some specific examples.

33. What differentiates social marketing from marketing? Explain and use examples.

34. Explain the model of community development provided in the text. How could you use this model in planning parks, recreation, and tourism programs?

35. How are our memories created and sustained (think in terms of the power of moments)? What specific moments should our programs focus on?

36. Define service-living; how might this concept help recreation programmers balance the need for excellence with promoting the common good?

37. What is social entrepreneurship? How does this concept connect with servant leadership in the programming planning process?

38. Which of the strategies of program planning seem to best fit a servant leadership model of programming? Explain and give examples of your view.

39. What are two characteristics of social entrepreneurs?

3   Principles, Philosophy, and Planning

1. In recreation programming, theories and models help us to understand...

   a. how programming is done

   b. the reasons behind offerings of certain types of programs

   c. why people do what they do

   *d. all of the above

2. Principles differ from philosophies in that...

   *a. Principles are underlying assumptions and philosophies are ways of thinking about recreation, parks, and tourism

   b. Principles set the framework for planning and philosophies underly everything a programmer does

   c. Principles are based on traditions and philosophies are based on agency mission

   d. Principles dictate what new programs should be offered and philosophies indicate which programs should be ended

3. Principles, values, and traditions...

   a. Must exist in all staff before programs are developed

   b. Explain what is and is not appropriate in staff behaviors

   c. Dictate that social justice must be a foundation for parks, recreation, and tourism programming

   *d. Provide the building blocks upon which programs are built

4. PERT and GANTT charts are most commonly associated with which model of programming?

   a. outcomes model

   *b. special events model

   c. benefits-driven model

   d. the logic model

5. For staff to best support agency program development...

   *a. Their philosophies and values should be aligned with agency philosophies and values

   b. They should have a degree in parks, recreation, and tourism programming

   c. They generally have at least five years of experience in program planning

   d. They should work together to create underlying values

6. Which of the following is accurate?

   a. Personal and agency values are generally apparent to others

   b. People are not always aware of their values and beliefs

   c. Agencies that develop and publicly present values statements are more apt to follow them than those agencies that have no stated values

   *d. All of the above

7.   Activities and events that are repeated over time and have some meaning to the community are known as

a. Values

b. Philosophies

*c. Traditions

d. None of the above

8.   The statement, "The recreation department will be the most innovative and responsive recreation experience provider and meet the needs of all citizens" is an example of what?

a. A mission statement

*b. A vision statement

c. An agency value

d. All of the above

9.   A mission statement…

*a. Provides a starting point for developing new programs

b. Is the same thing as a vision statement

c. Essentially repeats the values of an agency or organization

d. Is omitted from all recreation experience programs

10.   Program development is "circular and cyclical." This means that…

a. a graphic representation of the process would look like a globe

*b. it starts and ends at the same place, and utilizes information gained earlier in the process

c. it should always relate to whatever is inside the circle

d. there are no new programs; we just recycle them

11.   The programming cycle begins and ends with…

a. one person taking charge and seeing the planning through

*b. collecting data and information from potential constituents

c. PERT and GANTT charts

d. the need to consider cost and pricing structures

12.   Questions such as "Whom do we wish to serve?, What outcomes will we strive to achieve?, and What will the future look like?" help to establish…

a. Values that will undergird all new programs

b. A mission statement

*c. A vision for future program development

d. None of the above

13.   Involving constituents in program planning…

*a. Is an element of strong planning efforts

b. Is often not worth the time and effort it takes to do

c. Should be avoided

d. Confuses the planning process

14. One of the most effective ways to engage constituents in program planning is …

    a. Conduct an anonymous paper survey

    b. Ask people who are active in programming

    c. Through face-to-face contacts

    *d. All of the above are effective

15. Which of the following is true?

    *a. Strategic planning is like a road map to plan the best way to meet stated goals

    b. A logic model relies on logical and rational thinking

    c. Constituent involvement means surveying program participants

    d. Goals are the stepping stones to meet objectives

16. An outcome is related to program planning and refers to…

    *a. Desired changes in participants and communities based on programming

    b. The values embedded in strategic planning

    c. The outputs phase of a logic model

    d. The use of resources when engaged in recreation programming

17. You are planning a new program that is based on a popular television show and you have determined that you will need six staff members, the use of the multipurpose room in the recreation center, and approximately $200.00 to hold the event. In this example you have done what?

    *a. Identified the resources and inputs needed to run the program

    b. Outlined the sub-activities of a program

    c. Built the foundation for program evaluation

    d. None of the above

18. "Participants will learn three new skills by the end of the program." What is this an example of?

    a. A goal

    b. An outcome

    *c. An objective

    d. A focused statement

19. As a part of program planning, we write statements to help focus the creation of new activities. Which of the following articulates the order of specificity from most specific to least specific in the way we write those statements?

    *a. Objective, goal, outcome

    b. Outcome, goal, objective

    c. Goal, objective, outcome

    d. They are all equally specific

20. Which of the following servant leadership principles relate most closely to the basics of program planning?

    *a. Empathy and community

    b. Healing and diversity

    c. Constituent involvement and service

    d. Integrity and outcomes

21. In your own words, distinguish outcomes, goals, and objectives from one another.

22. Choose two of the servant leadership concepts that relate to program planning and describe the relationship between the two.

23. Imagine that you are planning a special event. Create a Gantt chart that demonstrates the planning process.

24. Draw and label the programming cycle. Write a short blurb that explains what happens during each step in the model.

25. You are going to plan a senior-senior dance (senior citizens with high school seniors). Use a logic model to plan out the event.

4 Asset Mapping and Needs Assessments

1. Needs assessments enable recreation professionals to…

    a. develop programs from staff-based expert opinions

    b. link program theories with program development

    *c. systematically gather citizen input about program ideas, wishes, and needs of various groups

    d. identify the organizational philosophy and mission

2. Limitations of needs assessments include:

    *a. we cannot measure all needs; it sets us up for a deficiency-based approach to programming

    b. groups often have conflicting needs; they always cost a lot of money

    c. staff often have no buy-in; it sets us up for an asset-based approach to programming

    d. they cost a lot; they really don't tell us anything about our constituents

3. A commonality between needs assessments and asset mapping is that they both…

    *a. Are systematic

    b. Seek to determine needs of current participants

    c. Come from a negative or lacking perspective

    d. There is no commonality between needs assessments and asset mapping

4. When a program planner seeks to find out where the best resources are that can support a particular program, they are engaging in what?

    a. Needs assessment

    b. Developing a PERT chart for planning

    c. Scrounging

    *d. Asset mapping

5. Local citizens approach us about starting a wheelchair sports program because the neighboring county has such a program and they do not. They are expressing what type of need?

    *a. comparative need

    b. wants and desires

    c. normative need

    d. created need

6. A needs assessment actually finds out about…

    a. comparative need

    b. expressed need

    c. created need

    *d. wants and desires

7. Clever marketing and promotion that causes people to want to join our programs is related to the expression of...

   a. expressed need

   b. intention

   *c. created need

   d. normative need

8. Why are needs assessments and asset reviews conducted?

   a. typically, oversight boards require them

   b. they are commonly required by law

   *c. to empower participants, to improve quality, for program management

   d. primarily for political reasons

9. To whom does the term "constituents" refer?

   a. current participants

   b. future participants

   *c. both participants and nonparticipants

   d. programming staff who are responsible to conduct needs assessments

10. Which of the following is NOT an example of demographic data commonly collected on needs assessments and asset reviews?

    *a. current activity involvement

    b. income category

    c. marital status

    d. level of education

11. Ensuring accountability—a reason that drives professionals to conduct needs assessments and asset maps—is most closely related to which characteristic of servant leadership?

    a. empathy

    b. persuasion

    *c. stewardship

    d. conceptualization

12. Infant mortality, high school graduation rates, and health status are all:

    a. social values

    *b. social indicators

    c. part of an internal inventory

    d. developmental assets

13. Which of the following is NOT a reason to conduct a needs assessment?

    a. Desire to exceed expectations

    b. To ensure inclusion

    *c. To prove that an agency is a high-quality organization

    d. To address safety issues

14. The difference between an internal and external inventory is that:

    *a. internal involves examining the entire organization; external looks at all constituent groups and the community

    b. internal involves collecting information from advisory boards; external involves comparing our organization with another

    c. internal looks at staffing issues; external looks at how other organizations are doing similar things

    d. all of the above

15. Increasing profits is typically a natural outgrowth of...

    *a. Responding appropriately to needs assessment results

    b. Deleting old programs

    c. Asset mapping

    d. All of the above

16. Individuals who are informed community leaders and are invited to participate in an interview about community needs are perceived as being:

    a. direct assessors

    b. good at collecting information from records

    c. great sources of information about social indicators

    *d. key informants

17. When conducting asset maps, a program planner will want to map local businesses. What type of related information would be helpful in program planning?

    *a. How businesses are linked together

    b. Where natural spaces are within the community

    c. How volunteers are working with businesses

    d. All of the above

18. Where can a program planner find social indicators?

    *a. Census Bureau

    b. Participant registration forms

    c. Key informants

    d. Internal inventory

19. When conducting an asset map, a program planner finds out that there is quite a bit of crime near the existing recreation centers. This type of information is considered to be...

    a. Not particularly helpful

    *b. A social indicator

    c. Constituent behaviors

    d. Part of a comparative inventory

20. You find that one part of town is being underserved in terms of recreation programming. You likely learned this by doing what?

    a. Asking other parks, recreation, and tourism agency staff

    b. Mapping major highways and bus routes

    c. Examining social values

    *d. Engaging in a comparative inventory

21. Learning about staffing, facilities, budget, and mission statements is commonly found during what type of activity?

    a. A constituent review

    b. Asset mapping

    *c. Internal audit

    d. Needs assessment

22. People can serve as resources when program planners are in the midst of the planning process. Which of the following types of data might prove helpful when planning?

    a. Community attitudes and beliefs

    b. Individual opinions and intentions

    c. Demographic data

    *d. All of the above

23. You are going to hold a meeting for the general public to try to get ideas for new programs. These meetings are commonly called…

    *a. Town hall meetings

    b. Community meetings

    c. Meeting of the minds

    d. Focus groups

24. One of the weaknesses of using observations as a data collection method is that observations…

    a. Only add a bit of information to an asset map

    b. Typically only access key informants

    c. Are much too short to gather useful data

    *d. Can only be used with current participants

25. How can records serve as information resources?

    a. Records only provide past information so they are not very useful in program planning

    b. They provide direct input from constituents

    *c. They can show patterns of past programs and expressed interest

    d. None of the above

26. Explain the strength and weaknesses of conducting needs assessments and asset reviews only with participants. How would you work around this dilemma?

27. Create a chart with at least five methods of gathering assessment data and identify the pros and cons for each.

28. Of all the ways to collect data for needs assessments and asset reviews, which do you think is the BEST and WHY?

29. Identify and explain the various ways through which program planners can collect needs assessment/asset review data using people as resources.

30. What is the point of conducting a needs assessment/asset review? How is the information gathered used in program planning?

5 The People We Serve

1. Dimensions of diversity refer to...

   a. the various ways to view diversity

   *b. the traits or characteristics upon which people differ

   c. the different opinions, thoughts, and needs people have

   d. the various cultures found throughout the world

2. Demographic characteristics of people are essentially...

   a. Cultural differences

   *b. Dimensions of diversity

   c. Natural differentiation

   d. None of the above

3. The process that leaders engage in to ensure that people of all diversities can participate equally in programs is

   a. Diversity benefits

   b. Cultural inclusion

   *c. Inclusion

   d. Cultural adaptability

4. When someone believes that XXX kind of people are all athletic, they are expressing...

   a. Prejudice

   *b. Stereotype

   c. Discrimination

   d. Cultural sensitivity

5. Sex/gender, age, and physical abilities and qualities are all...

   a. sociological elements of diversity

   b. indicators of potential recreation involvement

   *c. primary or core dimensions of diversity

   d. secondary dimensions of diversity

6. Social justice is best described as...

   *a. Treating everyone fairly regardless of the way they differ from others

   b. Institutional positive prejudice

   c. The invocation of power of one racial group over another

   d. All of the above

7. People who share values, assumptions, beliefs, and traditions are said to...

   a. Likely have racist beliefs

   *b. Represent a distinct cultural group

c. Follow Hofstede's cultural model

d. All be the same

8. "Collective programming of the mind" is one way that one researcher conceptualizes…

*a. The notion of culture

b. Stereotypes

c. Institutionalized discrimination

d. Dimensions of diversity

9. Traits or characteristics of people that (generally speaking) cannot be changed, are usually noticed by others on first glance, and for which people have strong reactions are called:

*a. primary or core dimensions of diversity

b. critical demographic variables

c. secondary dimensions of diversity

d. markers of identity

10. Which title of the ADA relates to recreation and programming?

a. Title I

b. Title II

*c. Title III

d. Title IV

11. A participant prefers competitive activities where they can win a trophy if they play well. This person likely is from which perspective?

a. High power distance

b. Collectivist

c. Femininity

*d. Individualist

12. People in what type of cultural group most likely enjoy team-based activities, focus on team members getting along, and work toward a unified goal represent…

a. Team indulgence

b. Feminine

c. An insular group

*d. Collectivist

13. Some program leaders get frustrated when participants consistently show up late for programs. This frustration may be due to

*a. The programmer having a long-term view of time and the participant having a short-term view of time

b. The late participants are rude and disruptive to the rest of the group

c. The programmer and participant having similar cultural perspectives

d. A lack of experience on the part of the programmer

14. A group that is low in indulgence tends to…

a. Likely share at least two dimensions of diversity

b. Most desire instant gratification

c. Also have a collectivist mindset

*d. Keep their emotions in check

15. What is the meaning of the phrase, "reasonable accommodations"?

    a. It refers to changing equipment and supplies to fit the needs of young children

    *b. It refers to the programming changes we make to help people with disabilities be actively involved in programs

    c. It refers to changes to meet the needs of people with disabilities as described by our mission statement

    d. It refers to any changes we make in programming to meet the needs of all our constituent groups

16. Sexual orientation, socioeconomic status, and spiritual beliefs are all…

    a. Visible upon meeting someone for the first time

    *b. Core dimensions of diversity

    c. In conflict with one another

    d. Aspects of differences among nationalities

17. Which of the following is true?

    a. Our biases are activated when we note someone's dimensions of diversity

    b. Everyone holds at least one stereotype

    c. Personal biases can be managed if a person is self-aware

    *d. All of the above

18. Which of the following is true?

    a. People with a long-term view also are collectivist in nature

    b. Race and ethnicity mean exactly the same thing

    *c. Cultural differences exist in terms of preferences for recreation experience programming

    d. People of different cultures would participant in the same recreation experiences as everyone else if racism wasn't so rampant

19. What does it mean that "there is as much within-group diversity as there is between-group diversity"?

    a. People who represent one element of diversity all have similar views and perspectives

    b. A programmer should accept the fact that people of one racioethnic group share different cultural views than they do

    c. Inclusion will never work because people are just too different

    *d. Internal dimensions of diversity within one racioethnic group can exist

20. When females act in ways the society expects them to (e.g., are caring and nurturing) the females are expressing…

    a. Personal biases

    b. A secondary dimension of diversity

    *c. A pre-determined social role

    d. A form of discrimination

21. Research shows that immigrants…

    a. Use recreation as a way to create inclusion among themselves

    b. Prefer to work than engage in recreation experiences

    *c. Face challenges in engaging in typical recreation experience programming

    d. Are impossible to program for

22. Being aware of one's own biases can lead a programmer to…

    *a. Program for others equitably and with minimal prejudice

    b. Maximize evidence of their biases

    c. Stop agency discrimination

    d. Understand their own dimensions of diversity

23. To help overcome constraints to recreation experienced by immigrants, recreation experience programmers can…

    a. Offer more soccer events—especially noncompetitive activities

    *b. Immerse themselves into the immigrant community to learn more about needs

    c. Read novels that highlight dimensions of diversity to learn more

    d. Engage in the same types of marketing as used for everyone to ensure equality

24. It is not uncommon that people who identify as LGBTQ…

    a. Enjoy dancing more than those who identify as straight

    b. Respond the same way to the same marketing materials as do those who are not LGBTQ

    c. Want to get married more than those who identify as straight want to get married

    *d. Experience more loneliness and isolation than peers who are heterosexual

25. A parks and recreation department is holding a public meeting to get ideas for new programs and services. The building has no elevator and the meeting is on the second floor. A person calls and says she wants to attend but cannot use stairs due to a physical condition. Which of the following is an appropriate department response?

    *a. Move the meeting to a room on the first floor

    b. Apologize and tell the person she can email her ideas in

    c. Offer to have a couple of staff members carry the person up the stairs

    d. Meet with that person one on one in the recreation department office

26. Making an exception to minimum eligibility requirements of a program such as age or skill level is…

    a. A vital aspect of inclusion

    b. A way to meet the requirements of the ADA

    c. Discriminatory on the face of it

    *d. None of the above

27. If an individual who is deaf wants to participate in one of our programs, an appropriate and legal response is to…

    *a. Provide a sign language interpreter for the person at no additional cost

    b. Require that the program leader knows sign language

    c. Modify the activity so that no one speaks out loud

    d. Provide the person with paper and pen so he can write down anything he wants to say

28. When a programmer designs programs in such a way that people with and without disabilities can participate to their full ability, they are demonstrating…

    a. Strict inclusion

    b. Cultural inclusion

    *c. Functional inclusion

    d. Cultural adaptability

29. Segregated programs (separate based on disability) do what?

    a. Contribute to stereotypes

    *b. Help people with disabilities to enhance their self-esteem

    c. Perpetuate cultural differences

    d. None of the above

30. Which of the following does a recreation experience programmer typically strive for when serving individuals who have disabilities?

    a. Removal of internal (to the individual) constraints

    b. Provide programs and services that are distinctly different than those provided to people who do not have disabilities

    c. Provide separate but equal programs

    *d. Create an integrated environment

31. If an individual with a disability calls and requests a meeting about inclusion so she can fully participate in the recreation experiences, a programmer should...

    a. Conduct an intake meeting to find out what the person needs for physical access

    b. Ask when the person can meet so they can talk about what the person might need on a cognitive level

    c. Conduct an assessment to determine if any behavioral adjustments to programming need to be made

    *d. All of the above

32. Programmers who look at one's abilities rather than disabilities, promote age-appropriate activities, and are an advocate for those with disabilities is demonstrating...

    a. Strict adherence to the ADA

    b. An understanding of ADAAG

    *c. The tenets of inclusion

    d. Is probably a woman because they are more nurturing than men

33. What are the three ways that a programmer can modify a program to facilitate full involvement of those who may need assistance?

34. Choose two developmental stages and identify the physical, cognitive, and socioemotional markers of people in these life stages.

35. Identify a recreation activity and adapt it for use with those in young childhood, adolescence, and late adulthood. What are the programmatic considerations you must bear in mind when adapting the program?

36. In what ways would a servant leader use information about diversity to enhance the programs she/he is developing? Why?

37. Describe the main points of the ADA with regard to recreational programming.

6 Program Design

1. The integration of organizational philosophy with the needs, assets, and knowledge of participants occurs in which phase of the programming cycle?

   *a. planning and design

   b. pre-program task accomplishment

   c. program implementation

   d. needs assessment

2. Classification of potential program activities is called…

   a. program formats

   b. activity types

   *c. program areas

   d. programmatic activities and factors

3. Competition, club, instructional, and social are all descriptors of what?

   *a. program formats

   b. program areas

   c. youth programs

   d. diverse activity areas

4. If a programmer's desire was to increase spontaneous engagement in recreation and play, he or she would likely offer…

   a. competitive events

   *b. drop-in time at recreation facilities

   c. special events

   d. club activities

5. Which of the following is NOT an example of a program format?

   a. Volunteer-based tourism

   b. A senior group traveling on a bus to the theater

   c. A resource room where people can gather to create their own events

   *d. These are all examples of a program format

6. Programmers must bear in mind issues such as trash pick-up, accessibility issues, waste disposal, temporary utilities, and public safety in which type of program format?

   a. service opportunities

   b. outreach events

   c. competitive events

   *d. special events

7. Mobile recreation programs are an example of what type of program format?

   a. service opportunities

   b. trips

   *c. outreach

   d. instructional

8. Brainwriting is a method that engages which type of thinking?

   *a. Divergent

   b. Forced analogy

   c. Imagery

   d. Mind mapping

9. A programmer creates a short video that illustrates "the life of a program plan" and uses this in staff training. What is the programmer asking the staff to do?

   a. An activity that falls into the "resource room" type of program format

   b. A team-building exercise

   c. Brainstorm different ways to use a program plan

   *d. Engage in visualization

10. If a programmer challenges staff to think of ways that a program is like a bus, the programmer is engaging in…

    a. Convergent thinking

    b. Visualization

    *c. Forced analogy

    d. A silly exercise

11. Assistive technology is …

    a. considered a supply when program planning

    b. something used in conjunction with needs assessments

    c. only necessary for programmers with good computer skills

    *d. used by people with disabilities to help them fully participate in recreation programs

12. Risk management deals with things such as…

    *a. pre-planning for the inherent hazards of a program

    b. attending to the financial issues related to programming

    c. unacceptable risks of harm to participants

    d. negligence and criminal law

13. What is meant when a programmer reaches saturation when researching possible new programs?

    a. The programmer has spent too much time researching and not enough time planning

    b. The programmer's use of brainwriting was ineffective

    *c. The programmer keeps finding the same program in multiple online locations

    d. The programmer has developed a solid risk management plan

14. The elements of negligence are:

    a. malfeasance, nonfeasance, misfeasance

    *b. duty, standard of care, proximate cause, injury

    c. risk management, damage, activity selection, injury

    d. psychological, physical, and emotional harm

15. Why would a programmer look to professional associations for program ideas?

    *a. Professional associations have avenues for people from a variety of agencies to connect and share ideas

    b. Professional associations represent different cultural groups so idea variety is strong

    c. The staff of professional associations are guaranteed to know a wide range of programs

    d. They wouldn't; professional associations aren't a good source of program ideas

16. Generally speaking, using forms to assist with risk management ...

    a. is a waste of time and energy

    *b. help courts see that participants understood activity-related risks

    c. is tedious and can scare away participants

    d. is not necessary for limiting liability

17. What is the primary difference between a journal and a periodical?

    a. A journal is most often circulated to community members while a periodical is geared toward practitioners

    b. A journal comes out once a year (on average), and periodicals come out about every week

    c. A journal is written for the general public and can be found in public libraries while a periodical is typically a benefit of membership in a professional association

    *d. A journal tends to include articles that promote best professional practices, while periodicals offer general ideas that can spark new program ideas for recreation experience professionals

18. When considering equipment and supplies for a program, a program planner should bear in mind that...

    *a. Equipment is an invitation to play, and if it is lying around, people will often begin playing without leader instruction

    b. Old and well-used equipment can save a parks, recreation, and tourism organization a lot of money

    c. If the needed equipment is not available at a given time, the programmer has only two options: cancel the program or buy new equipment

    d. Novel equipment can "throw people off" and make them uninterested in the upcoming program

19. The first step in program planning is to complete a "New Program Idea form." This is an example of what?

    a. A policy

    b. A guiding rule

    c. A definitive rule

    *d. A procedure

20. Goals that relate to a mission statement are considered ...

    a. societal goals

    *b. agency goals

    c. leader goals

    d. participant goals

21. A "Friends of the Park" group is best described as a(n)...

    a. Advocacy group

    b. Model of an outreach format

    *c. Club

    d. Instructional group

22. "Staff will pick up all needed supplies at least 30 minutes before the program is to begin." This is an example of a...

    a. goal

    b. affective objective

    *c. behavioral objective

    d. cognitive goal

23. When writing an objective, the part that describes how or when the objective will be met is the...

    a. behavior

    b. degree

    c. actor

    *d. condition

24. In risk management, what is "industry standard"?

    a. It is considered one step above standard of care

    b. It is the legal definition of professional practice

    *c. It describes what is a generally accepted practice in the field

    d. It is required or there can be no injury or damage

25. A programmer schedules a tennis tournament on tennis courts where the surface is cracked and has buckled. If someone were to get injured during play, this would be an example of...

    *a. Malfeasance

    b. Nonfeasance

    c. Facility feasance

    d. General feasance

26. A person playing softball slid into second base and the base was dislodged. The individual did not complain of an injury and the game went on. When getting into his car after the game, the individual tripped and injured his knee. The defense to a subsequent lawsuit would likely try to show that...

    a. The injury was so minor as to not be worthy of a lawsuit

    b. Standard of care applied in this case, therefore there is no basis for a lawsuit

    c. There was no nonfeasance

    *d. There was no proximate cause to the injury based on the softball game

27. Why is it important to create, use, and keep a written program plan?

    a. So the agency/organization can keep track of the last time it offered the program

    b. To document who the participants were and ensure inclusion

    c. So the program leader knows when the program is going to occur

    *d. If a program leader adheres to the plan, he/she can help to protect the organization from claims of negligence

28. Which of the following is most realistic and accurate regarding risk in recreation experiences?

    a. All physical risks should be eliminated from programs

    *b. It is common to retain the risks that are inherent to the activity

    c. A risk manager should approve all program plans before the program is implemented

    d. A program with risks is a program where a lawsuit is waiting to happen

29. "To build a fire using two sticks within five minutes." What is wrong with this objective?

    *a. There is no actor

    b. It is too specific

    c. It is impossible to achieve

    d. There is no way to measure it

30. There are two primary issues that have to do with scheduling of programs. What are those?

31. In your own words, explain the difference between goals and objectives. Why are these important in program design?

32. What is a program audit and what does it entail?

33. What are the issues that deal with scheduling? What sort of questions would a programmer ask during planning that deal with scheduling—what is important for a programmer to know? Why is this important to know?

34. Draw and explain the program life cycle. Why is this important for a programmer to know? What kind of planning decisions would the program life cycle influence?

35. Why is it important to consider staffing when planning programs?

36. How can a servant leadership approach be manifested in program planning? Identify those tasks a programmer might undertake to demonstrate a servant leadership approach to programming.

37. Write one goal and three objectives to reach that goal that relate to the development of a recreation program. Identify the various pieces of the objectives.

7 Program Promotion

1. The umbrella term that describes efforts a programmer uses to search for a niche in a community is…

   a. personal selling

   b. management

   *c. marketing

   d. niche creation

2. Communication used to inform, persuade, and educate people about the benefits of recreation programs would be considered …

   *a. promotion

   b. public relations

   c. marketing

   d. publicity

3. When a staff member is passionate about a program, talks excitedly to constituent groups about it, and through her personality convinces others the program will be great is demonstrating…

   a. advertising

   *b. personal selling

   c. sales promotion

   d. marketing

4. For promotional tools to be effective, they must…

   *a. fit with the program and with potential constituents

   b. cost less than what they will generate through revenue

   c. be focused slightly above the intellect of potential constituent groups

   d. include all major forms of publicity

5. Universally designed websites are intended to….

   *a. be accessible for all people, including those with disabilities

   b. be easily translated into many other languages

   c. attract minority groups to recreation programs

   d. operate on electronic kiosks

6. Effective outdoor advertising (billboards) exhibit which of the following characteristics?

   a. no more than three colors, three dimensional elements, easy to read

   b. font size of at least 128 pts, light letters on dark background, visually striking

   c. dark letters on light background, font that is at least 72 pts high, no more than three colors

   *d. is simple, visually striking, easy to read, and draws attention to itself (e.g., extensions)

7. An example of point-of-purchase advertising is…

   a. when people pay for a program at registration

   b. a television or radio commercial that airs the day of an event

   c. an organizational booth at a state fair

   *d. program brochures in a display rack at a recreation center

8. A press release…

   a. should be used for all new programs so people know what is happening

   *b. should be no more than one page, double-spaced

   c. should never be used to highlight program participants because it can invade their privacy

   d. is the same thing as a public service announcement

9. In the middle stage of the program life cycle, promotional efforts strive to…

   a. inform and educate constituents about the program

   b. educate and remind constituents about the program

   *c. persuade and remind constituents about the program

   d. promotional efforts are not used at this stage of the program life cycle

10. Servant leadership is epitomized in promotion through which of the following principles?

    *a. promotion should develop trust between an organization and its constituents

    b. promotion should only be used when it is free

    c. promotion should never try to convince people a program is good

    d. promotion should over-promise by a very slim margin

11. One of the leading barriers to participating in recreation programs is…

    a. The hours of operation of recreation centers and parks

    *b. Lack of knowledge that programs exist

    c. Poor staffing practices

    d. All of the above

12. Which of the following is the broadest concept?

    a. Promotion

    *b. Marketing

    c. Publicity

    d. Advertising

13. A parks, recreation, or tourism organization that both shares information and learns about the public's knowledge and attitudes toward it is engaged in…

    a. Marketing

    b. Promotion

    *c. Public relations

    d. Image management

14. A tourism organization that creates advertisements to persuade people that theirs is the best product is engaged in...

    a. Advertisements

    b. Advocacy

    c. Publicity

    *d. Promotion

15. An inclusion program within a recreation agency invites potential participants in to experience typical programming they offer. This program is enagaged in...

    a. Formal publicity

    b. Major promotion

    *c. Experiential marketing

    d. Personal sales

16. Before deciding on which promotional tools to utilize, programmers will first want to...

    *a. Understand the needs and wants of the potential participants

    b. Check their budget and city codes

    c. Compare tools based on cost and benefits

    d. Find out if potential participants are interested in what is being offered

17. The channel of communication used to share information with others is called...

    a. Avenue for sharing

    *b. Media

    c. Marketing mode

    d. Publicity tool

18. Which of the following is typically found in an annual report?

    a. Agency financial status

    b. Explanations of programs offered

    c. Pictures of facilities

    *d. All of the above

19. One of the benefits of using PDF formats for newsletters (rather than Word, for instance) is that...

    a. They tend to be easier on the eyes to read

    b. They are always smaller in terms of size

    *c. PDF format appears the same regardless of platform (OS or Windows)

    d. Pictures can be included with little extra cost

20. A marketing tool that tends to be geographically sensitive, fosters immediate customer response, and has a fast production turn around is a(n) ...

    *a. Newspaper

    b. Magazine

    c. Infographic

    d. Kiosk

21. An individual writes a story that covers a local festival and submits it to the local newspaper. This story is called a...

    *a. Feature

    b. Letter to the editor

    c. Advertisement

    d. Classified

22. Which of the following is NOT an example of broadcast media?

    a. Television

    *b. Fliers

    c. Radio

    d. All of the above are examples of broadcast media

23. In the marketing and advertising world, which of the following is an example of clutter?

    a. Network television

    b. Magazines laying on the coffee table

    *c. Listening to music while reading a newspaper

    d. Streaming video and recording it at the same time

24. If web-based information offers equitable use, flexibility in how to access the information, and requires low physical effort to access it is most likely what?

    a. Meeting organizational goals

    b. High cost and low benefit

    *c. Accessible to those with disabilities

    d. Tangible

25. Which of the following is an advantage of using a kiosk as part of one's marketing portfolio?

    *a. They can provide information 24/7

    b. They have an extremely low mechanical failure rate

    c. They are easily moved from one location to another

    d. They are directly tied to program quality

26. To be considered professional and welcoming to a wide range of people posters, fliers, and billboards should...

    *a. Include graphics that represent the wide diversity of people

    b. Be in large type font

    c. Use "he" as a generic term when referring to people

    d. Ask some constituents to design them

27. What is the difference in focus between engaging in promotion at the beginning and middle of a program cycle?

    a. There is no difference in focus for promotion within the program life cycle

    b. At the beginning a programmer will want to persuade people to join while at the middle they want to educate about why people should stay in the program

    c. At the beginning a programmer will introduce participants to the way the program runs and at the middle, they just let participants do their own thing

    *d. Inform and education of users happens at the beginning of a program and reminders and persuasion happens in the middle of a program

28. Which of the following are part of a promotion mix?

    *a. Sales promotions and advertising

    b. Publicity and sales

    c. Personal selling and participant selling

    d. All of the above

29. How can effective promotion decrease net costs to participants?

    a. By simultaneously decreasing promotion costs

    b. By decreasing barriers and increasing overall costs

    *c. By increasing the number of participants

    d. By increasing promotion costs, participant prices go up

30. Develop a chart and identify the pros and cons of the various forms of broadcast media available for promotion.

31. Describe and give examples of how using emerging technology can exclude potential constituents.

32. Explain how display media can be used to promote and publicize recreational programs. Use examples and be specific.

33. What is experiential marketing? Why are recreational experiences uniquely suited to using experiential marketing for programs?

34. Identify and describe specific ways you can make promotional efforts inclusive of all people. Use examples in your description.

35. Give two examples of how your target audience might impact the promotional tools you might use.

36. How do awards and citations aid in program promotion? Be sure to explain your thoughts thoroughly.

37. Please describe the factors to consider when promoting programs. How should a programmer address these factors?

8 Pricing Program Services

1. Contracting out services in parks and recreation organizations typically...

    a. loses money

    *b. saves money

    c. costs about the same

    d. is not done in the parks, recreation, and tourism field

2. Cost of a program is related to...

    a. the amount of money it takes to run the activity

    b. who the potential constituent groups are

    *c. social, environmental, and economic costs to society

    d. the competitive marketplace

3. Which budgeting system appropriates a specific dollar amount to each expenditure identified in the budget?

    a. zero-based budgeting

    *b. line-item budgeting

    c. PPBS

    d. performance budget

4. Salaries for organizational directors, refurbishing the gymnasium floor, and custodial services are all...

    *a. indirect costs

    b. fixed costs

    c. variable costs

    d. variable fixed-rate costs

5. If a person with a disability wanted to participate in a program and needed a sign language interpreter, you would...

    a. have to add that cost to the cost of the program for that person

    *b. have to provide an interpreter at no additional cost to the person

    c. ask the person to bring her own interpreter to help out

    d. have to tell the person that you couldn't afford it, so the person couldn't participate

6. If you believed in subsidizing some programs, you would...

    a. give out scholarships to all needy participants

    b. make all your programs free to everyone

    *c. take the revenue earned from one program and use it to reduce the cost of another program

    d. be making more revenue than if you did not subsidize programs

7. If you were operating a program at "full cost recovery" you would...

    a. differentiate prices based on product

    b. be the most inclusive of all constituents

c. cover overhead costs, but charge enough to make up operating costs

*d. charge enough to cover the total costs of running the program

8. You offer a family rate to access your programs and services that is less than a combined individual rate for the same number of people. What are you doing?

a. keying in on the family values element of servant leadership

b. losing money to engender good will

*c. offering price differentials based on relationships

d. subsidizing the program

9. Psychological dimensions of a price can be related to …

*a. how a person feels about her/himself when purchasing a program

b. organizational image and logo use

c. educational levels of constituents

d. psychological techniques are not used at this stage of the program life cycle

10. When related to pricing, "tolerance zone" may be characterized as what?

a. people tolerate prices changes when they know the anchor price

b. promotion should only be used when it is free

*c. people prefer small raises in price over time rather than one big price increase

d. the perceived value of a service

11. Recreation experience programmers take great care in balancing the budget. They are engaged in the servant leadership concept of…

*a. Stewardship

b. Empathy

c. Foresight

d. Awareness

12. A common challenge related to pricing that is often faced by those in the public and nonprofit sectors is…

a. Participant demand only goes so far

*b. The need to ensure quality and customer demand for people of all income levels

c. The demands of people at various income levels most always differs

d. Pricing must be dependent upon income of constituents

13. What trend commonly affects the concept of "doing more with less"?

a. Tax hikes

*b. Recesssions

c. The ups and downs of funding from the LWCF

d. Salary increases

14. How do nonprofit organizations or agencies address budgeting and pricing challenges?

a. They increase promotional activities

b. They assess taxes

*c. They apply for government and private foundation grants

d. They conduct needs assessments

15. When determining pricing strategies, programmers in all recreation settings must attend to what costs?

    a. How much costs taxes will cover

    b. Budgeting and federal grant applications

    *c. Economic and environmental sustainability

    d. Salaries and participant readiness

16. How are pricing and costs related to accessibility for people with disabilities?

    a. People with disabilities will have to pay more to cover any assistance they need

    b. Pricing is often greater than costs when serving those who have disabilities

    c. There is no relationship between pricing, costs, and accessibility

    *d. Agencies receiving government funding must cover the cost of providing assistance to those with disabilities at no extra cost to one individual

17. What is a "lawsuit tax"?

    a. Taxes the public sector adds to program fees to cover the cost of a lawsuit

    b. The basic cost of doing business

    *c. Fees built into program prices that cover the costs of a potential lawsuit

    d. A risk management tool used to determine how much a program should cost

18. What is the "proportion of household income spent" on recreation services?

    a. The contributions people make to the overall benefits to a parks, recreation, and tourism agency

    b. The ripple effects of indirect impacts of parks, recreation, and tourism services

    *c. An induced impact of providing parks, recreation, and tourism experiences

    d. A crucial aspect of all program budgets

19. Which of the following is NOT a type of economic impact of providing parks, recreation, and tourism programs?

    a. Induced impacts

    b. Direct impacts

    *c. Pricing impacts

    d. Indirect impacts

20. In a market economy which of the following is generally true?

    a. Collaboration is the key to appropriate pricing for programs

    *b. Program prices remain low and quality of services is high

    c. Partnerships across segments cause prices to be relatively low

    d. These are all true

21. Why is it important to align program budgets with the organizational mission?

    *a. It is the best way to focus on the benefits and values of programs

    b. Because without the alignment it is almost impossible to set appropriate prices

    c. The organizational mission should be inversely related to program budgeting

    d. For tourism agencies this is the only way to ensure profitability

22. Identifying where finances are coming from, how much to spend where, and how to make efficient use of re-sources describes...

    *a. The components of budgeting

    b. The basis for determining program costs

    c. A method for allocating resources

    d. A reference point to monitor income and expenses

23. An agency/organization makes money from concessions, rentals, and grants. These are all examples of...

    a. Cost determination components

    *b. Revenue streams

    c. Indirect types of income

    d. Financial resources

24. Which of the following is an example of program lump sum budgeting?

    a. An agency receives money from one revenue stream

    b. A program costs $25.00 per participant

    c. Finances come from one source, such as a private foundation

    *d. A programmer is given $1,500 to spend on a special event

25. Workload measures are part of a performance budget. What are they?

    a. The individual and combined salaries of those working with programs

    b. The determinants of how well an organization meets its mission through programming

    c. How well organizational resources are being used

    *d. The volume of work being completed when developing a program

26. What is one of the underlying elements of PPBS?

    *a. Goals and objectives

    b. Knowing the available budget

    c. Economic sustainability

    d. All of the above

27. Which type of budget requires a yearly justification of all programs and services?

    a. Rolling budget

    *b. Zero-based budget

    c. Line-item budget

    d. Lump sum budget

28. All programs include costs related to the operation of facilities and grounds. What type of cost is this?

    *a. Indirect cost

    b. Direct cost

    c. Variable cost

    d. Operational cost

29. What does cost allocation refer to?

    *a. Assigning a real cost to the use of facility lights

    b. Determining the actual cost used to determine a fair price

    c. Extra costs built into direct costs

    d. The various types of fixed costs

30. An ageny is running a state softball tournament; what are the costs of operating the lights for night ball games called?

    a. Variable costs

    b. Changing fixed costs

    *c. Indirect costs

    d. Direct costs

31. What is it called when the actual cost of a program is $30 per person, but the charge to participants is only $25 per person?

    a. No cost recovery

    b. Variable cost recovery

    c. Proportionate cost recovery

    *d. None of the above

32. Programs that teach about environmental sustainability are likely considered...

    a. Public services

    *b. Merit services

    c. Benefits to humanity

    d. Inter agency benefits

33. An organization charges one fee for children, another for adults, and another for seniors. What is this known as?

    a. Age-based costing

    *b. Differential pricing

    c. Participant subsidization

    d. Variable benefits

34. Reducing juvenile delinquency, improving the educational performance of youth, and decreasing child obesity health costs are what?

    a. Reasons why programs actually cost less for children than adults

    b. Examples of different types of indirect costs

    *c. Benefits of having different program prices for youth than adults

    d. Explanation for why recreational therapy is increasing among young people

35. When might a programmer charge different prices for programs to increase overall revenue?

    a. When children accompany a senior

    b. When programs need to be subsidized

    c. During the program decision period

    *d. At slow and very busy times of the day

36. A group of neighborhood volunteers joins together once a month to pick up trash in a nearby park. This is likely an example of a ...

    *a. Friends of the Park group

    b. A program that has a high-risk management factor

    c. Special program that requires a membership fee

    d. Rogue group of neighbors being overly nosy

37. What is an example of an "in-kind" contribution?

    a. A donation of land to be used for a park

    *b. A group of volunteers who come together to build a playground

    c. A Friends group that raises money for a recreation center

    d. The money received from a private foundation

38. An organization that supports a softball team by putting its name on the team uniform is doing what?

    a. Scrounging for ways to increase revenue

    *b. Sponsoring the team

    c. Partnering with the recreation center

    d. Making an in-kind contribution

39. Which of the following is true?

    a. People often want to receive a cost reduction to maintain their self-esteem

    b. A la carte pricing is always better than total cost pricing because people like to know what they are paying for

    *c. People often believe that a higher priced program is higher quality than a lower priced (but equal) program

    d. A reference price is typically a fair price

40. Odd pricing, consistency of image, and protection of self-esteem are all examples of what?

    *a. Psychological dimensions of price

    b. Psycho-social aspects of determining costs

    c. Pricing strategies

    d. Cost-based pricing

41. A programmer looks at what two other nearby agencies are charging for a program similar to the one he or she is creating and sees that one charges $20 per person while the other charges $18 per person. The programmer decides to charge $19 per person for their program. What is this process called?

    a. Comparative pricing

    b. Place-based pricing

    c. Demand-based pricing

    *d. Competition-based pricing

42. How can an organization help participants get used to a price increase?

    a. Make small incremental increases over the course of a month

    *b. Solicit input from participants as well as nonparticipants

    c. Consider the tolerance zone and only charge a few dollars beyond the high end of the zone

    d. There really is no way to help people get used to price increases

43. Identify and discuss four current trends affecting pricing of parks, recreation, and tourism programs.

44. What is the formula to determine the total cost of a program? Provide an example in your explanation.

45. Explain how servant leadership can be "made visible" through a pricing structure.

46. If the variable cost per participant is $8.00 for a senior water aerobics program and you have 22 participants, what is the total variable cost of the water aerobics program?

47. Please explain the steps to determining a pricing structure for a program. Use examples in your answer.

48. Please explain the steps to understanding price revision decisions. When would you change prices? How do people perceive those changes? What can you do to make the changes palatable?

49. If the fixed cost for keeping the pool open all summer is $20,000 (of which $10,000 is allocated to open swim time as opposed to swim lessons or the swim team) and the variable costs of open swim is $.50 per person, how many people will it take to show a profit for the summer if you charge $1.50 per person for open swimming? How about $2.00 per person for open swimming?

50. Please work through the following scenario and answer all questions embedded in the question:

RELEVANT FACTS

- The Creative Arts Institute near St. Louis has a ceramics lab in its art department that has two kilns and table space for 30 people.

- The local Parks and Recreation Department rents this space for $40.00 an hour to offer a program that runs for three hours each Thursday night for 10 consecutive weeks.

- The ceramics instructor hired to offer the program earns $20.00 an hour and can handle 20 students by herself. For additional students (more than 20), an assistant is needed. Assistant ceramics instructors can be hired for $10.00 an hour.

- To complete the class, students need $30.00 worth of supplies and a $10.00 workbook.

- The bookkeeper for the Parks and Recreation Department estimates that registration, accounting, and paperwork will take at least 5 hours. The bookkeeper earns $12.50/hour.

- The recreation supervisor reports she will need $50 to market the program and will spend approximately 8 hours planning, supervising, and evaluating the program. She makes $15.00/hour.

- Participation records indicate that over the last 10 times this class has been offered, enrollment has ranged between 18 and 28 people.

QUESTIONS

a. Identify the following costs of the program: fixed, variable, direct, and indirect costs of the program.

b. Create a cost volume profit table for this program.

c. Using each of the following price objectives based on cost recovery, what is the break-even point for this program?

- Covering variable costs only
- Covering variable costs and 50% of all indirect & direct costs
- Full cost recovery

d. For promotional purposes (assuming full cost recovery) identify the price you will charge for this year's program. Explain your decision. Would this fee be different if this were a nonprofit organization? What if it were a for-profit organization?

9 Facilitating the Program Experience

1. The three components of quality services are:

   a. excellent staff, state-of-the-art facilities, strategies for success

   b. a clearly defined philosophy, desire, enterprise mentality

   c. planning, solid promotional methods, appropriate pricing

   *d. service strategy, motivated staff, customer-friendly systems

2. When people express a need for a program, plan to do it, and purchase clothing and gear for the program, they are in which phase of the program experience?

   a. planning and design

   *b. pre-experience

   c. decision-making

   d. selection and registration

3. When is registering for programs needed?

   a. registration should be a part of every program

   b. when there is a fee

   c. when space is limited to a maximum number of people

   d. both a and b

   *e. both b and c

   f. all of the above

4. Responsiveness, empathy, and assurance are all related to …

   a. pricing strategies for new programs

   b. servant leadership and promotional efforts

   *c. how staff treat constituents during registration

   d. the anticipation phase of a recreation experience

5. The most important relationship in the pre-program experience is between…

   *a. the constituent and the front-line staff member

   b. the front-line staff member and her/his mentor

   c. the program designer and potential constituents

   d. the constituent and the registration process

6. A media release form is used…

   a. only for underage participants

   b. only for people who have cognitive or developmental disabilities

   c. any time someone does not want their photo taken

   *d. for all program participants, if photos or videos might be used in promotion

7.   A critical component of the anticipation process is...

a. good, solid promotional efforts

b. user-friendly registration procedures

c. to line up transportation to the program

*d. to manage constituent expectations

8.   If one were to do an activity analysis by social interaction, which of the following would apply?

*a. intraindividual, unilateral, and aggregate

b. cognitive, behavioral, affective

c. body contact, chance, levels of participation

d. modifications, constituents, staff

9.   Doing an art project on butcher paper as opposed to letter-sized paper is an example of which type of adaptation?

*a. equipment adaptation

b. human intervention

c. operational adaptation

d. environmental adaptation

10.   The acronym SPACE helps to remember...

a. how to handle difficulties with program facilities

*b. priorities in dealing with customer complaints

c. how to prepare staff and volunteers for modified programs

d. the goals of servant leadership in program influence during the "travel home" phase

11.   How can programmers create "moments that matter"?

a. Create programs based on latent demand

b. Always ensure that a program has a beginning, middle, and end

*c. Pay attention to the small things that facilitate an experience

d. Look at the program life cycle and pick times to interject surprises

12.   What happens during the pre-experience stage of program facilitation?

a. The programmer decides upon the most appropriate participant price for a program

b. Participants physically warm up and get ready for the upcoming program

*c. People recognize a need and begin to search for ways to get that need met

d. People initiate their participation

13.   How can programmers facilitate the pre-program experience?

*a. They can provide information about upcoming programs

b. They can set up an easy program registration process

c. They can tell stories using metaphors

d. Programmers have no role in the pre-program experience

14. A programmer recognizes that the upcoming program will not be the best to meet a participant's need so the programmer recommends that the person visit another organization to check out their programs. What does this demonstrate?

    a. An expectation that the other agency will return the favor and send the original programmer a new participant

    *b. A servant leadership perspective to a pre-program experience

    c. A recognition that their prices are too high for new participants

    d. A customer-friendly staff member

15. It can be accomplished in person, online, by mail, or by a combination of methods. What is it?

    a. Determining pre-program needs

    b. How risk management issues are addressed

    c. Checking for the reliabilty and validity of a program

    *d. Program registration

16. In the registration process, what does responsiveness refer to?

    a. Listening to participants and changing prices based on their feedback

    *b. The willingness and promptness of meeting customer needs

    c. It's part of the post-facilitation process

    d. The consistency in providing quality services

17. A programmer wants to check the registration process for ease of use, empathy, and reliability. How might they go about this?

    a. Use divergent thinking

    *b. Use outside-in thinking

    c. Look at competing organizations to see how they do it

    d. Refer to research books about best practices

18. A code of conduct agreement is commonly read and agreed to by whom?

    a. Spectators

    b. Parent/guardians of youth participants

    c. All participants

    *d. All of the above

19. Why is an agreement to participate form used?

    a. To inform people about the physical and medical needs of a program

    b. To protect participants when they go on field trips

    *c. To show that participants know and understand program requirements

    d. To ensure that people in the inclusion program know what will be provided

20. A participant has given permission for an organization to use their picture on the organization's website. What form did they fill out to approve this?

    a. Risk management form

    *b. Media release form

    c. Waiver of rights form

    d. Inclusion form

21. Why would an agency want people to pay at least part of the program fee before the program begins?

    *a. To help build customer commitment

    b. To keep overall costs low

    c. To make the fee collection process as easy as possible

    d. All of the above

22. What role do programmers play in facilitating the anticipation phase of a program?

    *a. They can send program information, suggest that participants watch videos of similar programs, and contact participants to see if they have questions

    b. They can assess registration fees, determine inclusion needs, and build staff rapport

    c. They can hold pre-program meetings, make use of in-kind sponsorships, and establish scholarship programs

    d. They can conduct needs assessments, determine a fair price, and manage participant expectations

23. How can a programmer be involved with participants during the travel to and travel from phases of an experience?

    *a. The programmer can provide in-transit activities to build anticipation and engage reflection

    b. The programmer can provide rules and guidelines ahead of time so people have time to study them and then follow up with guiding questions on the way home

    c. The programmer can provide transportation to and from events and programs

    d. These two are the only phases when a programmer has no opportunity to influence the experience

24. When would a programmer engage in an activity analysis?

    *a. Prior to beginning a program

    b. About mid-way through a program

    c. At the end of a program

    d. Timing doesn't matter as long as it is done

25. If a programmer is conducting an activity analysis by domain, what is he/she doing?

    a. Determining the level of competition, amount of time, and suspense that are part of an activity

    b. Examining how much players interact with one another when engaged in the activity

    *c. Considering the types of locomotion and level of understanding that are required to engage in the activity

    d. Looking at the rules and between-people interactions that are embedded in the activity

26. Three people meet up for a group run. What type of social interaction does this exemplify?

    a. Aggregate

    b. Unilateral

    *c. Intraindividual

    d. Multilateral

27. Which of the following is an example of an intragroup social interaction?

    a. Four teams playing in a round robin tourament

    *b. Two groups helping each other to be successful on a challenge course

    c. Three teams playing raquetball on their own courts

    d. Two or more school groups on a field trip to a waterpark

28. What are programmers doing when they analyze an activity by dimensions?

    a. Looking at activity level, how much thinking is required, and how well people must get along to be successful

    *b. Addressing things like levels of participation, use of rewards and punishments, and the level of trust needed to engage in the activity

    c. Examining player requirements such as age, understanding, and ability to engage in the activity

    d. Considering required skill level, interindividual interactions, and how much an activity must be modified for players to be successful

29. Which of the following considerations is most important when planning inclusive programs?

    *a. Programs should be suitable for participants based on chronological age

    b. Programs should be analyzed by dimensions

    c. Programs should retain all rules and requirements regardless of participant needs

    d. Programs should include opportunities for players to serve as score keepers so those with disabilities can be involved

30. Why does a programmer engage in activity analysis?

    a. To ensure that a program evaluation can be conducted at the conclusion of the activity

    b. To be able to appropriately modify an activity based on the anticipated number of participants to be involved

    c. So they can write the best goals and objectives as possible

    *d. To determine if any modifications need to be made for the full inclusion and enjoyment of all

31. Which of the following is necessary to develop and implement a staffing plan for a program?

    a. Knowing where staff will be placed for maximum risk management coverage

    b. Procedures for hiring, training, and retaining volunteers

    c. Predetermining how staff and volunteers will evaluate the program

    *d. All of the above

32. Where can a potential staff or volunteer find information regarding certifications that are required for a position?

    a. Staffing materials

    b. Job training programs

    *c. Job description

    d. Through background checks

33. Which of the following is necessary when putting a staffing plan into action?

    *a. A supervisory plan so staff are well supported in their roles

    b. Knowing how much money is available to hire staff

    c. Articulating a way to evaluate the program

    d. Results of a needs assessment

34. Materials such as canoes and bicycles are considered to be…

    a. Basic necessities for all parks and recreation organizations

    *b. Equipment

    c. Too costly to maintain

    d. Supplies

35. When programmers are determining the needed sequencing for a program plan, what are they doing?

    a. Deciding how quickly to move from one activity to the next

    *b. Figuring out which skills are needed before moving on to the next activity

    c. Conducting an activity analysis by domain

    d. Demonstrating a commitment to servant leadership

36. Which of the following can help to minimize customer dissatisfaction?

    a. Knowing the domain in which an activity is best conducted

    b. Keeping activity prices low

    *c. A well-done program plan and program readiness checklist

    d. The evaluation process

37. Why do many parks, recreation, and tourism organizations prefer written feedback from participants over verbal feedback?

    a. It ensures that only adults provide feedback, which is most reliable

    b. Written feedback is more valid than verbal feedback

    c. Verbal feedback is too emotion-charged and therefore, not very useful

    *d. Written feedback provides documented information that can be addressed

38. What is one step programmers can take to demonstrate a participant-focused orientation?

    a. Charge prices that support the quality of the program

    *b. Actively seek out dissatisfied participants and uncover issues

    c. Always offer segregated recreation opportunities for those with disabilities

    d. Exemplify the servant leadership qualities of stewardship and conceptualization

39. In the SPACE acronym for handling participant complaints, what does the P represent?

    *a. The importance of managing the emotions of an upset participant

    b. Knowing how important it is to minimize the use of resources

    c. Demonstrating professional staffing situations

    d. Program pacing

40. What is meant by "listening for what a participant says as well as does not say"?

    a. Listening is the primary skill of a staff member

    *b. Sometimes participants are unable to put into words what they really mean

    c. Participants generally have personal issues that affect their views of a program

    d. Listening for what is not said is like the servant leadership concept of foresight

41. Explain and describe how programmers can help constituents in the pre-program experience.

42. Identify and discuss the various phases of the recreation program experience. During what phases can staff influence the outcome? Give examples in your answer.

43. Identify and describe the types of forms typically collected during the registration process.

44. How are metaphors powerful tools to help programmers frame an upcoming experience?

45. Why are code of conduct agreements becoming an important part of the registration process?

46. Explain the notion of activity analysis. When would it be used? Why is it done? How does it help constituents? How does it help programmers?

47. What do sequencing and progression have to do with a servant leadership approach to programming?

48. Discuss the role of a programmer in the "travel home" and "reflection" phases of the program experience.

49. What do SPACE and BLAST stand for and when are they implemented?

10 The Essence of Program Evaluation

1. When should an evaluation plan be developed for a program?
   *a. when the program is first being planned
   b. just before the actual program begins
   c. about three-quarters of the way through the program
   d. after the program is over and you can devote your time to it

2. Which of the following is true about evaluation?
   *a. it is about judging the value of something
   b. it often is extremely expensive
   c. evaluation is only important if you report to a board of directors
   d. evaluation requires a lot of complicated statistics.

3. When you gather information about the impacts of a program you are conducting a(n)…
   *a. assessment
   b. evaluation
   c. measurement
   d. impact study

4. Which of the following is an example of measurement?
   a. Examining how important people think the new program is
   b. Checking to see if people are satisfied with the registration process
   c. Using a ruler to see how long the office desk is
   *d. All of the above

5. A four-week youth dance program is in its second week. You conduct a quick evaluation of the children's skill development. You are doing what?
   a. interfering with the program
   *b. conducting a formative evaluation
   c. conducting a needs assessment
   d. conducting a process evaluation

6. One of the benefits of conducting a formative evaluation is…
   a. It helps you to finish up the program plan
   *b. You have time to make adjustments before a program ends
   c. People can tell you if the process is going well
   d. You know whether or not you should repeat the program next year

7. What is a programmer doing when she/he checks to see how satisfied people were with the program?

   *a. Conducting a summative evaluation

   b. Conducting a formative evaluation

   c. Conducting a process evaluation

   d. Conducting a satisfaction evaluation

8. Why is evaluation crucial to successful programs?

   a. because if people don't have input, they feel disenfranchised

   b. because it is the only way your supervisor will know it was successful

   *c. because programmers learn how to improve services and service delivery

   d. because product evaluation is about outcomes.

9. Which of the following is an example of product evaluation?

   a. Asking people how much they participate in swim lessons

   *b. Measuring the impact of a program on the general health of participants

   c. Looking to see if adjustments need to be made before the program continues

   d. Checking in with other program planners to see if they were satisfied with the way a new program was developed

10. Outcomes-based evaluations are important because…

    a. People have a right to know how well a program was run

    b. It is important to consider risk management and safety when programming

    *c. They help with justifying expenditures for ongoing programs

    d. All of the above

11. What does it mean that "evaluators tend to homogenize groups of participants"?

    *a. evaluators often treat all participants as though they are alike

    b. evaluators often make reports fit the participants' preconceptions

    c. evaluators often treat everyone as individuals

    d. evaluators are culturally sensitive

12. When evaluators are "seeking out and eliminating detrimental elements" of a program, what are they doing?

    *a. Learning about the aspects of the program that participants don't like

    b. Limiting potential risks in a program

    c. Looking for the negative outcomes of a program

    d. Conducting a summative evaluation

13. An evaluator who does head counts and measures goals and objectives…

    a. is using qualitative methods

    b. is not using good evaluation techniques

    c. is probably looking at the entire organizational structure

    *d. is following a quantitative world view

14. One way that evaluation is related to early stages of program planning is that…

    *a. It can measure whether or not objectives that were stated during program planning were met

    b. The logic model serves as a basis for selecting new program ideas and evaluation can support that

    c. Formative evaluation is part of the planning process and is identified on the program planning documents

    d. Decisions about staffing can be measured against what was planned for in the beginning

15. A tourism operator wants to know if it is worth going to the same locations as last year. The most appropriate type of evaluation to use is...

    a. A logic model approach

    b. The importance-performance process

    c. Evaluation by standards

    *d. Cost-benefit analysis

16. Which of the following is an example of a benefit to conducting an evaluation?

    a. To justify the money needed to run a swimming pool

    b. To demonstrate that programs meet industry standards

    c. To ensure that staff members are being professional in demeanor

    *d. All of the above are examples of benefits of evaluation

17. An evaluator who prefers to ask questions on surveys where people can write their own comments (over using numerical scales)...

    *a. Is expressing a qualitative worldview

    b. Enjoys reading people's thoughts more than looking at seeing how important something is to them

    c. Follows a quantitative paradigm for evaluating programs and services

    d. Is probably very concerned about survey reliability

18. A survey has only rating questions on it (people rate items on a scale of 1 to 5). This is an example of...

    a. A process evaluation

    b. A summative evaluation

    *c. A quantitative evaluation

    d. None of the above

19. Which of the following is a concern of utilization-focused evaluation?

    *a. How the results are going to be used

    b. Whether or not a qualitative approach is going to be used

    c. It ensures a survey is free of cultural biases

    d. Whether or not there are at least two benefits of conducting evaluations

20. When is the intuitive model of evaluation most appropriate to use?

    a. When looking for a specific number of people who are dissatisfied with a program

    b. When a programmer is looking to see if program goals were met

    *c. When a programmer has little time and money and wants a quick sense of how things are going

    d. When preparing for an accreditation visit

21. An executive director wants to measure the success of programs to report it as part of an accreditation review. Which type of evaluation would be most appropriate to use?

    *a. Evaluation by standards

    b. Systems evaluation

    c. Evaluation by goals and objectives

    d. Importance-performance evaluation

22. Which of the following is NOT considered a "guiding question" with regard to evaluation?

    a. when and who

    b. how and where

    c. why and what

    *d. these are all considered guiding questions

23. The city council has read your evaluation report and wants you to change it so when the results are published in the newspaper everything looks positive. This is an example of…

    *a. Politics influencing the evaluation process

    b. A lazy city council

    c. One of the benefits of conducting an evaluation

    d. Cultural biases embedded in the evaluation process

24. What steps can evaluators take to minimize cultural biases when conducing evaluations?

25. Explain and compare formative, summative, process, and product evaluation.

26. Identify and discuss the various benefits of conducting evaluations. Give examples in your answer.

27. Identify and describe external influences on the evaluation process and outcomes. Use examples in your response. How can you minimize the negative impacts of these factors?

28. How are ethics tied into evaluation? Explain and use examples in your response.

29. Please draw, label, and explain the evaluation process.

30. Choose two quantitative techniques and two qualitative techniques and compare and contrast them. When would it be best for them to be used? How are they different? How are they alike?

31. Identify at least two elements of servant leadership that are reflected in conducting program evaluations and discuss what those connections are.

11 Evaluation Tools, Techniques, and Data Analysis

1. If evaluator are concerned with finding consistent responses, they are striving for ...

   a. construct validity

   *b. reliability

   c. content validity

   d. usability

2. The program evaluator decides to ask the first 50 people who complete the 5K road race to complete an evaluation. What does this illustrate?

   *a. Sampling the participants

   b. Identifying the population to evaluate

   c. A lack of funding to involve all participants in the evaluation

   d. A desire to find out what the elite runners think of the event

3. When engaging a sampling technique it is best if...

   a. It is done the easiest way possible

   b. The sample is not representative of the population

   *c. The process is systematic

   d. The survey is short

4. Systematic random sampling ...

   a. is a nonprobability technique

   b. is rarely used in program evaluations

   *c. is a method that chooses participants in a predetermined order

   d. does not allow a programmer to make generalized statements

5. A programmer wishes to evaluate how satisfied people are who attend a festival. The programmer decides to ask every 11th person to complete an evaluation form as they are leaving the event. Which method of sampling is being use?

   *a. Systematic random sampling

   b. Convenience sampling

   c. Purposive sampling

   d. None of the above

6. Why is evaluation crucial to successful programs?

   a. because if people don't have input, they feel disenfranchised

   b. because it is the only way your supervisor will know it was successful

   c. because product evaluation is about outcomes.

   *d. because programmers learn how to improve services and service delivery

7. Which of the following is an example of purposive sampling?

    *a. Evaluating the skill development of those who are in the beginner swim class

    b. Randomly picking people to complete an evaluation form based on how friendly they look

    c. Asking all participants to complete an evaluation form

    d. The method a programmer would use to demonstrate meeting external standards

8. A programmer wants to ensure universal design on a web-based questionnaire, which of the following would he/she do?

    a. be prepared to read the questionnaire out loud to people if needed

    b. use a consistent sized font throughout the questionnaire

    *c. ensure good color contrast between the background and text

    d. never use photographs or graphics as they are unreadable.

9. "On a scale of 1 to 5, please rate the quality of the program." This is an example of a ….

    a. ranking type of question

    *b. closed-ended item

    c. open-ended item

    d. a compound question

10. If a programmer is asking everyone who participated in the program to fill out an evaluation form, she/he is…

    *a. Surveying the population

    b. Using a random sampling technique

    c. Maximizing their efforts

    d. Demonstrating poor evaluation techniques

11. Which of the following statements is false?

    a. quantitative techniques are the most commonly used

    b. focus groups are best with 8 to 12 people involved

    c. a structured type of interview is called a standardized open-ended interview

    *d. a case study is a type of triangulation

12. What is the median of the following responses: [5, 5, 4, 4, 3, 3, 3, 2, 2, 1]?

    *a. 3.0

    b. 3.2

    c. 2.8

    d. none of these scores represent the median

13. If one were to study open-ended responses in such a way that she/he found patterns and themes in the data, that evaluator would be engaged in…

    a. content analysis

    b. enumeration

    *c. open coding

    d. constant comparison

14. Why does a program evaluator want good reliability for a survey?

    *a. To know that all the people who responded to the survey understood the questions in the same way

    b. Because it is important to ensure that the questions represent all aspects of the program delivery process

    c. It is the only way to ensure valid and acceptable results

    d. Because it saves money in the long run

15. What is one way to enhance reliability of a survey?

    *a. Make the survey instrument longer

    b. Keep the number of questions to ten or fewer

    c. Use random sampling

    d. None of the above

16. A programmer is creating an evaluation survey and proofreads it to ensure that it asked questions about program registration, the staff, the way the program was conducted, the facilities, and the equipment. This broad approach relates to what?

    a. Ensuring instrument reliability

    b. Generalizability of results

    c. Qualitative data collection

    *d. Survey validity

17. A program evaluator is concerned about survey usability. Which of the following is the evaluator concerned with?

    a. Who will read the results of the survey

    b. Who will complete the survey

    c. When people are asked to complete the survey

    *d. All of the above

18. What does white space on a survey refer to?

    *a. The space on a survey that does not have text or graphics on it

    b. The blank space following the question, "Other _____"

    c. The usability of a survey for people who have visual impairments

    d. The color of the survey background

19. Which of the following is true about evaluation forms?

    a. They should be no more than three pages long, if hard copy

    *b. Questions that are the same format should be grouped together

    c. It is okay to use jargon as long as it is defined at the end of the survey

    d. The shorter the survey, the better

20. What is one of the problems with using head counts as an evaluation method?

    a. It is too quickly done

    b. It is a reliable, valid, and usable method

    *c. It does not indicate whether or not participants were satisfied with the event

    d. It is one of the more common evaluation techniques

21. What response choice should be included for all demographic questions?

    *a. Prefer not to answer

    b. Not applicable

    c. Yes or No choices

    d. There is no one common response choice for demographic questions

22. What does Section 508 of the Rehabilitation Act of 1973 require of all electronic surveys?

    *a. Any written text must be readable by a screen reader

    b. All pictures must have photo credits along with them

    c. The survey must be available in multiple colors

    d. This law applies to paper surveys, not electronic surveys

23. "Please give a rating of 5 if you were pleased with the following elements of the program." What is this an example of?

    a. A pushy question

    *b. A leading question

    c. An illegal question

    d. A question that violates Section 508 of the Rehabilitation Act of 1973

24. Which of the following is a tip to help ensure accessibility to web-based surveys to those with disabilities?

    *a. Always give users more than one way to do a task

    b. Always use light backgrounds and dark text

    c. Always use graphics to break up the text

    d. Always provide a "N/A" option for response choices

25. "Tell us one thing we can do differently to improve this program." What type of questions is this?

    a. Closed ended

    *b. Open ended

    c. Forced choice

    d. Comments

26. If you were a "covert observer," what might you be doing as part of the program evaluation?

    a. Observing the program participants from a distance of at least 100 feet

    b. Seeing how important people felt the program was to them

    *c. Participating in the program and seeing how people are engaged

    d. Looking for answers to why people participate in programs

27. In what part of the parks, recreation, and tourism field are case study evaluations most frequently conducted?

    *a. Therapeutic recreation

    b. Tourism

    c. Parks and facilities

    d. General recreation

28. A closed quantitative interview is most like…

    a. A paper survey that the programmer distributes by hand

    b. A group survey where most questions are numerical in nature

    c. A focus group, but done with one person at a time

    *d. A survey that is one-on-one and the evaluator asks questions out loud

29. If a programmer wants to triangulate data, which of the following might he/she do?

    a. Set members of a focus group in a triangular configuration to ensure full participation in the survey

    *b. Use several staff members to ask participants similar questions

    c. Ask questions about the program, facilities, and program promotion

    d. Analyze the data using all three measures of central tendency

30. At a minimum, what statistics should be calculated for all quantitative survey results?

    *a. Frequencies and percentages

    b. Average, the middle score, and inferential analysis

    c. Text, graphs, and tables

    d. Range, standard deviation, and the mean

31. What describes how spread out people's answers are (for a rating question)?

    *a. Measures of dispersion

    b. Inferential analysis

    c. The frequencies

    d. Analytical measures

32. What type of analysis used in qualitative analysis is most like frequencies in quantitative analysis?

    a. Content analysis

    b. Open coding

    *c. Enumeration

    d. Constant comparison

33. What is open coding?

    a. It is how evaluators using a quantitative technique engage in content analysis

    b. It is the same thing as data interpretation

    c. How numbers are listed (in what order) for numerical data

    *d. A technique where the evaluator looks for themes and patterns in word data

34. In a report, "front matter" commonly includes which of the following?

    a. Table of contents

    b. Introduction

    c. Background information

    *d. All of the above

35. What goes into the appendix of a program evaluation report?

    *a. A copy of the evaluation tool

    b. The names and affiliations of the people who did the evaluation

    c. The executive summary

    d. Stated thank yous to the agency that supported the evaluation process

36. Explain and discuss reliability, validity, and usability. How can the strengths of these concepts be maximized?

37. There are several techniques to distributing surveys; identify and explain at least three of them.

38. As an evaluator, you choose to conduct a questionnaire. What are the types of issues you need to be aware of? What can you do to develop well-designed and well-written surveys?

39. Compare and contrast three different forms of qualitative evaluation. Which do you think works best? Justify your response.

40. Please describe the measures of central tendency. Why are they called this, and when and how do programmers use these measures in evaluation?

41. Please describe the notion of standard deviation. What does it have in common with Range? What does it say about the data?

42. Please develop an outline for an evaluation report. Describe any key considerations that should go into writing the report.

12 Challenges and Opportunities: The Journey to Sustainability

1. VUCU stands for:

   a. Vain, Undergraduate, Career, Ambitious

   b. Very Uncertain Customer Ability

   c. Vigorous, Uncertainty, Consensus, Agreement

   *d. Volatile, Uncertain, Complex, Ambiguous

2. Sustainability within recreation programs includes all the following EXCEPT:

   a. Places

   *b. Costs

   c. People

   d. Organizations

3. In studies looking at how leaders should prepare for the future, what two themes consistently emerged as the greatest challenges for leaders?

   a. The constant turnover of personnel and the complexity of the challenges faced

   b. The pace of change and the lack of resources needed to address challenges

   c. Lack of qualified leaders and inability to communcate across differences

   *d. Pace of change in the world and the complexity of the challenges faced

4. Puff billards is an example of:

   a. An early trend in recreation programming

   b. An opportunity for a new program for adults with disabilities

   *c. A fad

   d. A new table game played in Europe

5. Any form of behavior that emerges quickly and similarly falls quickly once the perception of novelty is gone, could be thought of as:

   *a. A fad

   b. A trend

   c. A long-term program opportunity

   d. Something that programmers should ignore

6. Which of the following statements is true:

   a. Fads usually influence the tactics of an organization, whereas trends inevitably affect the engagement strategy with customers:

   b. Fads are short term and trends are long term

   c. Ignoring trends means that programmers will be forced to adapt later and be behind, perhaps losing customers and revenue in the process

   *d. All statements are true

7. The role of technology in society can be seen ...

   a. As amazingly positive, with little downside as it helps us connect in additional ways

   b. As a real problem which can lead to a greater sense of loneliness

   *c. As a tremendous benefit but also something that needs to be managed and perhaps limited to avoid negative impacts on our ability to relate to each other and the environment

   d. As something neutral that can be used for either good or bad

8. Pop-up parks are

   a. A means to create more green and sociable space for people to connect

   b. A way to revitalize neighborhoods

   c. Are often found in parking spaces on the street

   d. A programming strategy that could be used in a variety of other ways: art shows, cafes, tournaments

   *e. All the above

9. Local first initiatives are examples of what concept?

   *a. Place-making opportunities

   b. Pop-up park

   c. A fad

   d. Tourism campaigns

10. All the following are true of Social Impact Travel EXCEPT

   a. Is an outgrowth of ecotourism

   b. Refers to minimizing the social impact on the cultures visited by tourists

   c. Includes the economic impact of tourism, ensuring that financial resources invested in an experience stay local

   *d. Has a mixed track record of being successful

11. To integrate a new program into the existing fabric of an organizaton, programmers should ask the following question:

   a. How does the program fit with the mission or the organization?

   b. Can existing programs be adapted to address the trend rather than starting a new program?

   c. What programs might the organization stop providing as it looks to move in a new direction?

   *d. All of the above

12. Define both a fad and a trend. What are some guidelines to help programmers identify the differences between these two concepts?

13. Review the trends discussed in Chapter 12. In your opinion, are these trends relevant in your community to-day? Can you identify a local program that is responding to each of these trends? Describe the program.

14. Describe how you would integrate a new proposed program into the fabric of an organization. How would this process be different than just adding the program to the overall program mix of the organization?