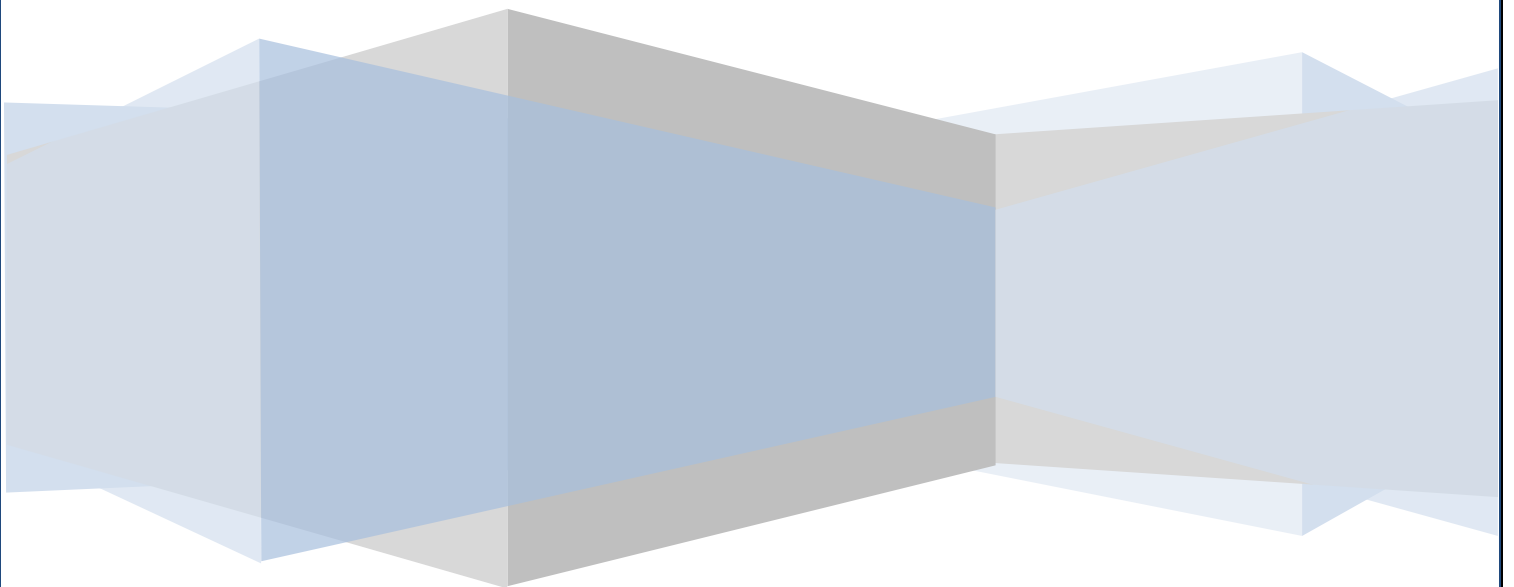


Prepared by:

Whorton Marketing and Research

California Society of Association Executives

**2010 Membership Benchmarking Study
Findings**



2010 Membership Benchmarking Study Findings

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Executive Summary

CalSAE conducted a survey among members and non-members in October-November 2010 regarding membership trends. A total of 75 California Associations responded to provide a unique look at membership trends in the state.

Current Membership/Financial Trends

Average annual individual membership increased sharply and average company membership declined almost as dramatically in 2010. Although association-wide budgets declined in the past year about 5%, expense budgets for retention and particularly recruitment increased. Now total membership budgets dedicated to retention and recruitment are an average of 5.4% of the average association's expense budget. Most of those growing are smaller organizations.

Current techniques/media most commonly used for membership development include mail/email inquiry follow-up (89%), prospect direct mail campaigns (58%), and systematic reinstatement (52%). Phone, member get a member (MGAM), and one-time discounts are each reported by more than one-third, while in-person sales calls are used by some. Adjusted for usage level, MGAM is particularly successful.

Association Self-Assessment

Most associations rate themselves highest on a 5-point scale for customer service quality (4.4), value proposition (4.3), outbound communications (4.2), economy-crisis management (4.0). They rate themselves weakest for available resources to accomplish goals (3.1), public awareness (3.3), and member involvement (3.3)

Organizational priorities such as retaining current members, engaging current members, generating more revenue overall, improving value proposition, and attracting new members/customers in general were rated the highest.

"Our members don't want to pay for anything and many want to give away their benefits to non-members as way for them to join."

"Right now it's all about consumer issues and the negative publicity on our industry."

"Proving to members that their dues actually pay for themselves."

"Frustration that members don't read information/communications available and complain that they need more."

"Budget cuts will further reinforce changes to membership programs. We are taking a more targeted approach to recruit members rather than mass mailings/communications."

Respondents: Association Profile

The pool of current/former CalSAE members is somewhat diverse: one-fifth are regional or national/international in scope, but half of respondents are state-wide, and the remainder are local or multi-county/regional. A majority of respondents don't have a network of chapters smaller than them.

The majority of respondents are trade associations (59%) rather than individual member organizations (30%) or another structure such as hybrid trade/individual or philanthropic.

A plurality are located in Sacramento (45%) but others are in Southern California (21%), the Bay Area (16%), San Diego (10%), or other locations (8%).

"Once we focus on retention and recruiting new members the rest of the categories will fall into place such as the profit and monies."

Respondents: Membership Profile

Most California associations report (62%) that membership is calendar- rather than anniversary-based.

"Despite adding benefits, we are still struggling to retain members. At this point we are eating into reserves."

The typical renewal program is reasonably aggressive—a slight majority do at least five efforts, while 40% do three or four, and only 6% do one or two efforts.

Most associations launch their first effort for renewal 90 days (42%) or 60 days prior to expiration. A few wait until 30 days pre-expiration (17%), or actually begin at (10%) or after expiration (3%)!

Effort #2 typically occurs 60 days pre-expiration, at expiration (28%), 30 days pre-expiration (24%), 90 days pre-expiration (7%), and after expiration (7%). Early efforts are heavily weighted toward mail efforts, while email is a common effort #2, faxes are rare at any stage, and later efforts begin tend to emphasize phone contact more heavily as associations begin to incur higher-cost methods for the toughest renewals.

"Articulating the value of membership in a more personal way since many of our members no longer receive employer support..."

Membership/Financial Trends

	2010	2009	% Chg.
Total Individual Membership	6,790	5,214	+30%
Total Company Membership (Trade Association)	1,313	1,672	-22%
Annual Expense Budget for Membership Retention	\$67,997	\$65,349	+4%
Annual Expense Budget for Membership Recruitment	\$29,835	\$27,168	+10%
Total (Association-Wide) Annual Expense Budget (\$MM)	\$2.91	\$3.07	-5%
Retention/Recruitment as Pct. of Expense Budget	5.4%	5.0%	+7%
Membership Retention Rate	87.0%	87.6%	-1%
Number of FTE Staff Working in Membership Department	1.8	<u>2010 Medians</u> 1.3 mem staff 8.0 total staff 43.0% penetration \$395 rev/member \$118 serv cost	
Total FTE Staff Working for the Association	15.5		
Average Membership Penetration Rate	46.4%		
Dues/Revenue Per Current Member	\$1,026		
Annual Servicing Cost Per Member	\$370		

Comparison (2009 to 2010)

Comparing the responses to each key metric for 2009 & 2010 suggests that average individual membership increased sharply and average company membership declined almost as dramatically. Although association-wide budgets declined in the past year about 5%, expense budgets for retention and particularly recruitment increased. Now total membership budgets dedicated to retention and recruitment are an average of 5.4%, or just over 1/20th, of the average association's expense budget.

Although this seems like a relatively small investment with a correspondingly high rate of return (extrapolating from the survey, respondents reporting total membership and average dues revenue report a mean average of \$1.47 million total dues revenue, almost half their total budget), we realize that most membership departments also include substantial overhead and resources for member relations that don't fit into neat buckets and were not reported here.

One other point to emphasize is that these responses vary considerably if, rather than mean averages, we report medians (the midpoint, above which half of all responses and below which half of all responses fall). For example, the membership retention and recruitment budgets of \$68.0k and \$29.8k are a median of \$14.5k and \$15.0k, respectively in associations that have median overall expense budgets of \$1.88 million.

- If we used these figures instead to represent the "typical" California association, we would find that investment in retention/recruitment is even smaller—about 1.6% of annual budgets.
- We would also find that the typical association has a smaller membership—1,900 individual, 495 company members, or 1,805 total including both categories for hybrid associations.

2010 Averages

There were other program characteristics we measured only for 2010 to measure current practices. California associations report an average of 1.8 FTE (full time equivalent) staff working in the Membership Department of associations, compared to total staffing of 15.5 FTE.

- Median staff sizes are smaller, with 8.0 total FTE staff and 1.3 membership staff.
- By type of association, trade associations have smaller total staff than IMOs (18.2).

The average penetration rate—active membership divided by the total potential universe—was 46%.

- The median is lower among trade associations (42.5%), than among IMOs (49.7%).

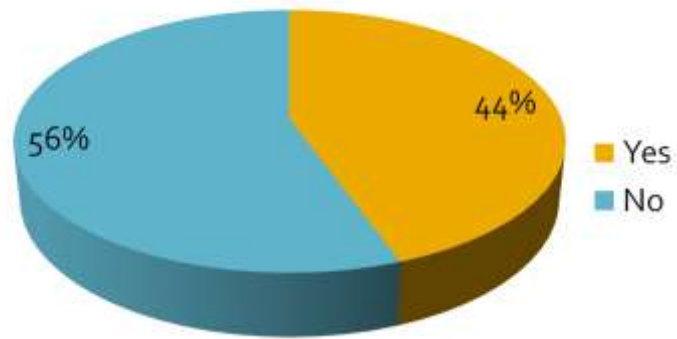
The average dues/revenue was \$1,026 and the average annual servicing cost per member was \$370, suggesting a healthy ratio.

- This margin is greater among IMOs (median \$354 average dues revenue and \$207 servicing cost) compared to trade associations (median \$570 average dues and \$416 servicing cost).

Respondent Profile

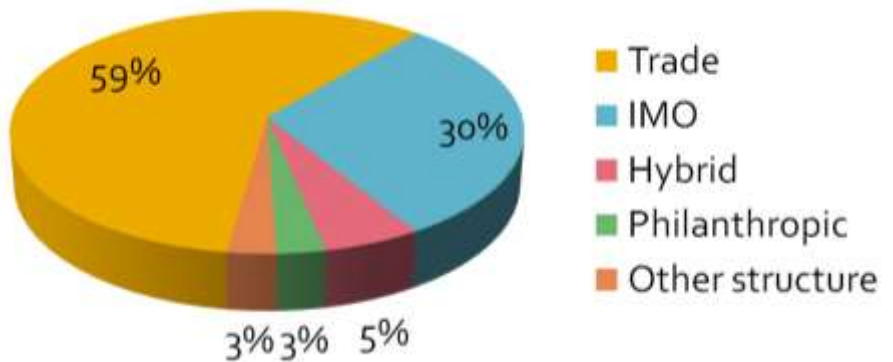
Local Chapter

- Most California associations (56%) do not have local chapters. Those who do report a mean of 40 and a median of 16.



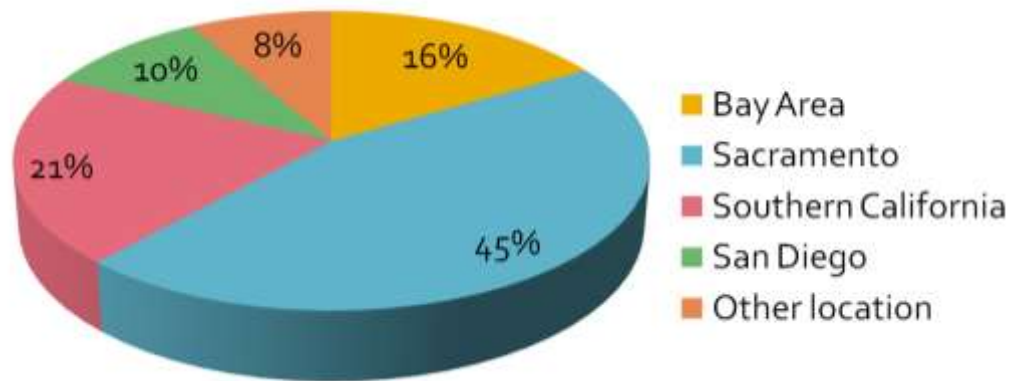
Association Structure/Type

- Most associations are structured as trade associations (59%) rather than individual member organizations (30%).
- A few respondents each were hybrid trade/individual (5%), philanthropic institutions (3%), or had some other structure (3%).



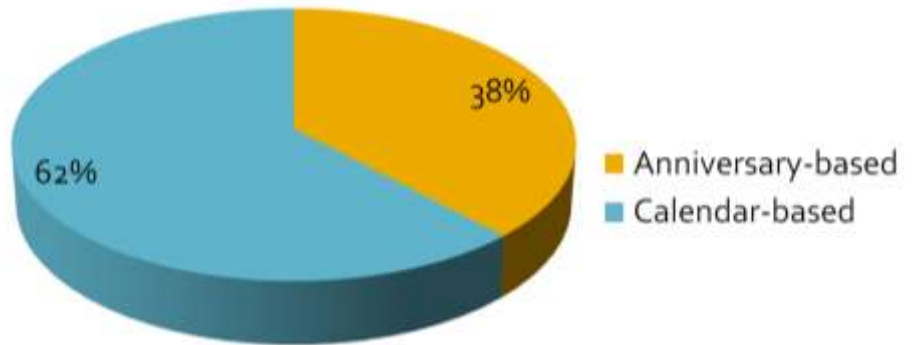
Geographic Area

- A plurality of participating associations are located in Sacramento (45%).
- Others are in Southern California (21%), the Bay Area (16%), San Diego (10%), or other locations (8%).
- Other locations included California, Oregon, Nevada, Arizona & Hawaii, Central coast, Fresno, Riverside County, and Texas.



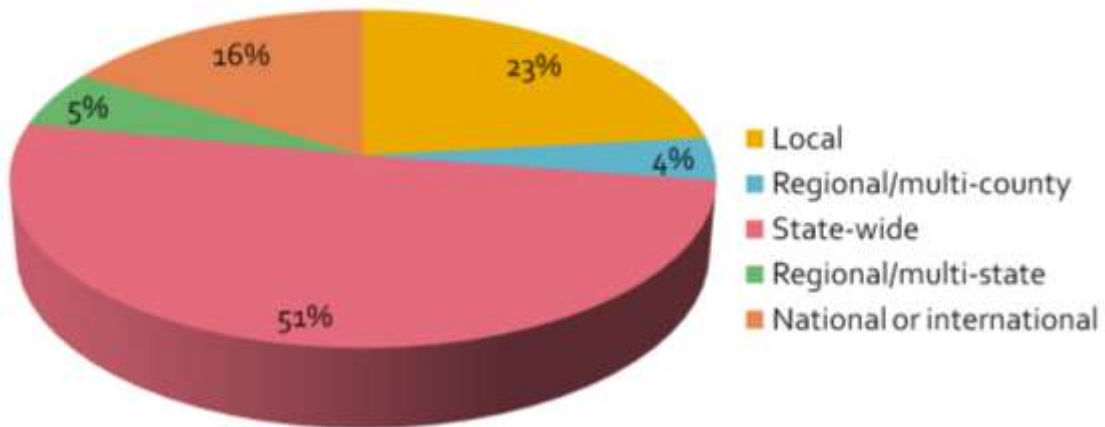
Basis of Membership

- Most associations' membership is calendar-based (62%) and anniversary-based (38%).

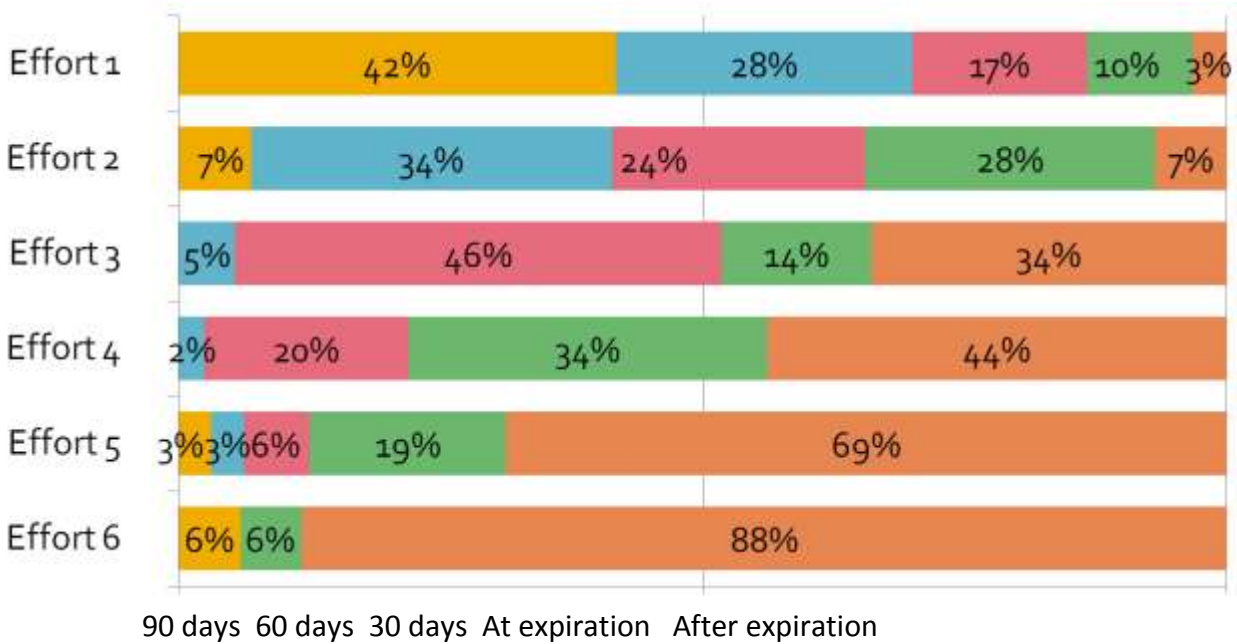


Scope of Operations

- Their scope of operations is generally state-wide (51%), with some indicating a smaller scope—local (23%) or and regional/multi-county (4%)—and some indicating a larger scope that is national or international (16%) or regional/multi-state (5%).



Renewal Cycle: Timing



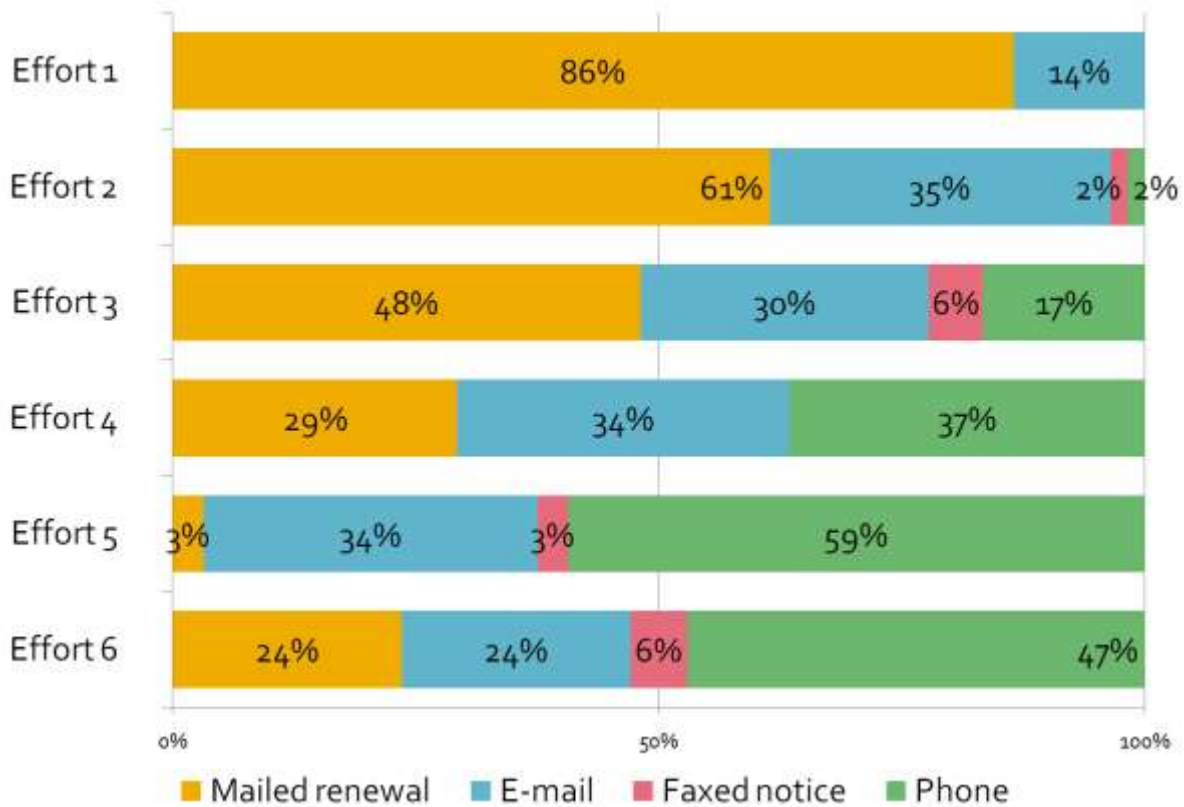
Efforts	Pct. reporting
6+	28%
5	25%
4	15%
3	25%
2	3%
1	3%

The typical renewal program is reasonably aggressive—a slight majority do at least five efforts, while 40% do three or four, and only 6% do one or two efforts.

Most associations' first effort towards renewal is 90 days pre-expiration (42%), 60 days pre-expiration (28%), 30 days pre-expiration (17%), at expiration (10%), and after expiration (3%).

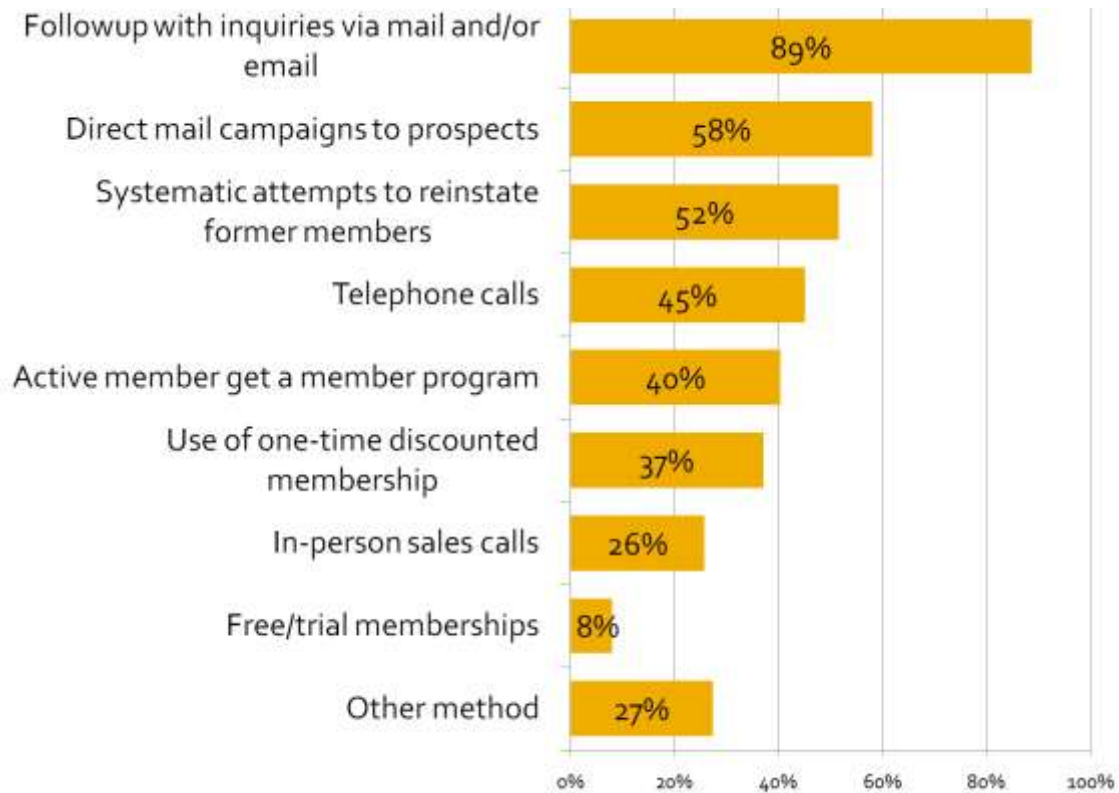
- Effort #2 is usually at least 60 days pre-expiration (41%), 30 days pre-expiration (24%), at expiration (28%), and after expiration (7%).
- Effort #3 is usually 30 days pre-expiration (46%), after expiration (34%), or at expiration (14%).
- Effort #4 most often occurs after expiration (44%) or at expiration (34%), while some do them at least 30 days pre-expiration (22%) if they have more aggressive programs.
- Effort #5 and #6, if conducted, typically occur after expiration.

Renewal Cycle: Format



- Most association lead with a mail renewal, although 14% use e-mail as the first contact. Email becomes progressively more common in Efforts #2 through #5, comprising about one-third of association's notices for each effort. By Effort #3 (which may be the final effort for many associations) phone work becomes more common, comprising 17% of Effort #3.
- Faxes notices have their place, being used by a few associations but less than we anticipated. Mail does rebound somewhat for the sixth effort, suggesting that this may be a special effort or even a redirect guided by what the association learns through earlier phone work.

Techniques/Media Used for Recruiting



For member recruitment, California associations indicate a mix of methods, with few relying on only one method. Some of the most common are lead conversion methods, including follow-up with inquiries via mail and/or email (89%) and active member get a member program (40%). Another common method addressing internal sources of leads is systematic attempts to reinstate former members (52%).

Other proactive methods include direct mail campaigns to prospects (58%), telephone calls (45%), use of one-time discounted membership (37%), in-person sales calls (26%). Some use free/trial memberships (8%), and other methods (27%) include a mix of face to face and online/web based recruitment methods outlined in greater detail in the Appendix.

Most Successful Recruiting Technique

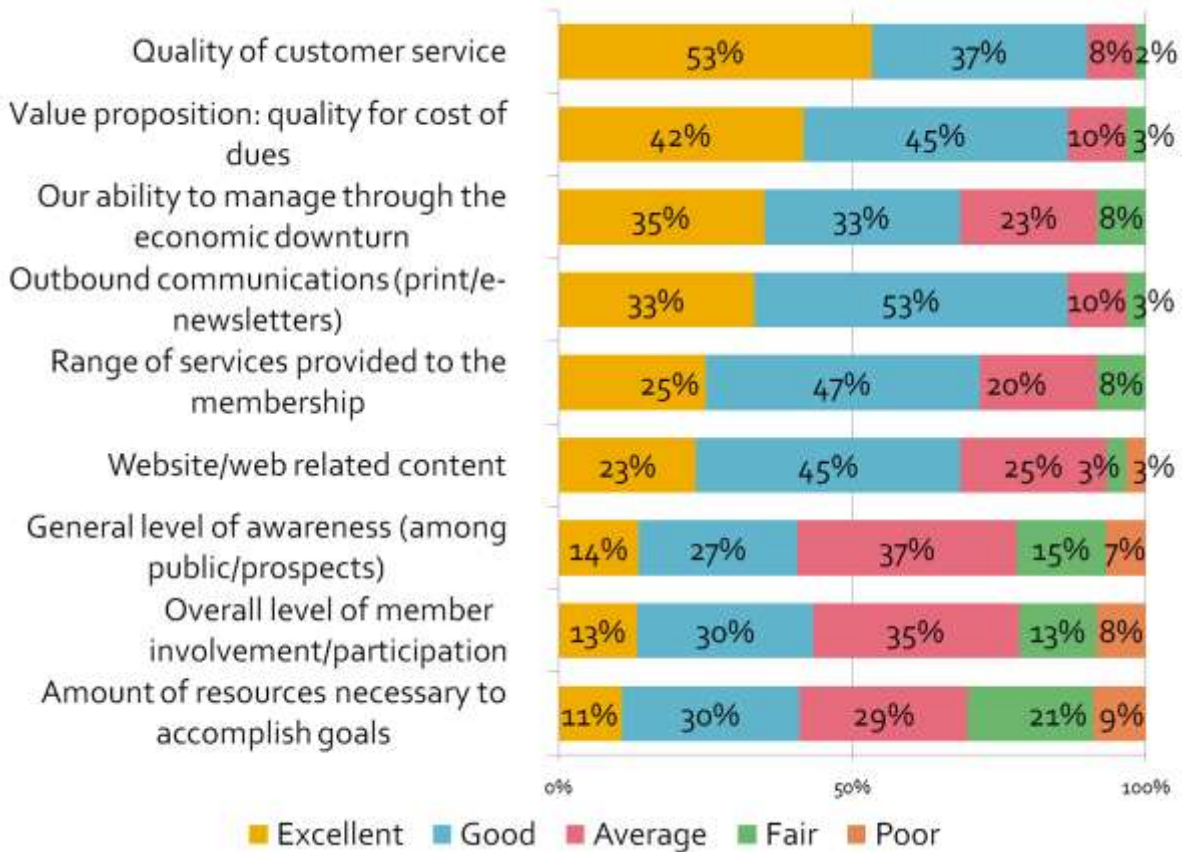


When asked to identify the single most successful method for recruiting members, follow-up with inquiries (20%) is marginally more successful than MGAM, direct mail, or reinstatement. However, as a proportion of associations using the techniques, the other methods are more commonly the 'home run' method: almost half of those running a member get a member program report it as most successful while most of those reporting 'other' indicate that it is their best method. Otherwise about ¼ of those using direct mail or one-time discounts regard it as the best method, and a smaller proportion of those using inquiry followup, phone calls, and reinstatements regard those, respectively, as most effective.

In past national benchmarking studies where we have drilled down into channel productivity at a greater level of detail, other findings emerge: typically associations judge the "best methods" on ROI rather than net members. We often underspend, consciously avoid greater economies of scale with modest-sized efforts using a variety of channels/techniques. For example, direct mail often is 1 or 2 annual efforts to small "warm lead" lists, so response rates are high (average 4%-5% range!), call volumes and reinstatement programs focus mostly on recent lapses or inquiries. We often recommend greater frequency to wider distributions, with lower cost per contact (due to scale and conscious program design decisions) and integrated methods with a single prospect to increase likely conversion. However, CA associations also report higher levels

of market penetration, suggesting that membership development programs may already be better tailored, and new non-members may be tougher to acquire, as our prospect files consist of fewer "low-hanging fruit."

Membership Program Assessment

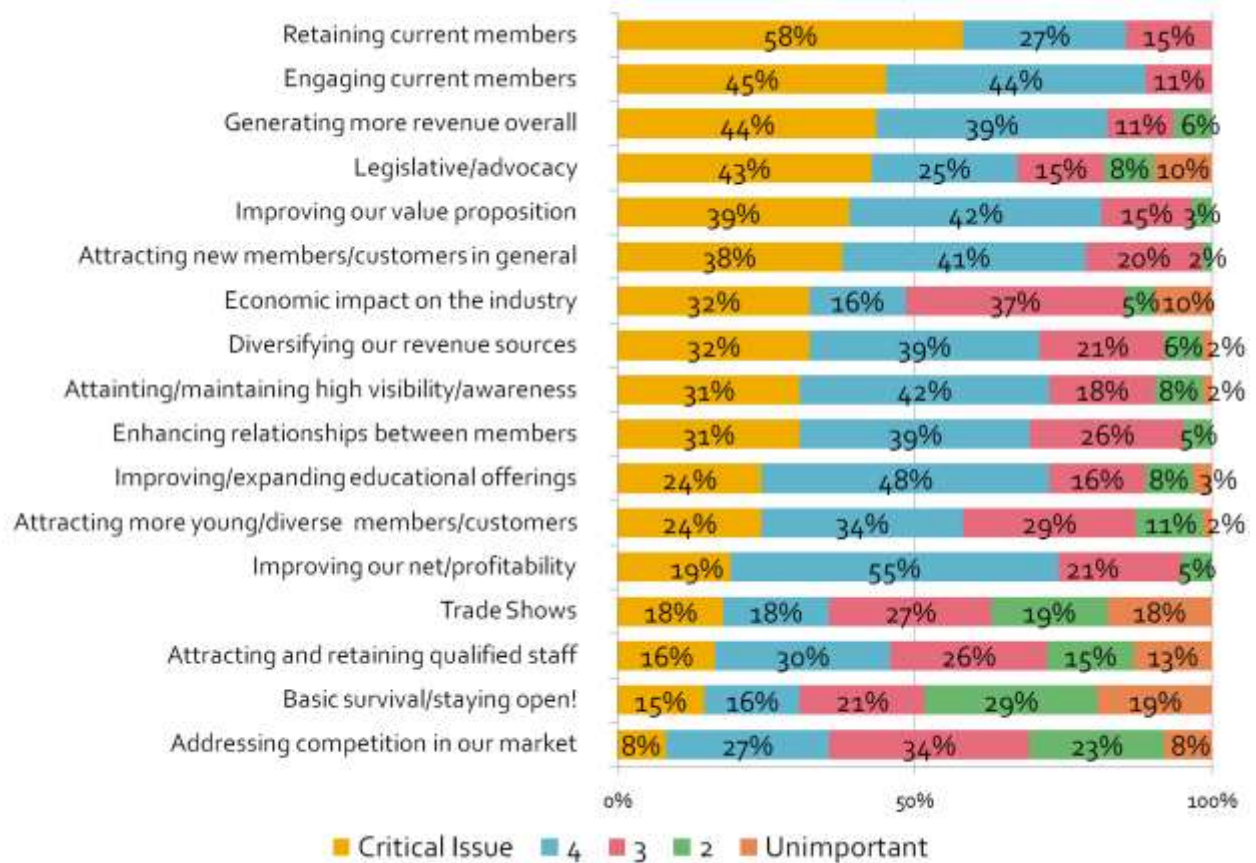


Associations' rated each of the following aspects of membership excellent or good, quality of customer service (90%), value proposition: quality for cost of dues (87%), outbound communications (print/e-newsletters) (87%), range of services provided to the membership (72%), website/web related content (68%), our ability to manage through the economic downturn (68%), overall level of member involvement/participation (43%), amount of resources necessary to accomplish goals (41%), and general level of awareness (among public/prospects) (41%).



- Membership program assessment was rated highest for quality of customer service, value proposition (quality for cost of dues), and outbound communications (print/e-newsletter).

Organizational Priorities



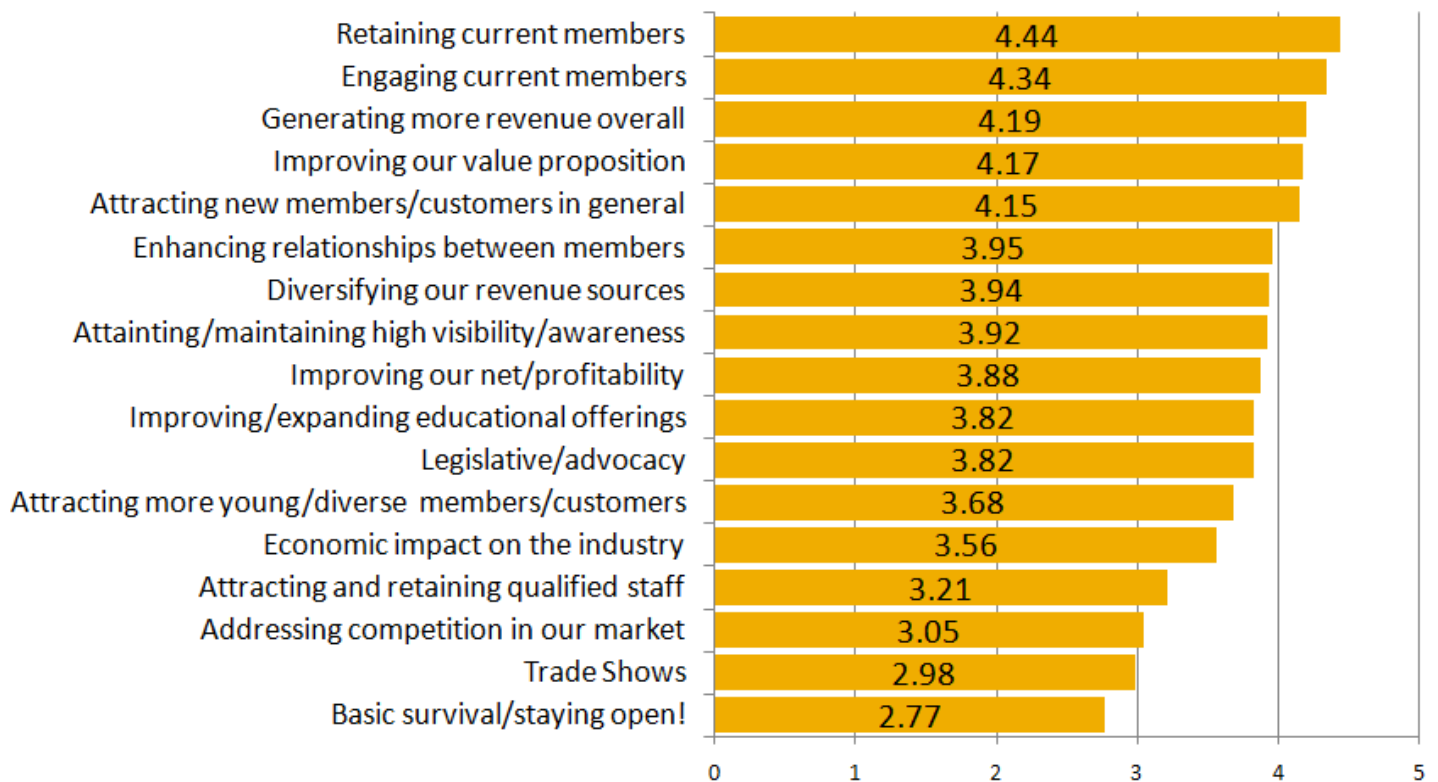
The top organizational priorities of California associations were retaining and engaging current members. Retaining was rated by 85% as critical or somewhat critical—an average score of 4.4 on a 5-point scale. Engagement (89%, 4.3) was rated almost as important, reflecting the growing consensus within our field that we want active members, not just "mailboxers."

Some associations also look beyond membership: attracting new members/customers in general (79%, 4.2) and improving our value proposition (81%, 4.2) also rate highly. Attracting more young/diverse members/customers (58%, 3.7) is of lower concern today.

Financial considerations also rate highly: generating more revenue overall (82%, 4.2) rates very high, while improving our net/profitability (74%, 3.9), diversifying our revenue sources (71%, 3.9) and also very important. The more administrative issue of economic attracting and retaining qualified staff (46%, 3.2) is a non-factor, no doubt driven by our current workforce/labor pool.

In specific program areas, improving/expanding educational offerings (73%, 3.8) and legislative/advocacy (67%, 3.8) rate somewhat important; trade shows (35%, 3.0) rate lower.

Although attaining/maintaining high visibility/awareness (73%, 3.9) is somewhat important, external environmental factors tend to rate comparatively low: economic impact on the industry (48%, 3.7) may be becoming a somewhat dated issue, while addressing competition in our market (35%, 3.1) is not a factor. Fortunately, basic survival/staying open (31%, 2.8) is a concern for a relatively small but still disappointing proportion of California associations.



Appendix A:Comments

Other Locations Some associations were regional including California, Oregon, Nevada, Arizona, Hawaii & Texas. Other locations within the state include Central Coast, Fresno (with Sacramento area office), and Riverside County.

Other Techniques/Media Used in the Past to Recruit New Members

Face to Face Recruiting

- Board members meet with prospective members.
- Education marketing with discounts for members.
- Announcements at educational events.
- Exhibiting/member marketing.
- Face to face volunteers and hardship waivers.
- Utilize our associate member sales force.
- Networking events.

Online/Electronic Activity

- Lead retrieval from website, meetings/conference solicitation.
- Web Site "Join Now" tab.
- Weekly email newsletter to large number of likely candidates.

Other Methods

- Affiliate bar reaching out to their members to join OCBA.
- Magazine- membership value.
- Market to event attendees.
- Membership with a paid conference registration.
- State grant to society.
- They become police chiefs and then they join.
- Trial membership.

Changes in Membership Program to Better Achieve Association Goals

Business Strategies

- "Join 'em, then upsell 'em!" is our slogan. Member get a member works best to join 'em and generate 40% of revenues. Staff then up-sells 'em via email and website to generate the remaining 60% of our revenues.

Member Services/Benefits & Communications

- Activate mentor/mentee program, provide more benefits at no/low cost.
- Added a free program (online leadership assessment) that we previously charged additional to receive.
- Add prospective member event and other specific communications that provide benefit value.
- Expanding our Non-Dues revenue programs to offer more services and money saving business opportunities. Publicize more frequently our other services to non-members who need us during the economic downturn to stay in business. Membership dues are offset by what we save our members on necessary business expenses and make the other services a bonus.
- Improve member contact via email.
- Offer more to our membership and find new sources of revenue.
- We utilize a limited "membership by invitation" process and do not "recruit" in a traditional way. We do not have vacancies that remain unfilled for any length of time. Our "membership retention" expenses are found in our marketing and conference expense lines, as that is how we provide value to our members, and that is what they want.

Changes in Service Delivery

- Better policing of programs so that nonmembers do not benefit.
- We have expanded/improved our website and have made the distinction between the areas where members have full access and visitors do not. I.e. "This feature is available only to members... Here is a link for more information about us."

Reprogramming/Less Marketing

- Budget cuts will further reinforce changes to membership programs. We are taking a more targeted approach to recruit members rather than mass mailings/communications.
- We are shifting from mass marketing to much more targeted marketing.

Audiences

- More focus on corporate entities (owner groups, etc).
- Refocus on one specific membership segment.

More Marketing

- Direct mail campaigns to prospects.
- Direct mail to prospects, calls to lapsed members.
- Deliver more value for members, advertise more to broader audience, make personal presentations at state government groups.
- Also, reinstate member referral cash bonus program.
- More personal touch phone calls.
- We are looking for new online tools to locate and target potential members with online communications.
- We have put together an aggressive membership recruitment and retention plan for 2011 which includes an active member get a member program as well as one-time discounted membership. In addition, we will be making regular contact with our existing members based on their years of membership in order to increase our retention.
- Start to do media outlays and advertising to non members of our value in various service areas.
- We revamped our membership brochure to highlight benefits and bring an updated image of the association

Internal/Infrastructure

- Implemented new membership software.
- Create better communication with local associations and develop the relationship further from the ground up.
- We have also instituted use of social networks and are sending staff to more district events.

Renewal Changes

- Make better use of our volunteer leadership earlier in the renewal cycle--contacting non-renews. We also offer hardship waivers, which we will promote more in 2011 to help our members during this down economy.
- On line renewals - payments.
- Increase in email notices, members-only section of website, and easier access to online membership renewal.

Referrals/MGAM

- We have developed two new membership recruitment campaigns in partnership with our existing Associate members.
 - #1 = Associate members refer leads to association office. Referring agent is entitled to cash incentive paid by association.
 - #2 = Attend Associate member "Customer Appreciation Days" and make brief presentation to attendees. In general, membership efforts have been escalated to include more continuous contact with prospects.
- More Board involvement, particularly contractor involvement

- More recruitment by members; More social events
- Use of other members to market membership. Use of LinkedIn and social media.

Structural Change

- Looking at changing our dues structure in the coming year-doing the research, focus groups, etc in order to make the change
- Make membership harder to attain.
- New regulations require all tax preparers to be licensed through the Department of the Treasury. Opening up membership to these individuals and encouraging them to become Enrolled Agents by taking the Special Enrollment Exam since they are going to have to take a competency exam within a three-year window. Being an EA will bypass the competency exam since the EA exam is more rigorous.
- Our members are interested in moving to adjacent technology manufacturing markets where they can leverage their products and services so we are considering a new dues structure that "adds on" additional market segments.

Other

- Dedicated license continuing education membership base; we are the only professional association choice.
- Follow economic and healthcare trends to make sure that the profession is also evolving to accommodate external trends.

Professional Issues

Membership Messages/Communications

- Articulating the value of membership (in a more personal way) since many of our members no longer receive employer support for membership, conference attendance, etc.
- Figuring out the right mix of media types to reach all members.
- Improving member communications, especially meeting needs of the younger members.
- Relevance of the organization's value proposition

Membership Strategy

- Once we focus on retention and recruiting new members the rest of the categories will fall into place such as the profit and monies. Need Strategies to become attractive and that we are seen as "necessary," "a must have" entity. Thanks for the hard work and hearing our thoughts.

Membership Retention

- Membership retention is down for last three dues cycles. At this point we are eating into reserves. Despite adding benefits, we are still struggling to retain members. Our frank assessment is that the biggest factor is the economic downturn which has made our members parse their expenses carefully.

Membership Marketing

- Managing an aggressive membership development and retention campaign with limited staff and financial resources.
- Our members don't want to pay for anything and also many want to give away their benefits to non-members as way for them to join.

Member/Customer Engagement

- Motivating the base membership to recruit and new members and to stay engaged with association
- Reduced attendance at programs, reduced event revenue, membership retention and attaining new members.
- Marketing to new members.
- Member non-involvement; frustration that members don't read the information/communications available and complain that they need more.
- Dues revenue and non-dues revenue. Attendance at events. Doing more with less.
- Getting members to be more than "checkbook members". We have 1100 members and we are lucky to have 50 show up for an educational meeting.
- Continued relevancy with our members, staffing issues.
- Growing our volunteer base, many of our volunteers are aging out.

- There are so many demands on the attorneys for their time and resources that it is becoming more of a challenge to get them involved in some of the association activities. Many of the bigger law firms used to pay for all of their attorneys to join and now they only pay if their attorney members want to be involved, resulting in a shift in our marketing to each individual.
- We are a volunteer based non-profit professional organization. What concerns me are lack-luster board members that have poor follow through or accountability.

Structure

- Selling a new global governance structure
- Our dues structure is not only expensive, but it is tripartite (we collect for our state dues + national and local society dues + assessments + PACs) with a complicated dues structure. Heavy reliance on dues revenue - need to diversify by providing other member service. Need to consider other ways to deliver education because conference revenue is down and budgets have been cut - these decreases don't allow us any room to invest in any new changes...

Staffing

- How do I get all the work done? How can I concentrate on building effective programs when I spend most of my time processing orders, database administration, etc.?
- Retaining quality staff and providing educational resources to maintain cutting edge advantage of highly competent and skilled staff. Encouraging and recruiting quality Board members.
- That I'll be replaced by an outsource or change in direction of goals and values. How to keep members engaged in a new way. How not to feel like we are nickel and diming our membership. Need more affinity programs. Overwhelmed and overloaded.
- Workload.

Financial

- Diversifying our revenue sources will require change that leadership/board is reluctant to make. We cannot continue to raise dues year after year; reliance on dues (75% of revenue/budget) cannot sustain this organization.
- What will be the business model in 5 years?
- Budget/increased revenue.
- Cash flow as cash sources have been drying up in 2010.
- Not enough budget and support for membership department.
- Other non-dues revenue.
- Reliance on dues so heavily. The industry we serve is near ground zero of the bad economy, so the retention rate is of the utmost importance.
- Our dues to non dues ratio. We are way too dues dependant.



- Revenue. With membership and participation decreasing, we must find new ways to re-mail relevant in order to ensure a thriving future for our industry.
- The future of not only our members, but also our service providers. The economy has faltered so dramatically that anyone can be vulnerable. Long term planning is very difficult in these immediate times, we are focused on one year out at the most... which hurts our long term goals.
- Managing information for our members.

External Threats

- Governor's proposal to eliminate reimbursement for our association members who provide Medi-Cal services (approximately 90% of our members).
- Right now it's all about consumer issues and the negative publicity on our industry. We will be mounting a major PR campaign to develop the right materials to make available to the press about what our members do and how they do it.
- Funding for law enforcement and loss of officers due to local police department budget cuts Pension reform issues Marijuana legalization.
- Virtualization of associations (web-based online-only memberships)
- Industry maturation, changing member needs, being speedy enough to keep ahead of trend.

Economic Conditions

- Current changes within the economy that affect our industry—lack of property taxes, etc – combining of current departments and closing of some department. Our membership is made up of public employees.
- Healthcare changes are driving costs higher and reimbursements lower, which will affect how professionals choose their associations.
- The ongoing discussion of the value of membership as our members' budgets are becoming increasingly stressed.
- UNSELFISH: The general impact of the economy on our association members and the resulting consequences to the association. Mine is a construction-based association that had just started to crawl out of the "dark ages" under the direction of the founder and EVP who was in his 80's. We had just started to become a "real association" when the recession hit. The numbers are extremely bleak right now. It feels like we have just lost so much forward momentum. SELFISH: My goal is always to leave an employer with positive results/in better condition than when I arrived. I am distressed that the numbers have never looked so dismal than during the last 3-4 years which have occurred under my leadership.
- Searching for contributors to fund research supporting evidence-based practice.
- The economy and proving to members that their dues actually pay for themselves.



Appendix: Survey Form California Membership Trends: CalSAE Survey

The purpose of this research is to collect and report data back to you regarding membership patterns in the state. This survey is being distributed among association current and prospective members of CalSAE. If you are not familiar with your association's membership patterns, please feel free to We know that some of you are affiliated with national or international associations; if possible please report trends within the state. Later we will feature the results in a white paper and an article in *The Executive*. Thank you in advance for your assistance.

Sincerely, Jim Anderson, CalSAE President & CEO

1. **2010 Metrics--Please tell us the following about your current membership, and your membership one year before** (*feel free to estimate or share informal current figures if that is what you have at this point in time*):

- What is your total current individual membership? _____
- What is your total company membership (if a trade association)?..... _____
- What is your approximate annual expense budget for membership retention?.....\$ _____
- What is your approximate annual expense budget for membership recruitment?.....\$ _____
- What is your total (association-wide) annual expense budget?.....\$ _____
- What is your current retention rate? _____ %
- How many FTE (full time equivalent staff) work in the membership department*..... _____
- How many FTE staff work for the association? (*including yourself*) _____
- What is your penetration r rate(active membership divided by total potential universe)? _____
- What is your average dues/revenue per current member?..... _____
- What is your estimated annual servicing cost per member? (*if known*) _____

2. **2009 Metrics--Please tell us the following about your membership one year ago**

- What was your total individual membership? _____
- What was your total company membership (if a trade association)? _____
- What was your approximate annual expense budget for membership retention? _____
- What is your approximate annual expense budget for membership recruitment? _____
- What was your total (association-wide) annual expense budget? _____
- What was your membership retention rate? _____

3. **Do you have local chapters?** No Yes: if yes, how many?..... _____

4. **What is your structure:** Trade IMO (professional society) Hybrid Philanthropic Other

5. **In what geographic area is your association headquartered?**

- Bay Area Sacramento So. Cal San Diego Other: _____

6. **What is the basis of your membership?**

- Anniversary-based Calendar-based

7. **Which best summarizes your company or association's scope of operations?**

- Local Regional/multi-county State-wide Regional/multi-state National or international

8. **Please describe your renewal cycle below, u p to the total number of efforts you conduct.**

*Timing=# of days before expiration (e.g., 90, 60, 30), at expiration (0), or after (-30, -60, etc)

	Effort 1	Effort 2	Effort 3	Effort 4	Effort 5	Effort 6
Timing*	_____	_____	_____	_____	_____	_____
Format (drop down box):	_____	_____	_____	_____	_____	_____

drop-down for format: mail, fax, electronic, phone

9. Which of the following techniques/media have you used systematically in the past year to recruit new members?

(check all that apply)

- Active member get a member program
- Direct mail campaigns to prospects
- Followup with inquiries via mail and/or email
- Use of one-time discounted membership
- Other method (specify) _____
- Free/trial memberships
- Systematic attempts to reinstate former members
- Telephone calls
- In-person sales calls

10. Which single method above has been most successful in recruiting members? (use drop-down menu)

11. In what ways have/do you plan to change your membership program to better achieve your association's goals?

12. **Membership Program Assessment**—How satisfied are you with each of the following within your association?

	EXTREMELY SATISFIED				NOT SATISFIED
Value proposition: quality for cost of dues.....	5	4	3	2	1
Quality of customer service.....	5	4	3	2	1
Range of services provided to the membership.....	5	4	3	2	1
Overall level of member involvement/participation.....	5	4	3	2	1
Outbound communications (print/e-newsletters).....	5	4	3	2	1
Website/web related content.....	5	4	3	2	1
Our ability to manage through the economic downturn.....	5	4	3	2	1
General level of awareness (among public/prospects).....	5	4	3	2	1
Amount of resources necessary to accomplish goals.....	5	4	3	2	1

13. **Organizational Priorities**—How important are each of the following professional issues in your association?

			CRITICAL ISSUE		UNIMPORTANT
Generating more revenue overall.....	5	4	3	2	1
Diversifying our revenue sources.....	5	4	3	2	1
Enhancing relationships between members.....	5	4	3	2	1
Improving our value proposition.....	5	4	3	2	1
Improving our net/profitability.....	5	4	3	2	1
Retaining current members.....	5	4	3	2	1
Engaging current members.....	5	4	3	2	1
Attracting new members/customers in general.....	5	4	3	2	1
Attracting more young/diverse members/customers.....	5	4	3	2	1
Addressing competition in our market.....	5	4	3	2	1
Attracting and retaining qualified staff.....	5	4	3	2	1
Attaining/maintaining high visibility/awareness.....	5	4	3	2	1
Basic survival/staying open!.....	5	4	3	2	1
Improving/expanding educational offerings.....	5	4	3	2	1
Legislative/advocacy.....	5	4	3	2	1
Trade Shows.....	5	4	3	2	1
Economic impact on the industry.....	5	4	3	2	1

14. What specific professional issues tend to "keep you up at night?"

Please feel free to share issues that are membership or non-membership related

Thank you for taking the California Membership Trends survey.

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