



**SOCIETY OF
American
Archivists**

Member Needs & Satisfaction Survey

Spring 2012

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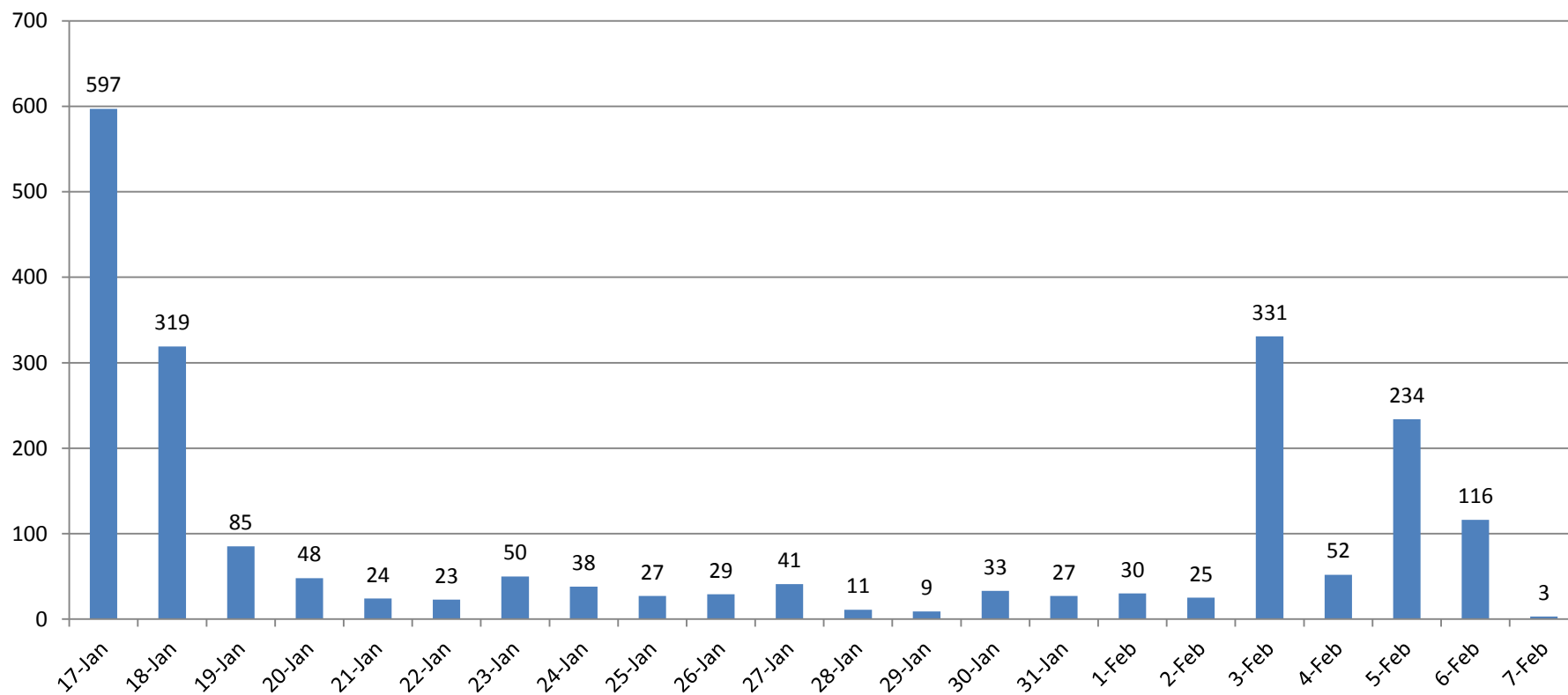
1. The top three reasons why individual members belong to SAA are (1) to stay current on information about the profession, (2) to network and build professional relationships, and (3) to receive SAA's journal and newsletter.
2. The top three reasons why institutional members belong are (1) to stay current on information about the profession, (2) to receive SAA's journal and newsletter, and (3) to get the member benefits for their employees.
3. The loyalty profile for SAA is similar to other professional membership associations. The loyalty profile of individual members is 54% loyal, 37% neutral and 9% vulnerable. For institutional members, their profile is 59% loyal, 31% neutral and 10% vulnerable.
4. The value of an SAA membership for individual members is driven by member benefits, membership dues, the SAA Council, the Annual Meeting, publications, and continuing education.
5. The value of an SAA institutional membership is driven by member benefits, membership dues, strategic initiatives, publications, and the Annual Meeting.
6. Only 3% of individual members and 2% of institutional members have experienced a significant problem with SAA in the past six months.

Methodology

1. The purpose of the Member Loyalty study is to better understand which benefits and programs members value, and how well they believe SAA is doing in delivering those experiences.
2. The primary objectives of this study are to: understand why major segments of members belong to SAA, determine SAA's mix of loyal, neutral and vulnerable members, determine which member benefits are being underutilized, and measure the performance of SAA's programs (e.g. continuing education, publications, Annual Meeting, website, staff, SAA Council).
3. Recommendations are presented to show where SAA can get the greatest increase in retention and non-dues revenue for its efforts.

1. On January 17, 2012, SAA emailed a survey invitation to its 6,134 eligible members.
2. Reminder emails were sent to institutional member primary contacts and dual members who had not completed the survey on January 27. On February 3rd a reminder email was sent to all individual and dual nonrespondents. On February 6th a final email reminder was sent to all individual nonrespondents.
3. The survey was also promoted in SAA's *Archival Outlook*, *In The Loop*, on SAA's Facebook page, and SAA's Twitter feed. A direct mail piece was sent to institutional and dual member nonrespondents on January 20.
4. When the survey was closed on February 7, there were 2,151 total respondents out of 6,134 eligible participants (35.1% *).
5. The response rate for individual members is 35.3% (2,013 out of 5,705 eligible participants). The response rate for institutional members is 36.3% (166 respondents out of 457 eligible participants).
6. With this response rate, the level of precision for performance ratings in this study where all members are included as a single group is +/- 1.69% at the 95% confidence level.

- The surveys for individual members, institutional member primary contacts, and dual members were launched on January 17, 2012.
- Reminder emails were sent to institutional member primary contacts on January 27, and to individual members on February 3 and February 6.

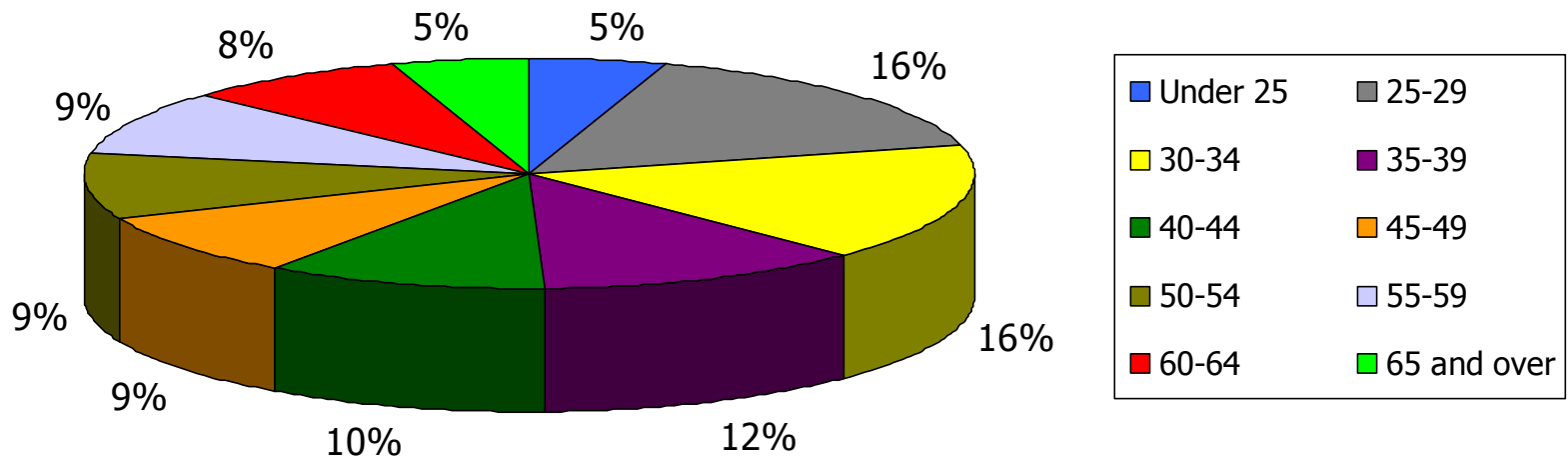


- All performance ratings in this report are shown as top 2 scores, rather than as average ratings. As the table below with hypothetical results shows, factors can vary in the distribution of responses received and still have the same average rating. In the table below, all four factors have exactly the same average (mean) rating. Top 2 scores have the sensitivity to show differences in response distributions where differences exist.
- Conceptually, a top 2 score can be thought of as the percentage of respondents who gave an A or B rating for a particular factor's performance (e.g. member benefits, website, newsletter, etc.). Factors that do not achieve a minimum performance rating of 70% should be considered for improvement efforts.

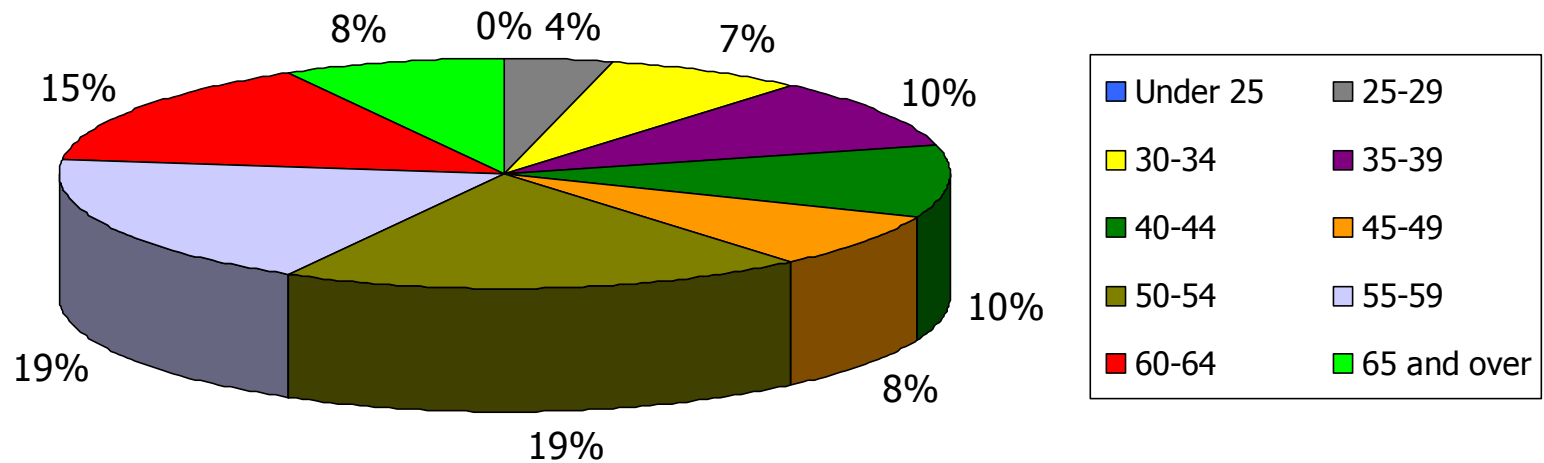
Response	Grade	Rating Value	Member Benefits	Continuing Education	Staff	Website
Excellent	A	1	20	50		
Very good	B	2	20		10	
Good	C	3	20		80	100
Fair	D	4	20		10	
Poor	F	5	20	50		
Total Responses			100	100	100	100
Average Rating			3.0	3.0	3.0	3.0
Top 2 Score			40%	50%	10%	0%

Demographics of Respondents

- The pie chart below shows the distribution of individual member respondents' ages.
- All of the age categories are represented in this study.

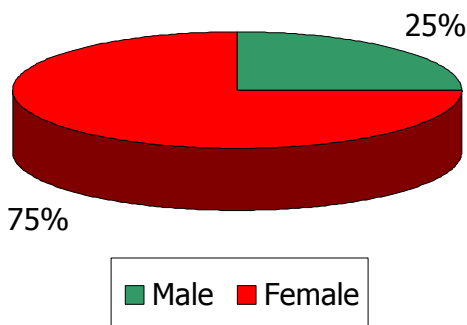


- No institutional member respondents are under the age of 25.

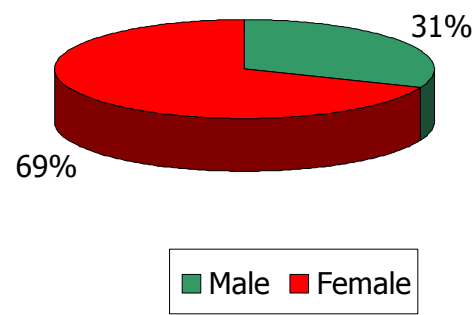


- The majority of individual member respondents and institutional member respondents are female.

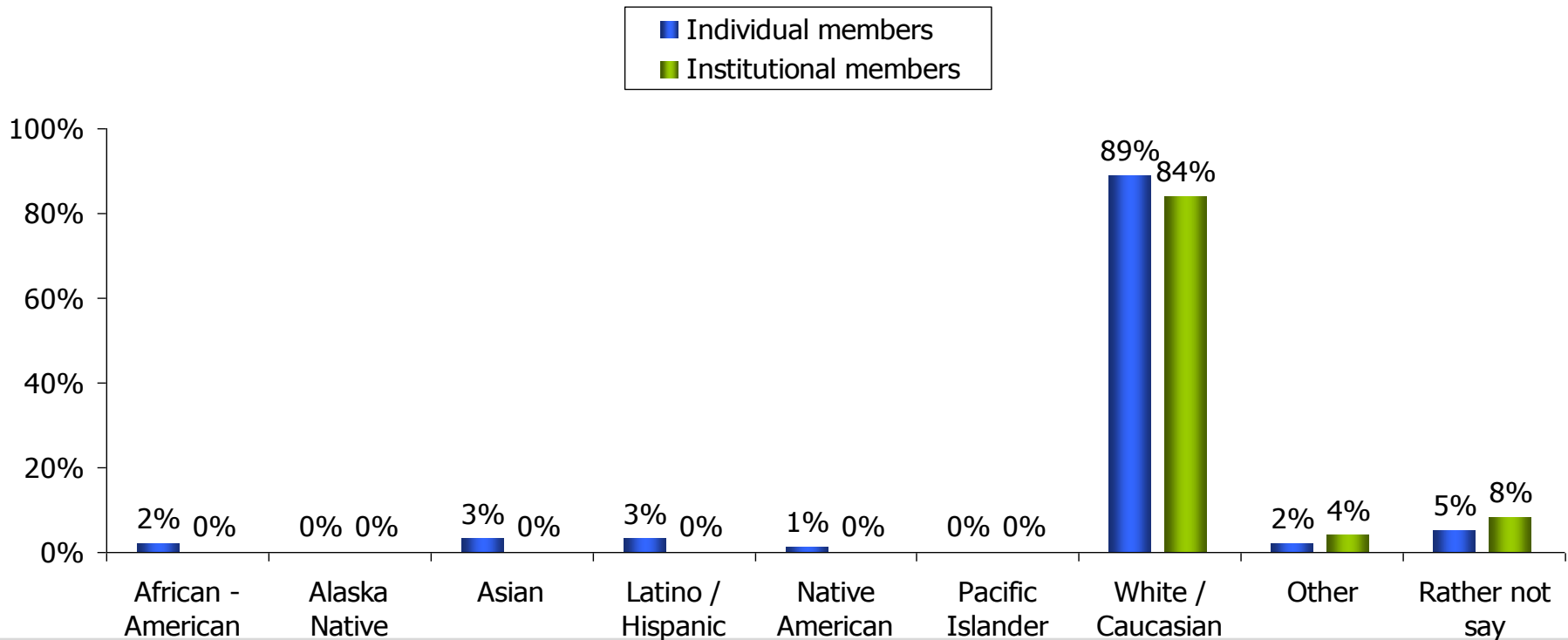
Individual Members



Institutional Members



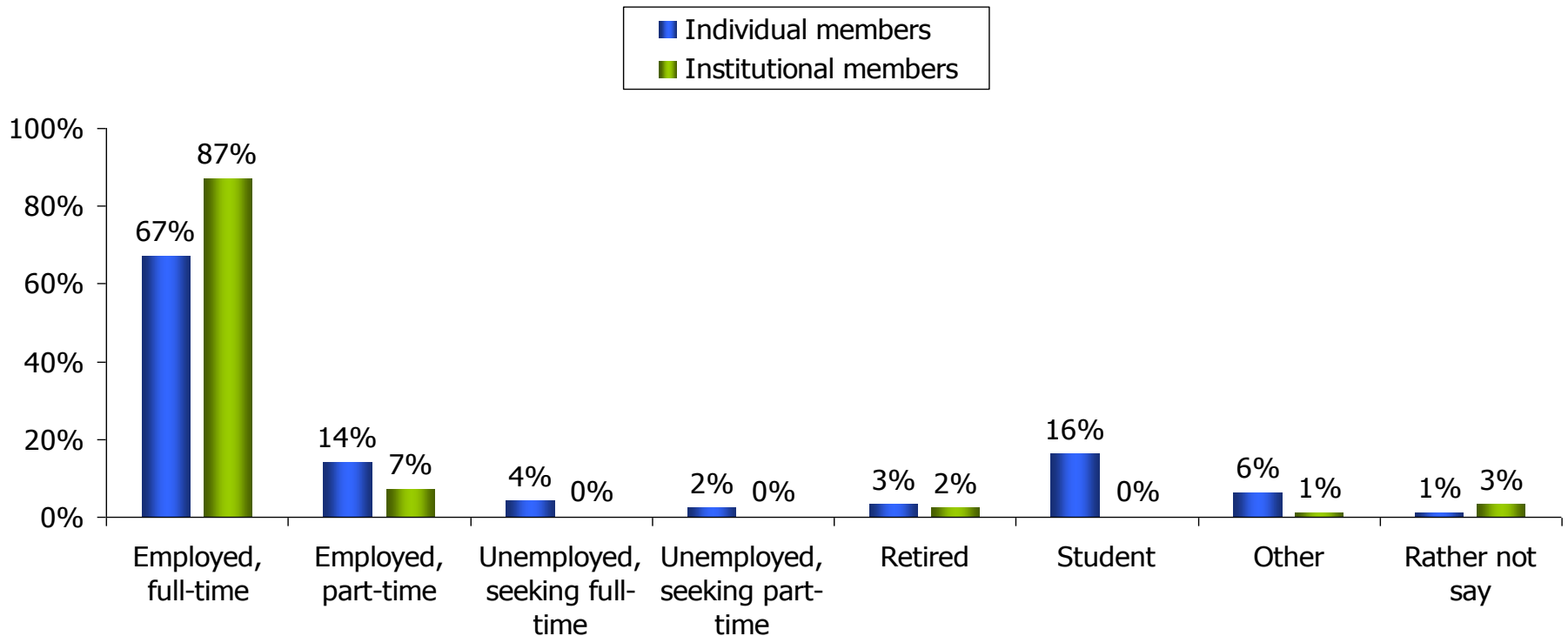
- Individuals were invited to check all that apply to them. Because some individuals made multiple selections, and other individuals did not provide an answer, the percentages below do not total to 100%.
- A 0% in the graph below indicates that there were fewer than 1% of respondents who chose that selection.



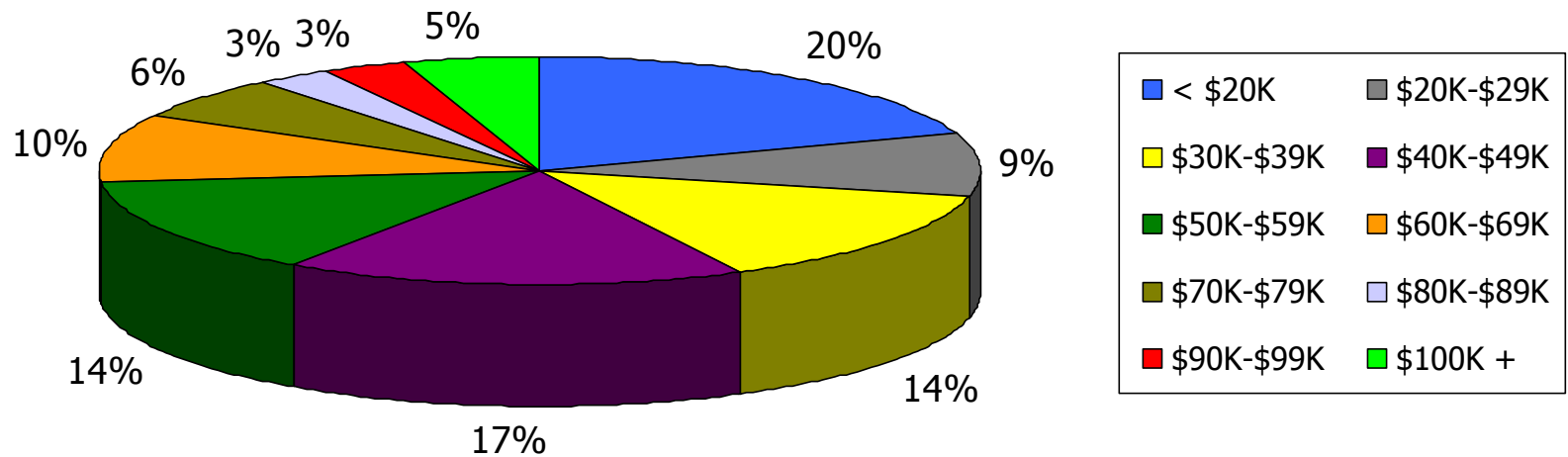
Employment Status – All Respondents

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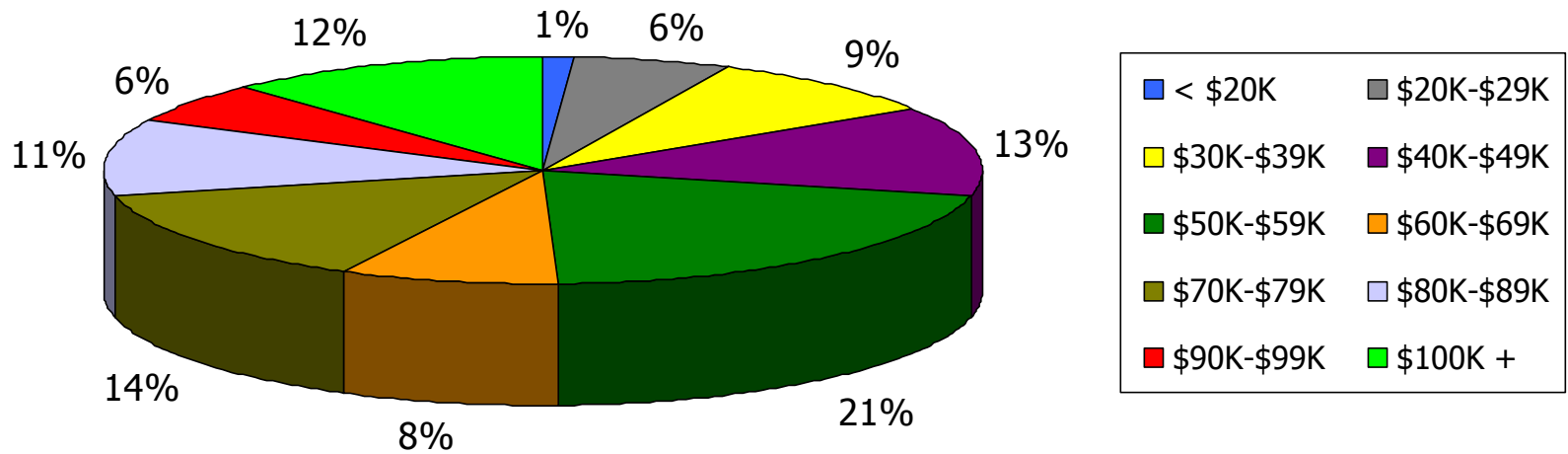
- Individuals were invited to check all that apply to them. Because some individuals made multiple selections, and other individuals did not provide an answer, the percentages below do not total to 100%.
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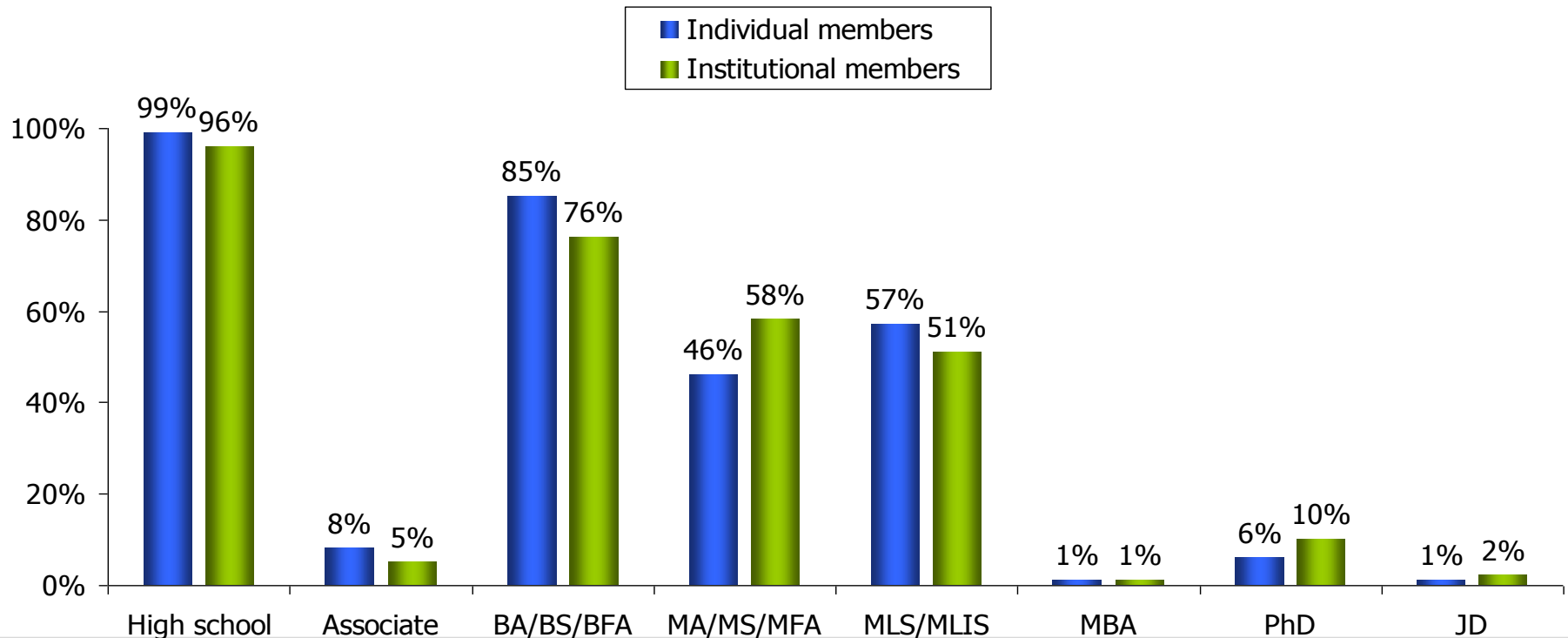
- Eighty-five percent (85%) of individual member respondents provided their 2011 annual salary (not shown). The distribution of their responses is provided in the pie chart below.



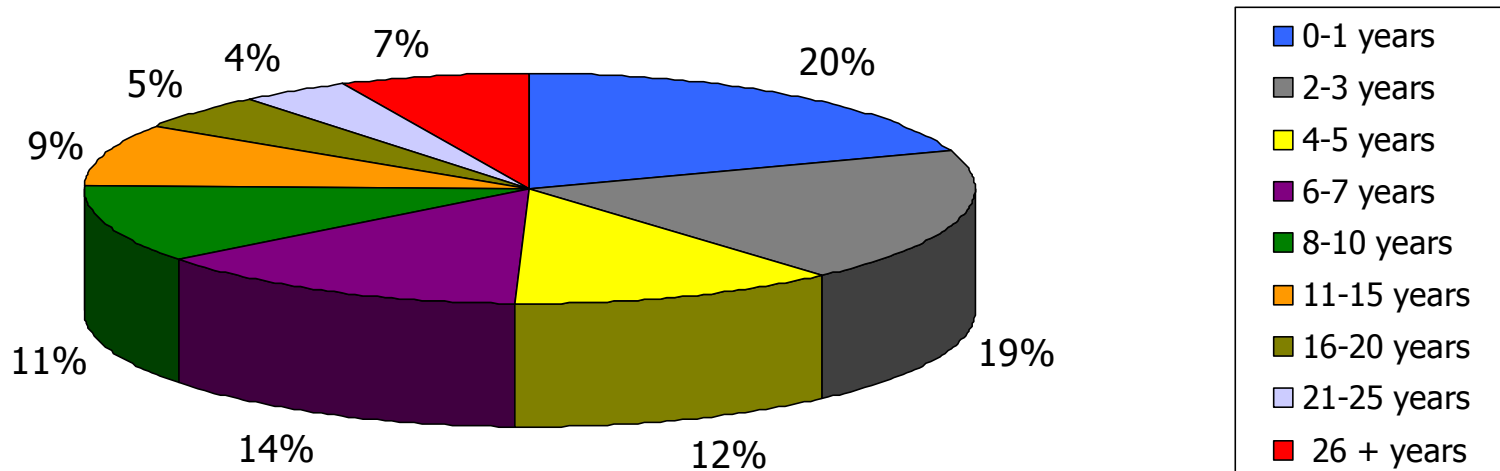
- Eighty percent (80%) of institutional member respondents provided their 2011 annual salary (not shown). The distribution of their responses is provided in the pie chart below.



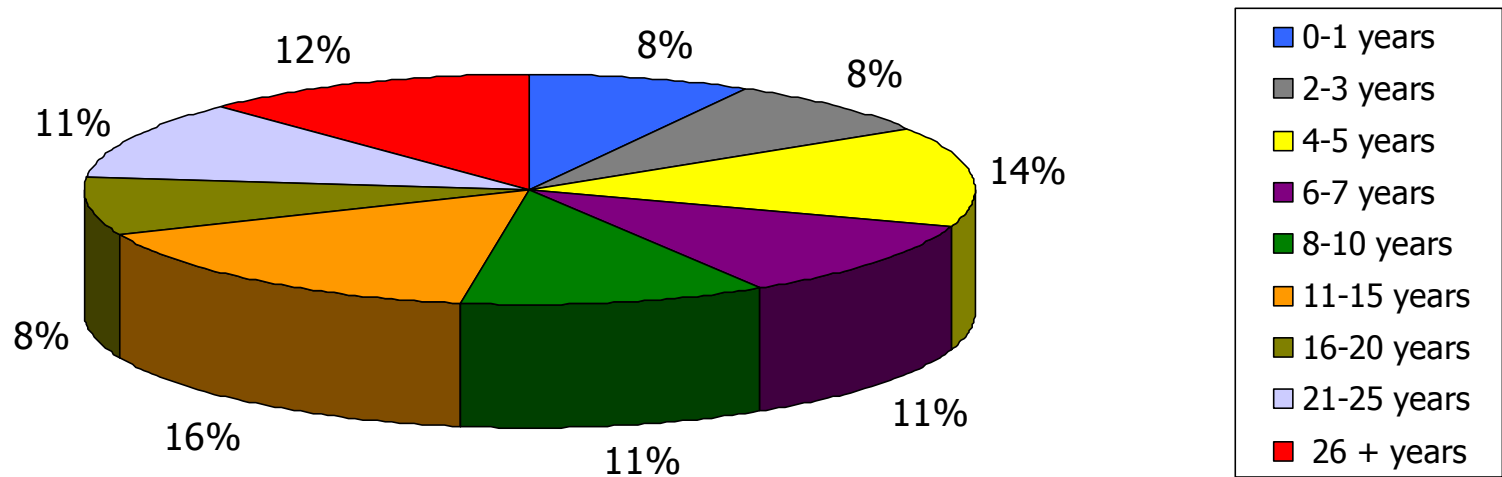
- Individuals were invited to check all that apply to them. Because some individuals made multiple selections, and other individuals did not provide an answer, the percentages below do not total to 100%.



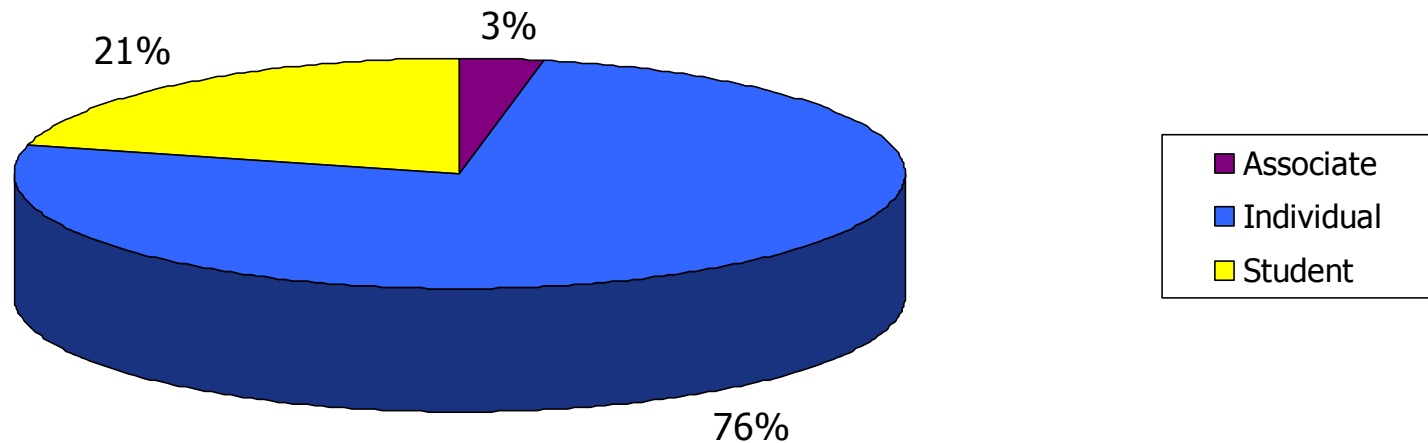
- From the join date that was taken from internal member data, the years of membership were calculated.
- All of the tenure categories for individual members are represented in this study.



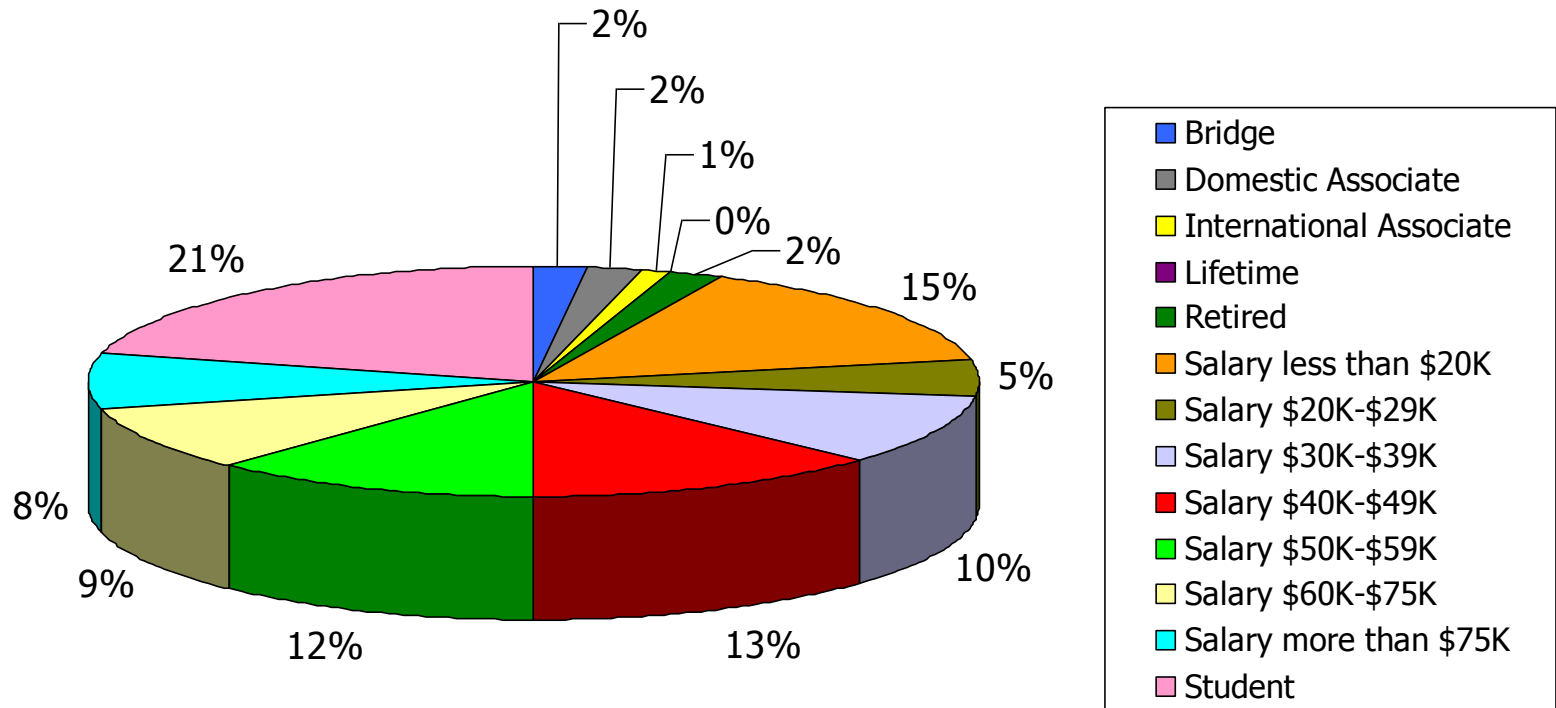
- There is a fairly even representation of institutional member respondents by tenure category.
- This information was gathered from their join date which is part of their internal SAA record, rather than from a survey response.



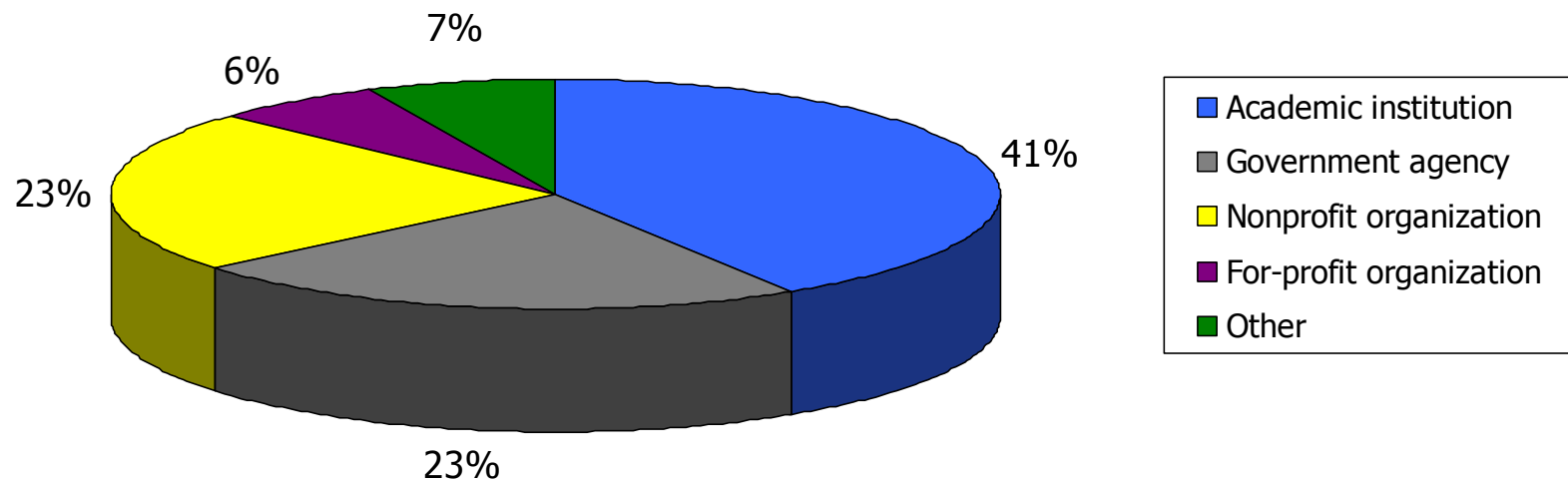
- The pie chart below shows the distribution of individual members by individual member type.



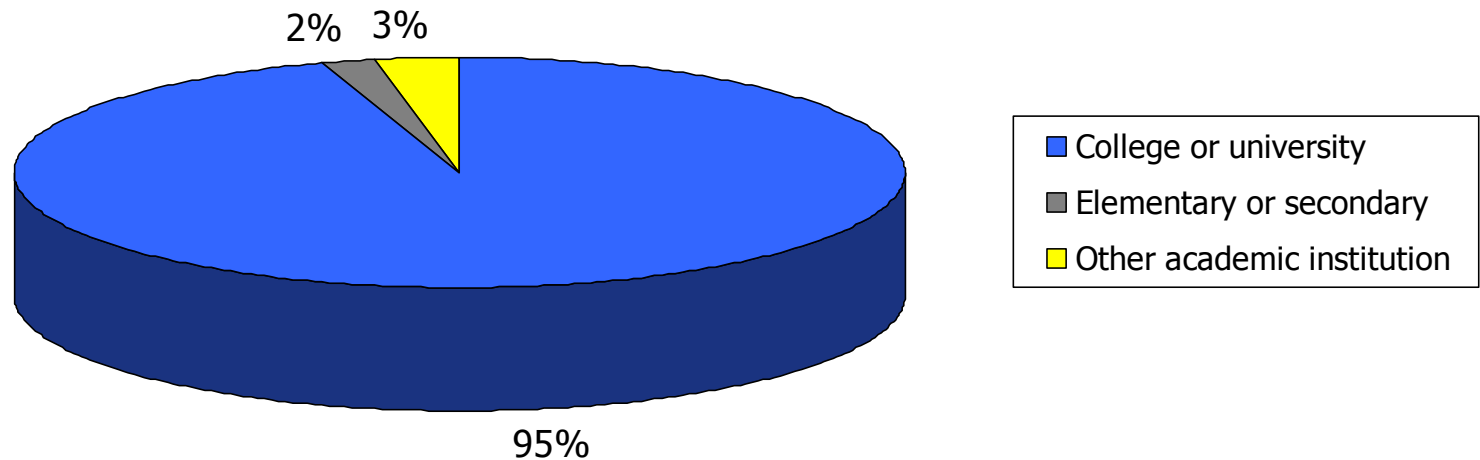
- The pie chart below shows the distribution of individual members by individual member sub type.
- There were no lifetime members who responded to the survey.



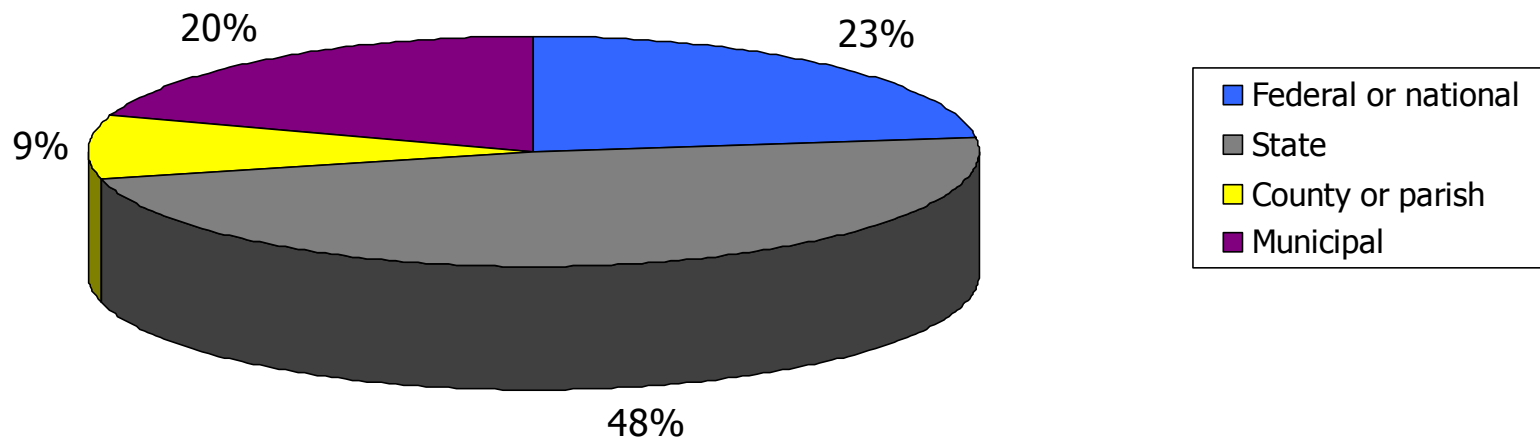
- The largest category of institutional members are those who work in academic institutions.



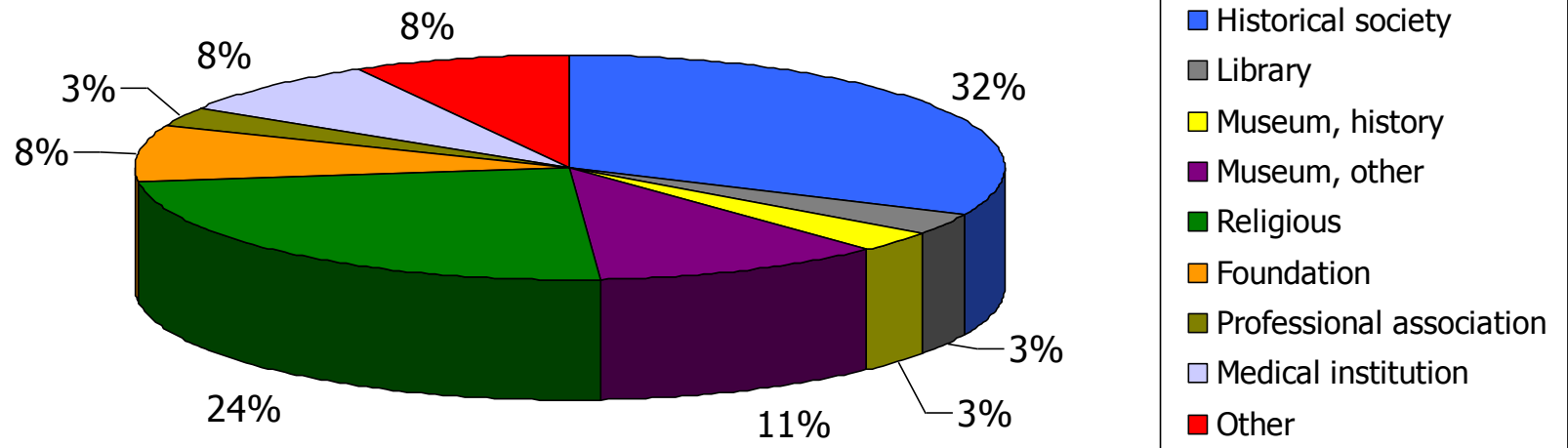
- Most academic institution member respondents work at colleges and universities.



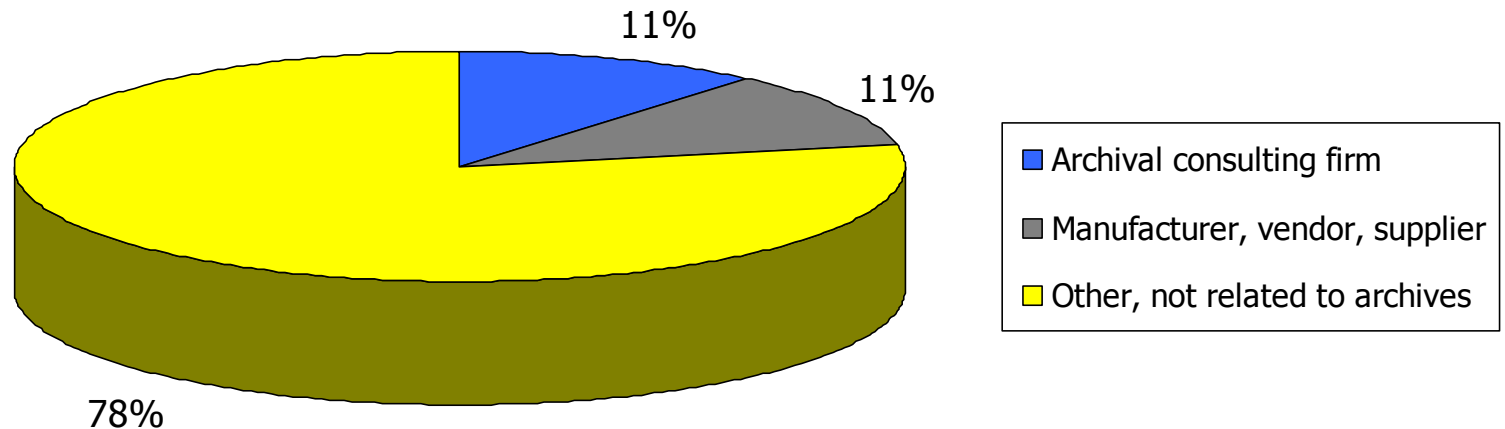
- Roughly half (48%) of institutional member respondents who work for a governmental agency work for a state agency.



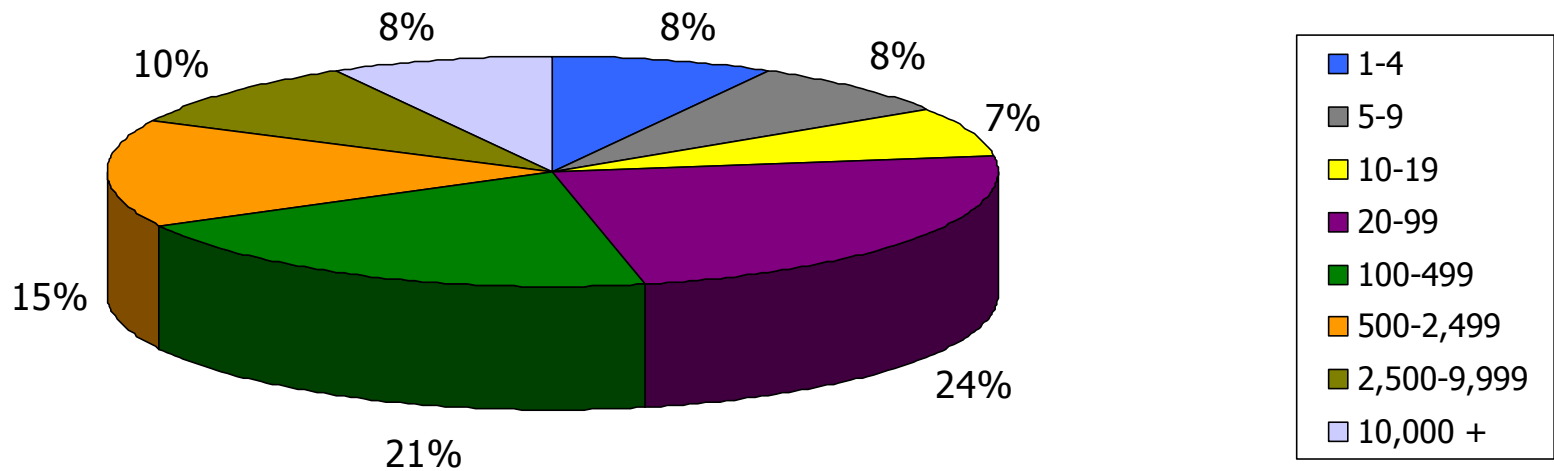
- The two largest categories of nonprofit organization respondents work for historical societies and religious organizations.



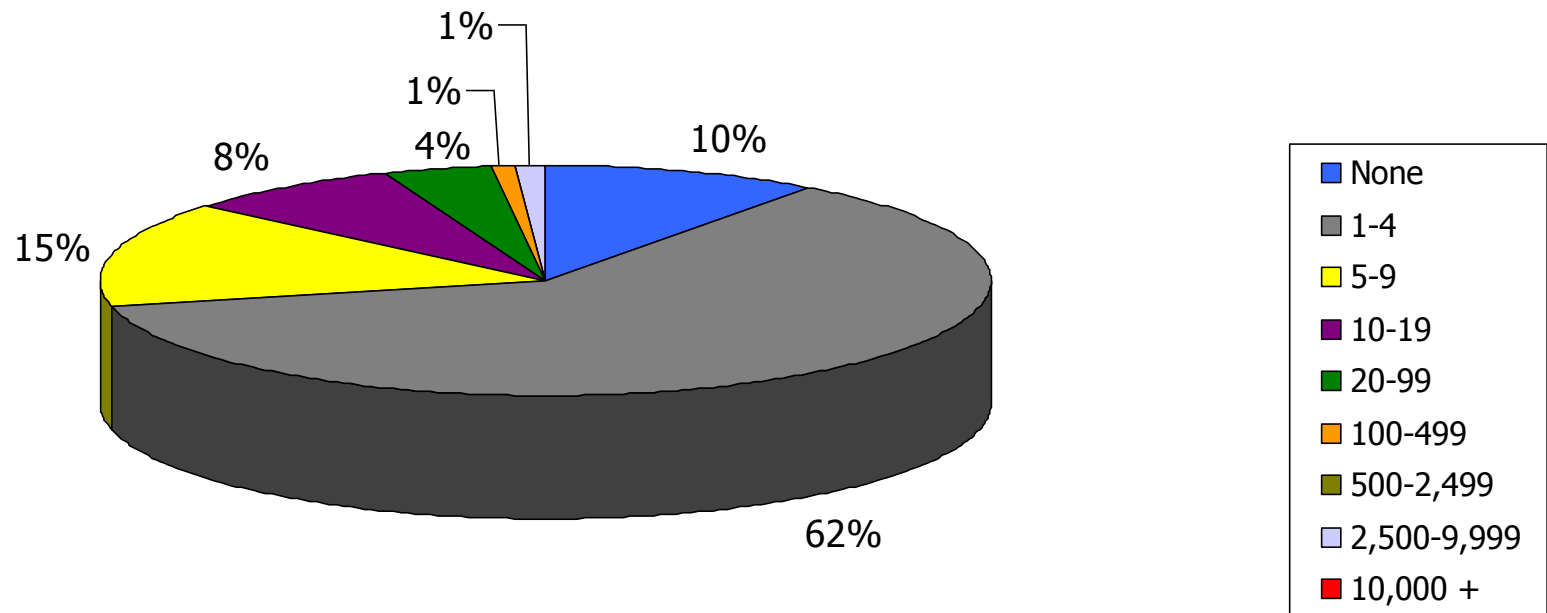
- Most institutional member respondents who work for a for-profit organization work for a company that is not related to archives.



- The pie chart below shows the distribution of the number of employees at each respondent's organization.



- Most institutional member respondents work for an organization with 1-4 archivists.

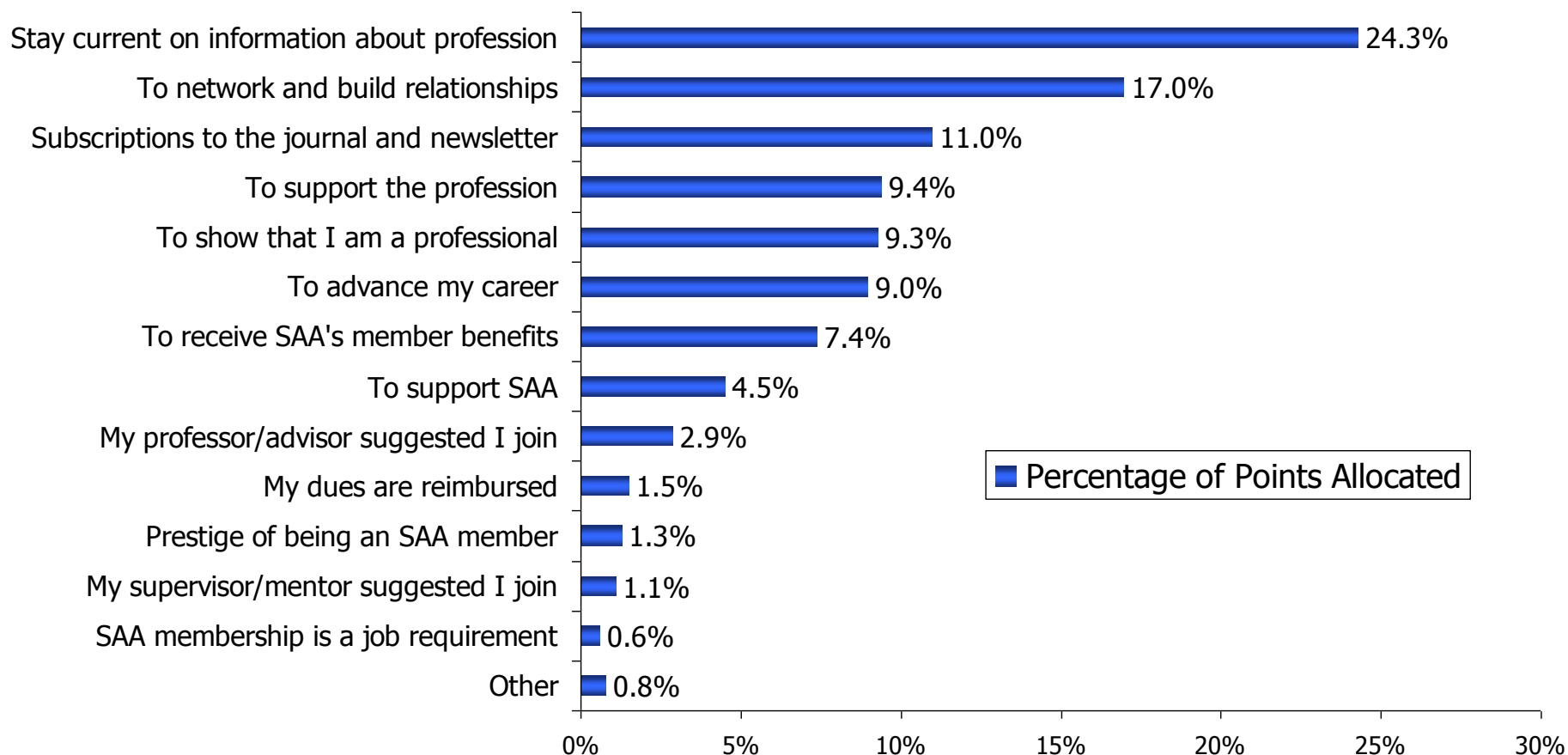


Member Needs Assessment

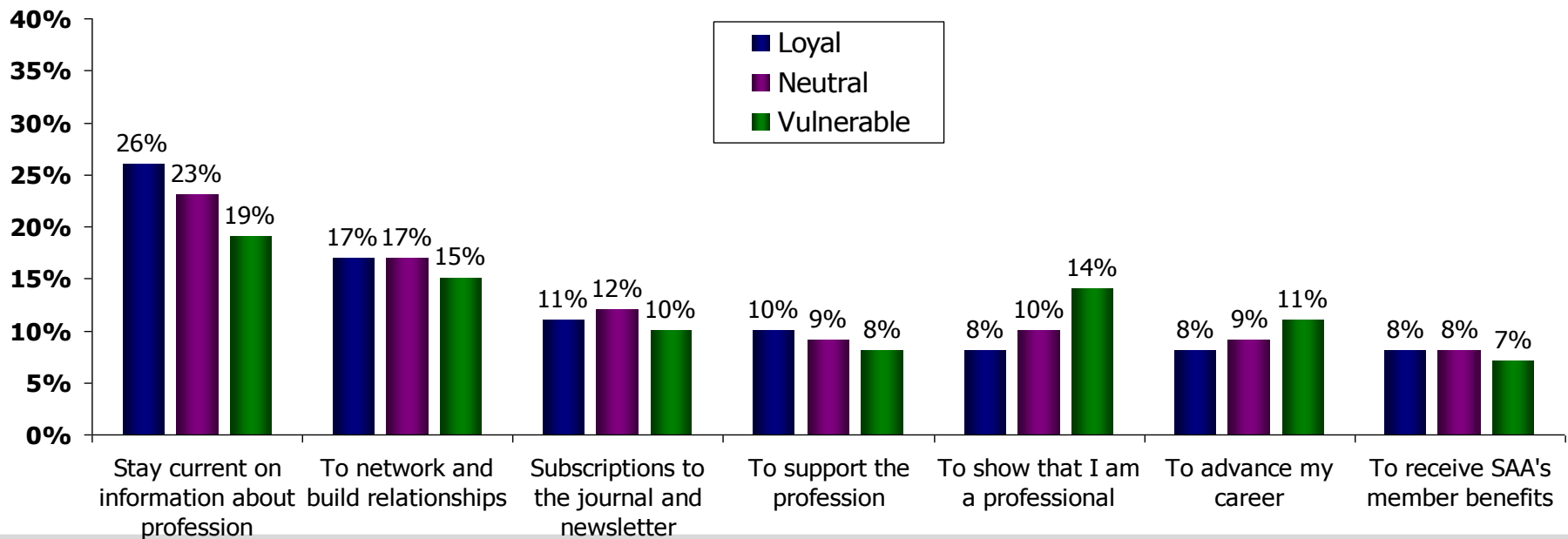
Individual Membership

1. The Member Needs Assessment is an analysis that identifies the personal needs that members seek to fulfill with an SAA membership. The results of this assessment will enable SAA to develop benefits and programs to meet the needs of its members.
2. This section examines the responses given by individual members, as well as dual members responding as individual members.
3. Currently, the number one reason why individual members join SAA is to stay current on information about the profession. When members were asked to allocate 100 points to the various reasons why they belong to SAA, roughly 24% of all points were allocated to this reason.
4. The second most popular reason for joining, which received 17% of the allocated points, was to network and build professional relationships.
5. Other reasons that received 5% of the points or more, (ranked in order of importance), are: to receive the journal and newsletter (11.0%), to support the profession (9.4%), to show that they are professionals (9.3%), to advance their careers (9.0%), and to get SAA's member benefits (7.4%).
6. This section of the report examines these top seven reasons for belonging to SAA and how their priorities vary by member segments.

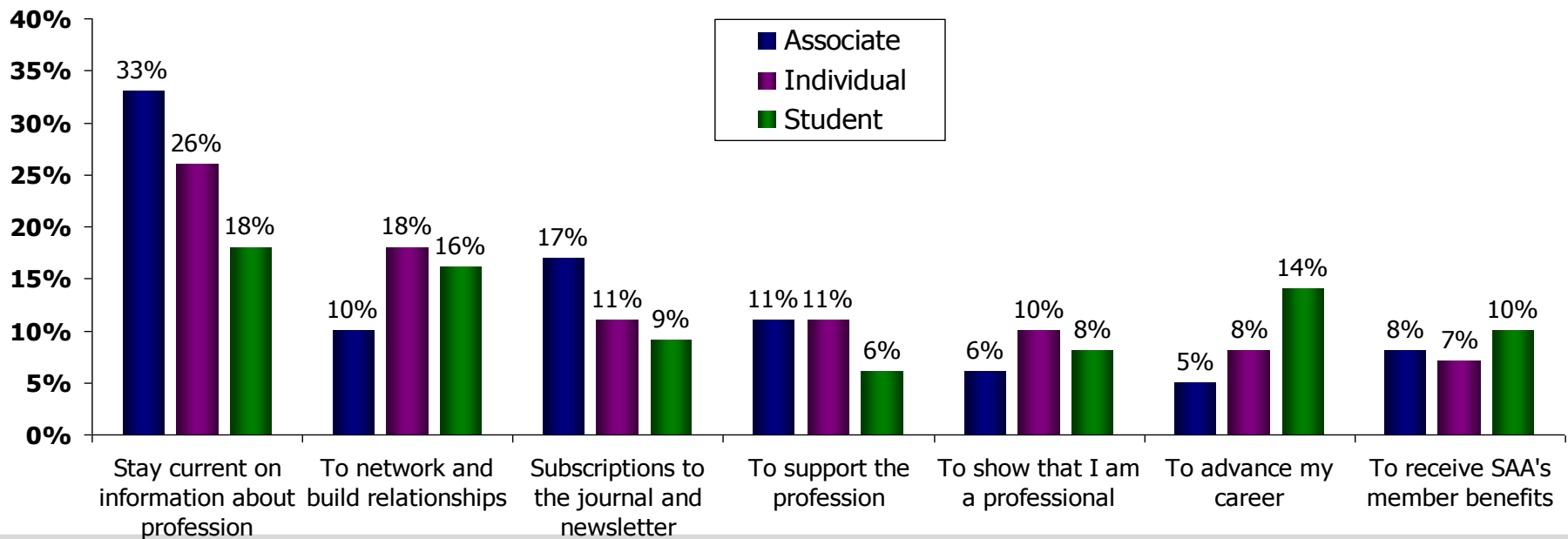
- The chart below shows the distribution of points by all individual and dual respondents. Respondents were asked to allocate more points to the more important reasons for having an SAA individual membership.



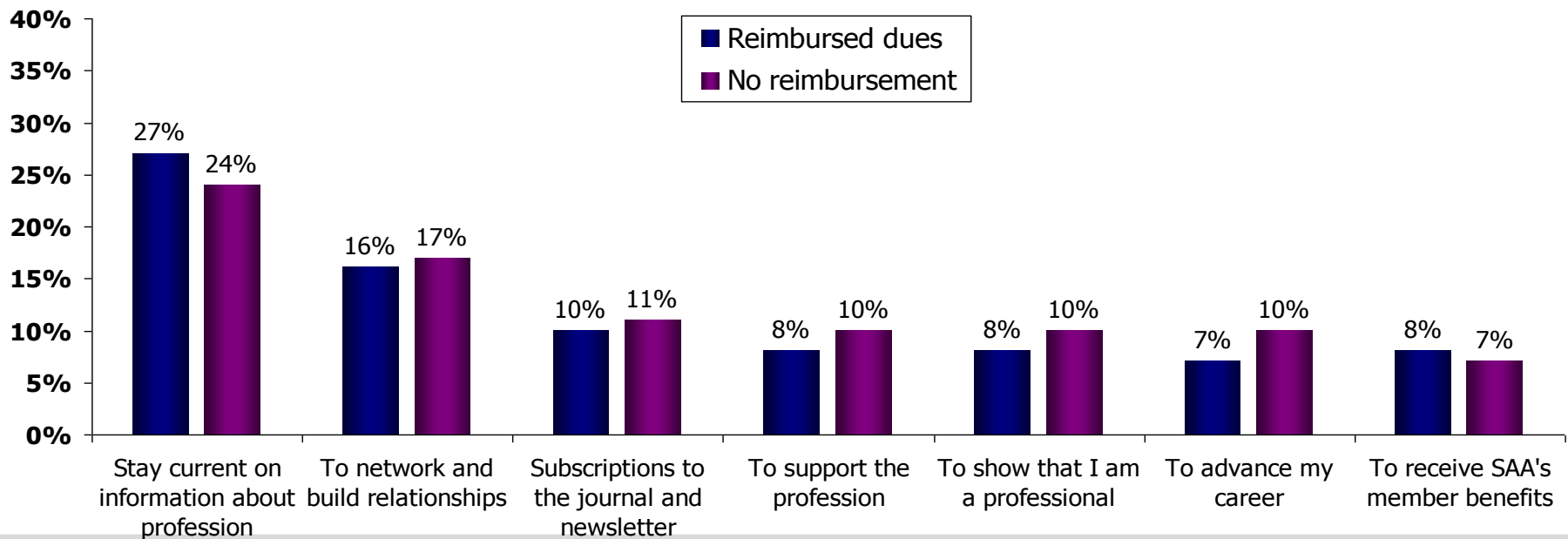
- Individual members who are loyal place a higher priority on belonging to SAA to stay current on information. This could be explained as those individuals who have a higher priority on staying current in their profession are having their needs met better by their SAA membership.
- Vulnerable members place a higher priority on using the membership to show they are a professional and to advance their career. This could be explained as those individuals who are not loyal to SAA are more interested in self-promotion rather than self-improvement.



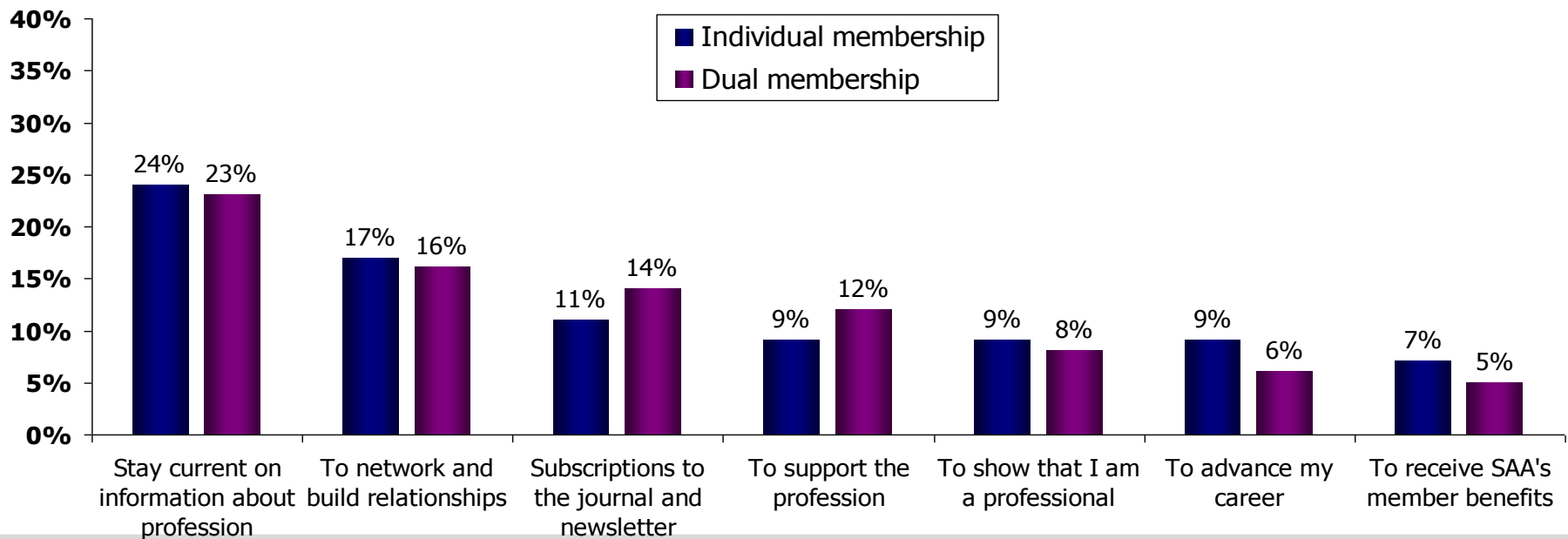
- Individual members want to stay current, to network, to receive subscriptions and to support the profession.
- Students place a higher priority on advancing their career as a reason for belonging to SAA, while associate members have a higher priority on staying current and receiving SAA's publications.



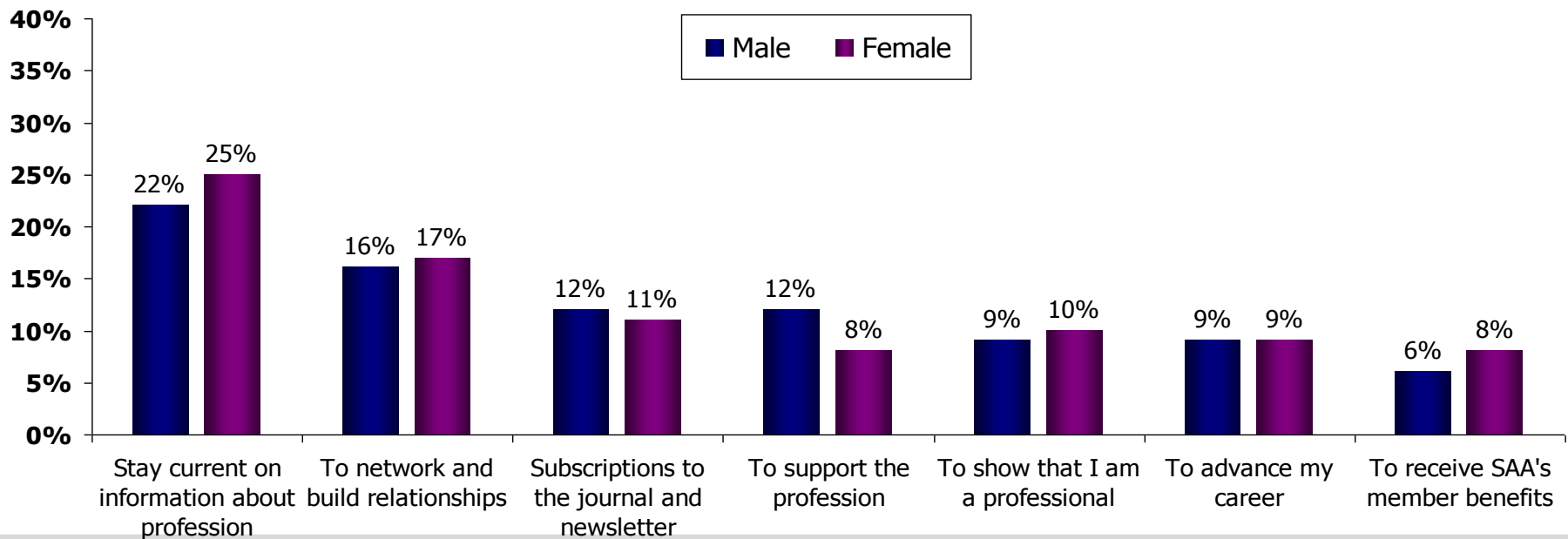
- Individual members who pay their own dues have slightly higher priorities on belonging to SAA to support the profession, to show that they are a professional and to advance their career.



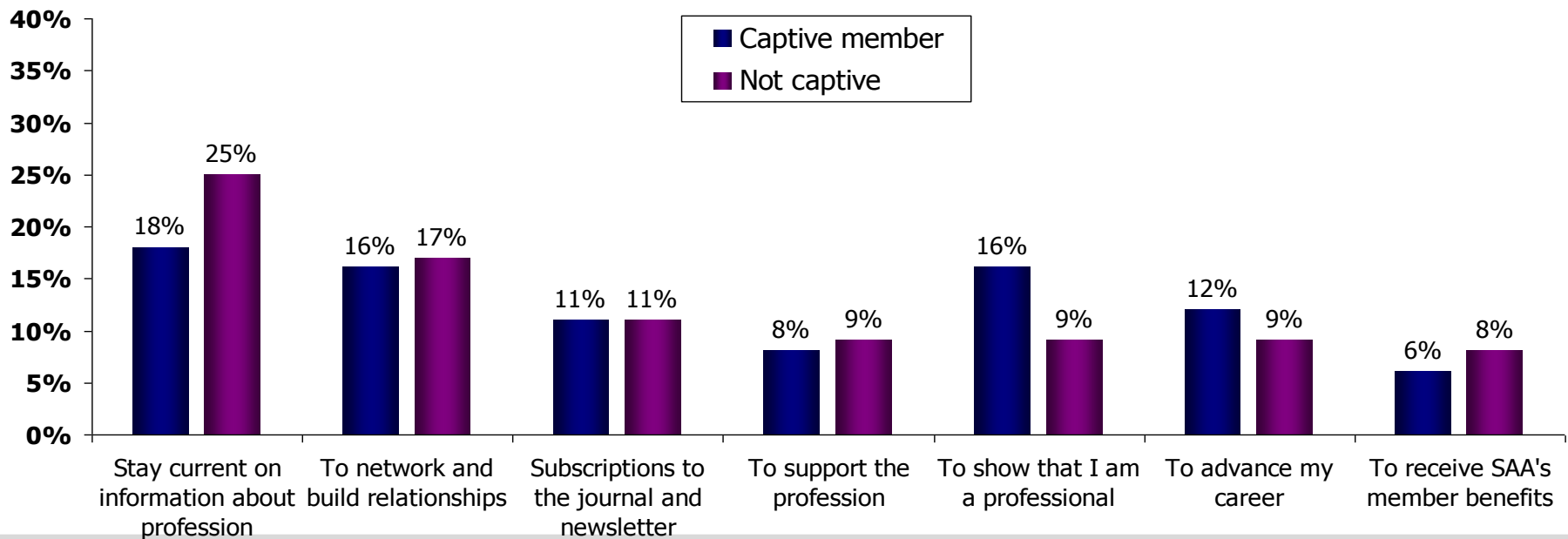
- Not shown in the graph below, is that for dual members, their fifth most important reason for belonging to SAA is to support SAA. As a group, dual members allocated 11% of their points to this reason.



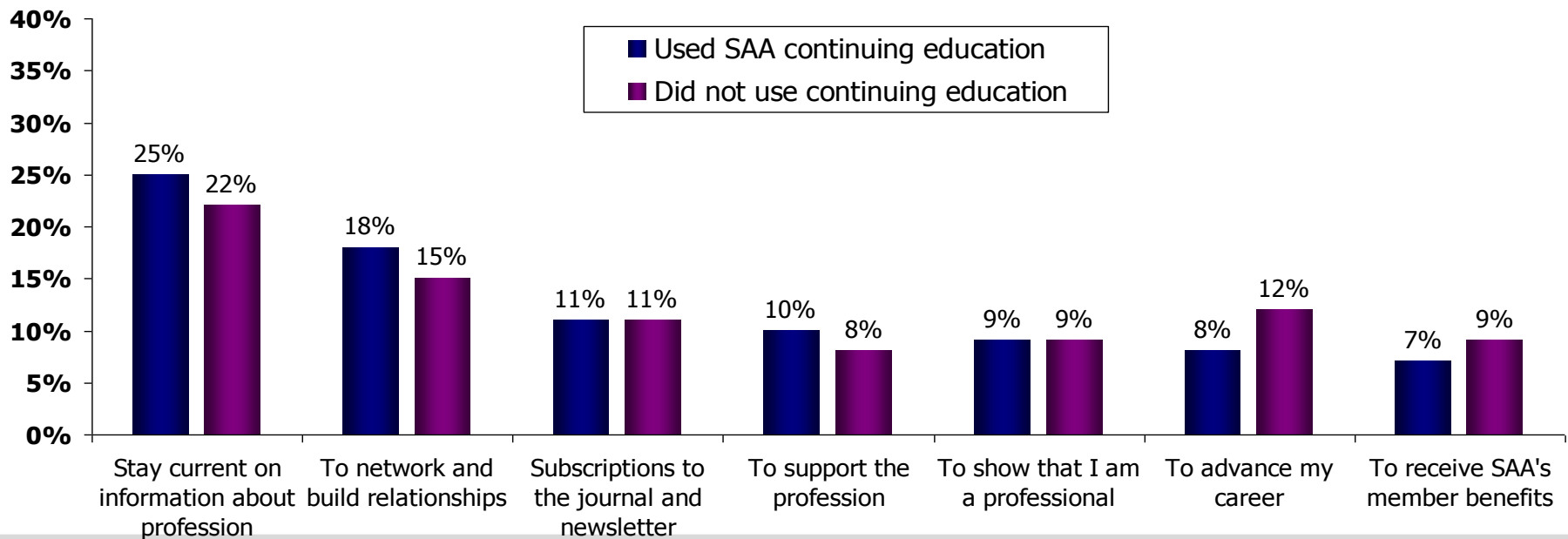
- Female individual members place a higher priority on staying current on information about their profession as a reason for belonging to SAA, while male individual members place a slightly higher priority on supporting the profession.



- Captive members are individuals who give a very low rating to the value they receive from their SAA membership, but still plan to renew their membership. Typically, association members renew their membership because they believe their membership is a good value i.e. the benefits of being a member outweigh the cost of being a member. Captive members belong for reasons other than having a valued membership.
- Captive members, similar to other vulnerable members, are more interested in self-promotion.

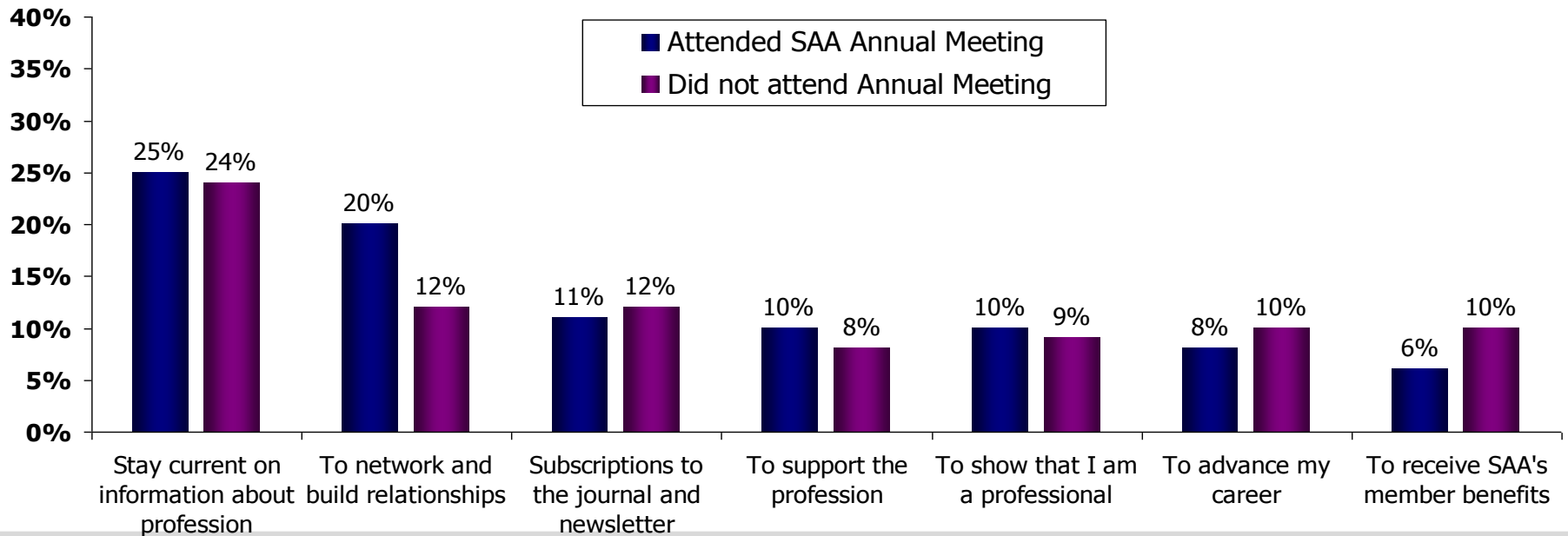


- Individual members who used SAA's continuing education programs place a higher priority on belonging to SAA in order to stay current, to build relationships through networking, and to support the profession.
- Individual members who did not participate in continuing education through SAA are more interested in advancing their career and receiving SAA's member benefits.

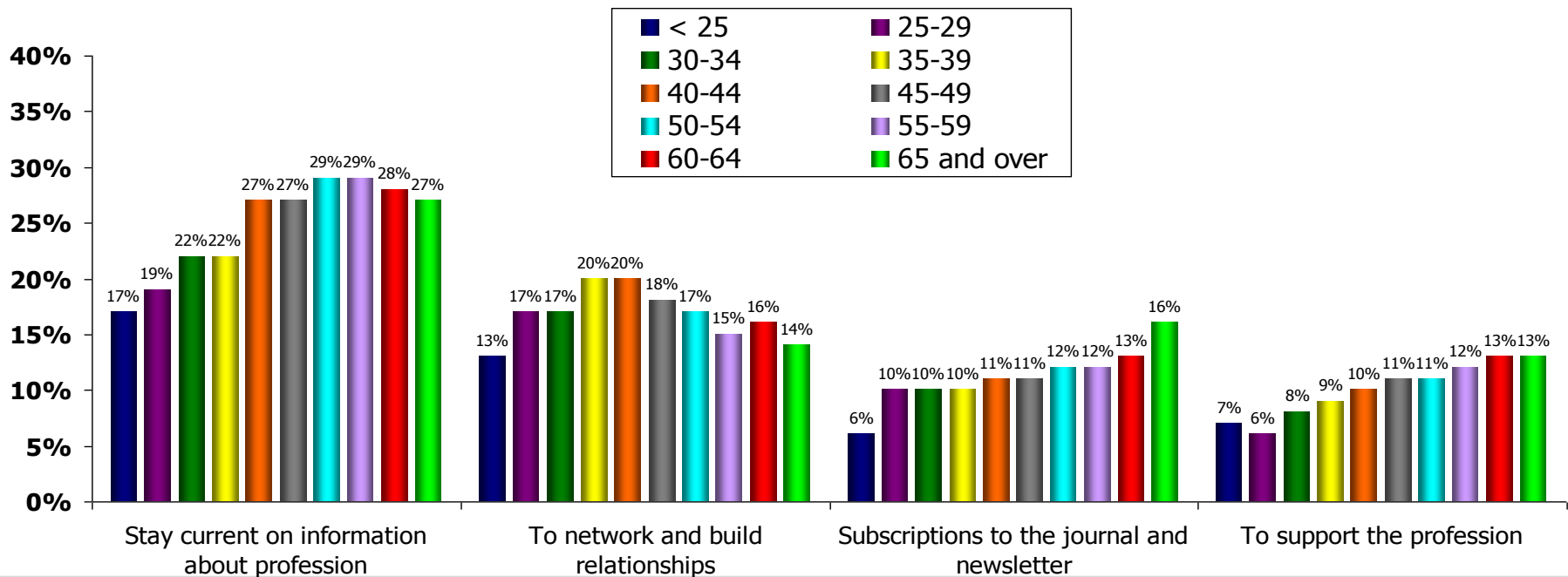


Top Reasons For Individual Membership – Annual Meeting Attendance 39

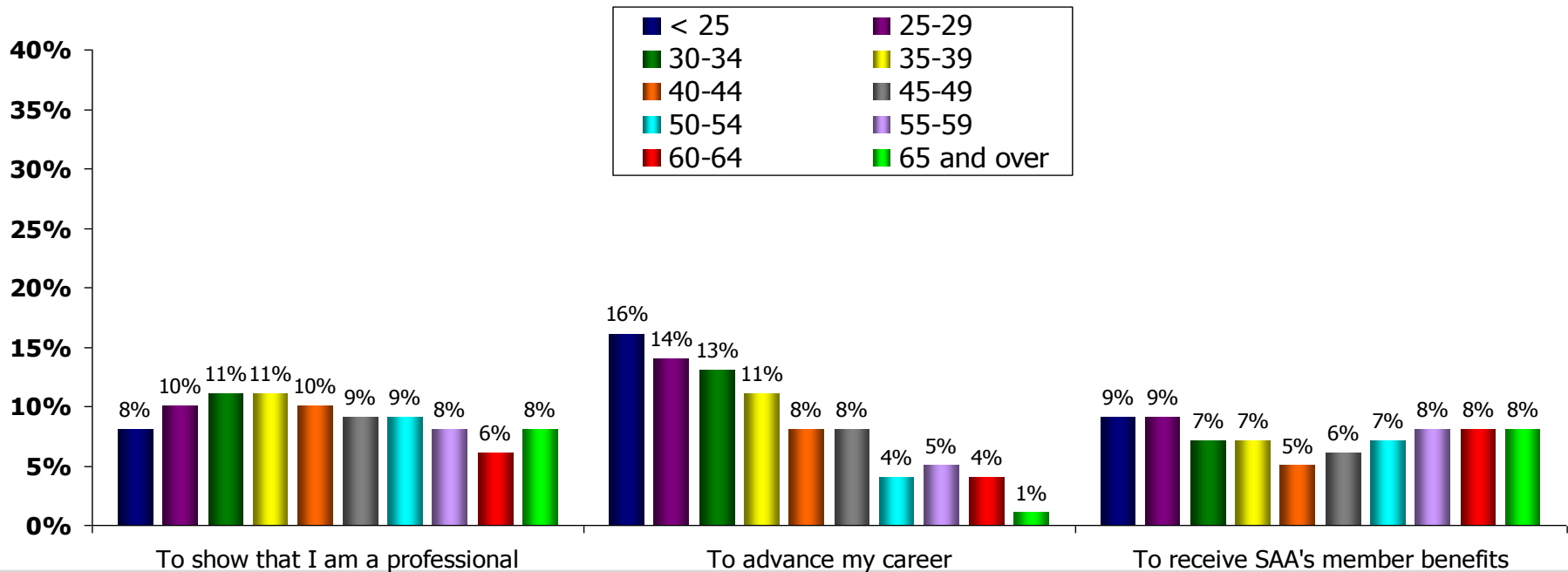
- Not surprisingly, individual members who attend the Annual Meeting are more interested in networking and building professional relationships.



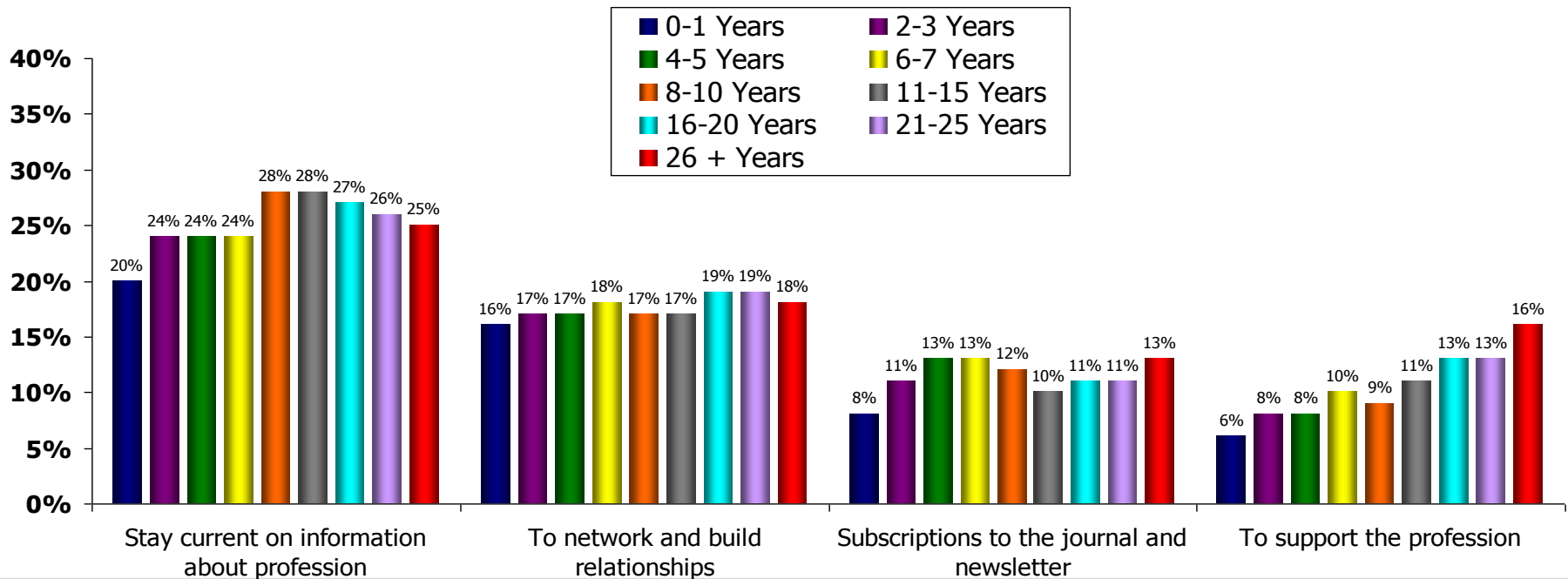
- Older members are more interested in staying current on information about the profession and supporting the profession.



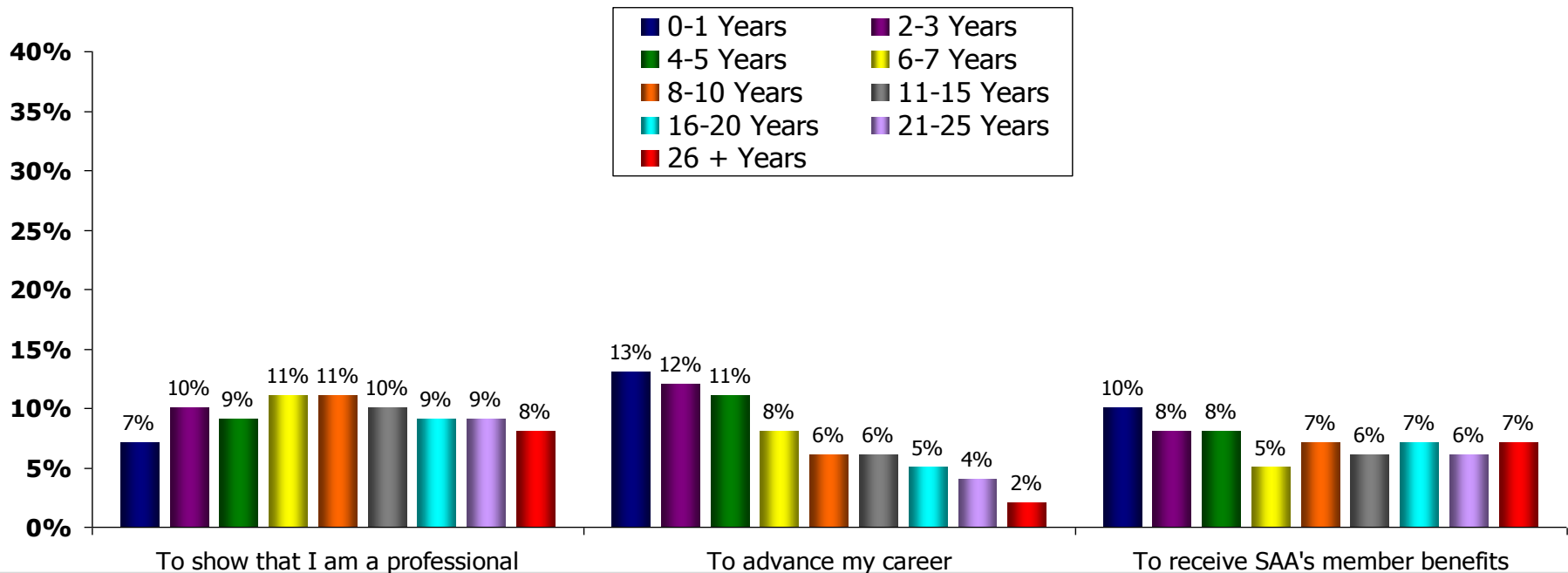
- Younger members are more interested in advancing their careers.



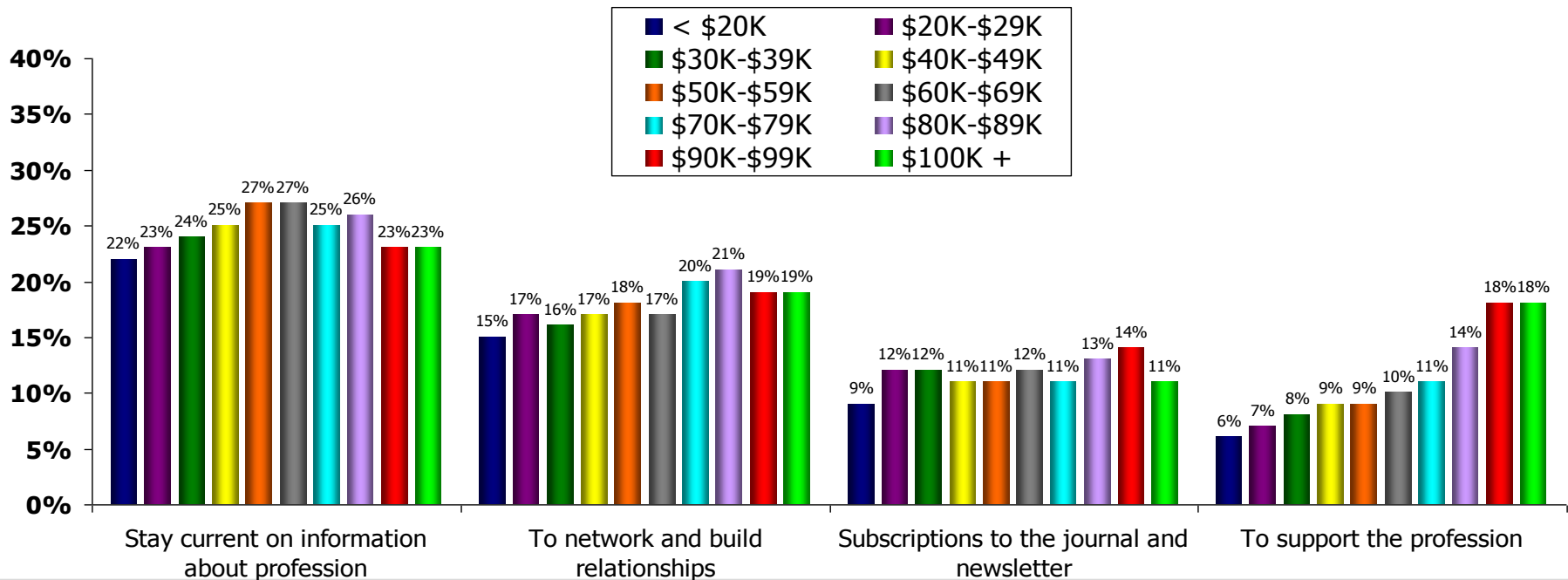
- Individuals who have been members for a longer period of time place a higher priority on supporting the profession as a reason for belonging.



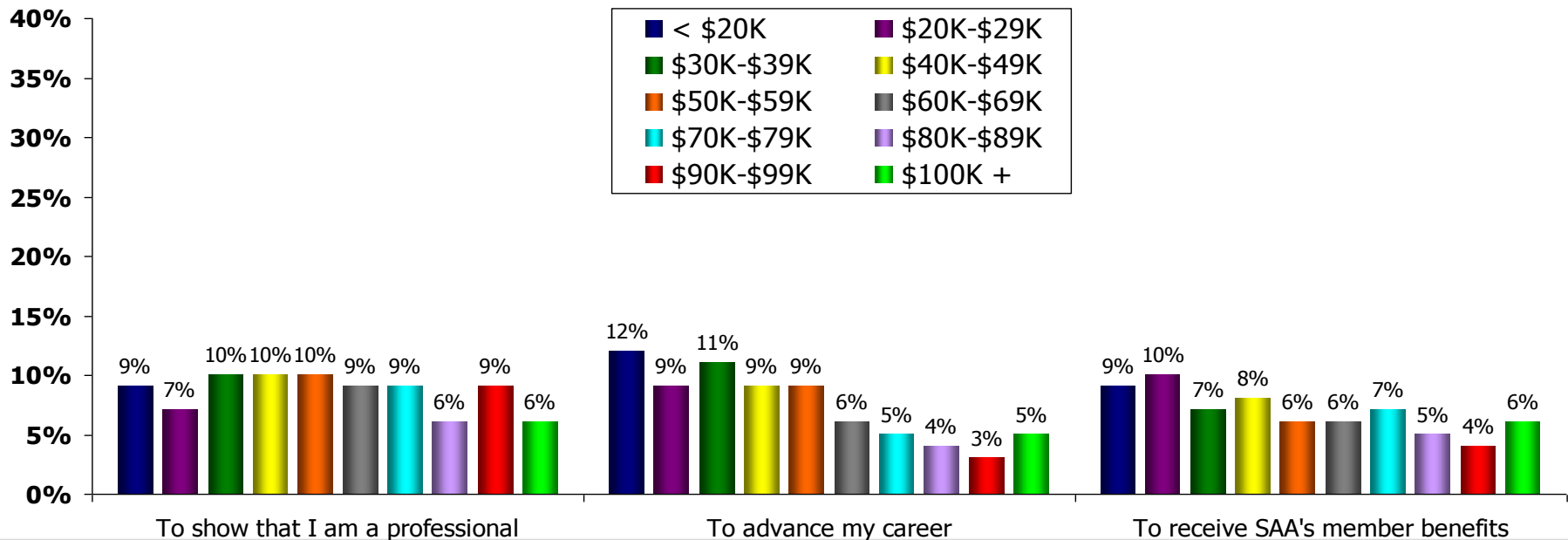
- Individuals who have been members for a shorter period of time place a higher priority on advancing their careers as a reason for belonging.



- There is a positive correlation between salary and the relative priority given for belonging in order to support the profession.



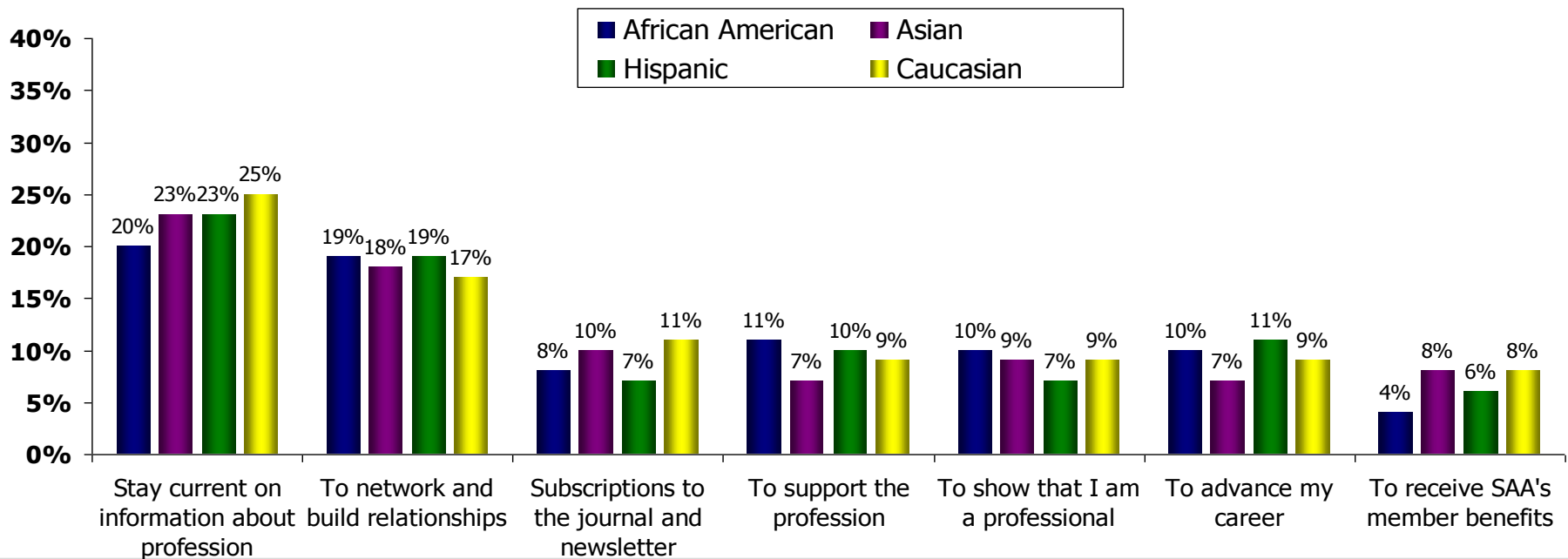
- Consistent with younger age and less time being a member, individuals who have lower salaries are more interested in belonging to SAA in order to advance their careers.



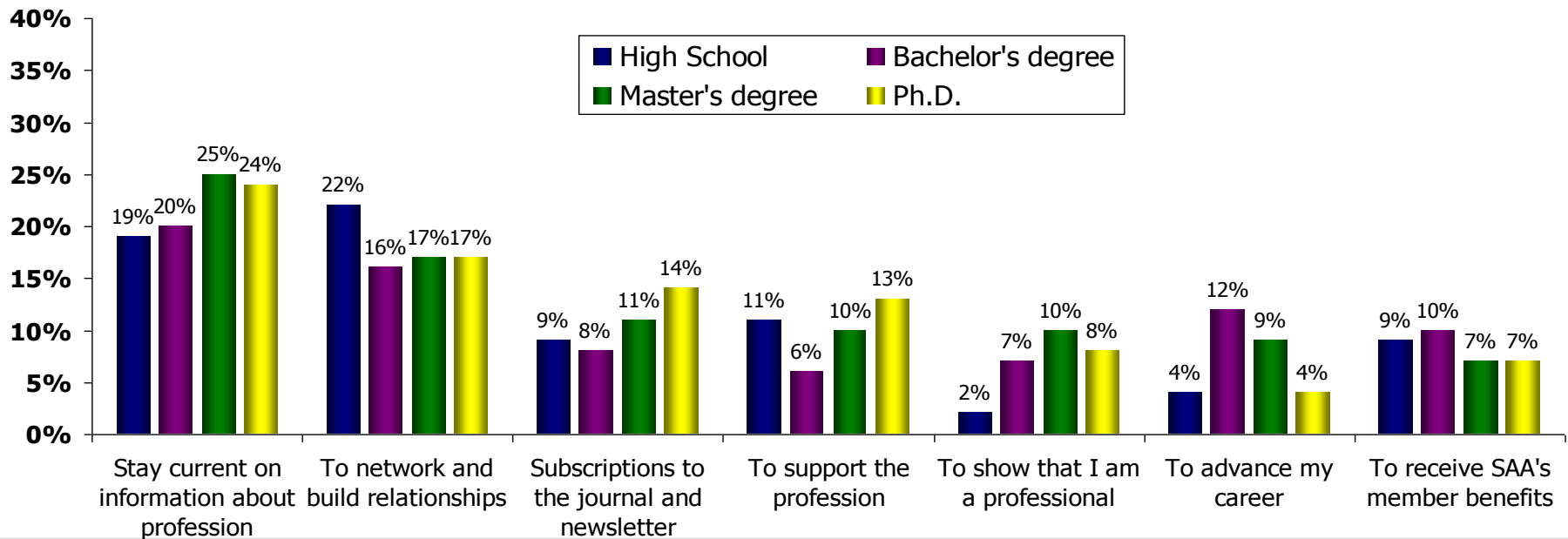
Top Reasons For Individual Membership – Race/Ethnicity

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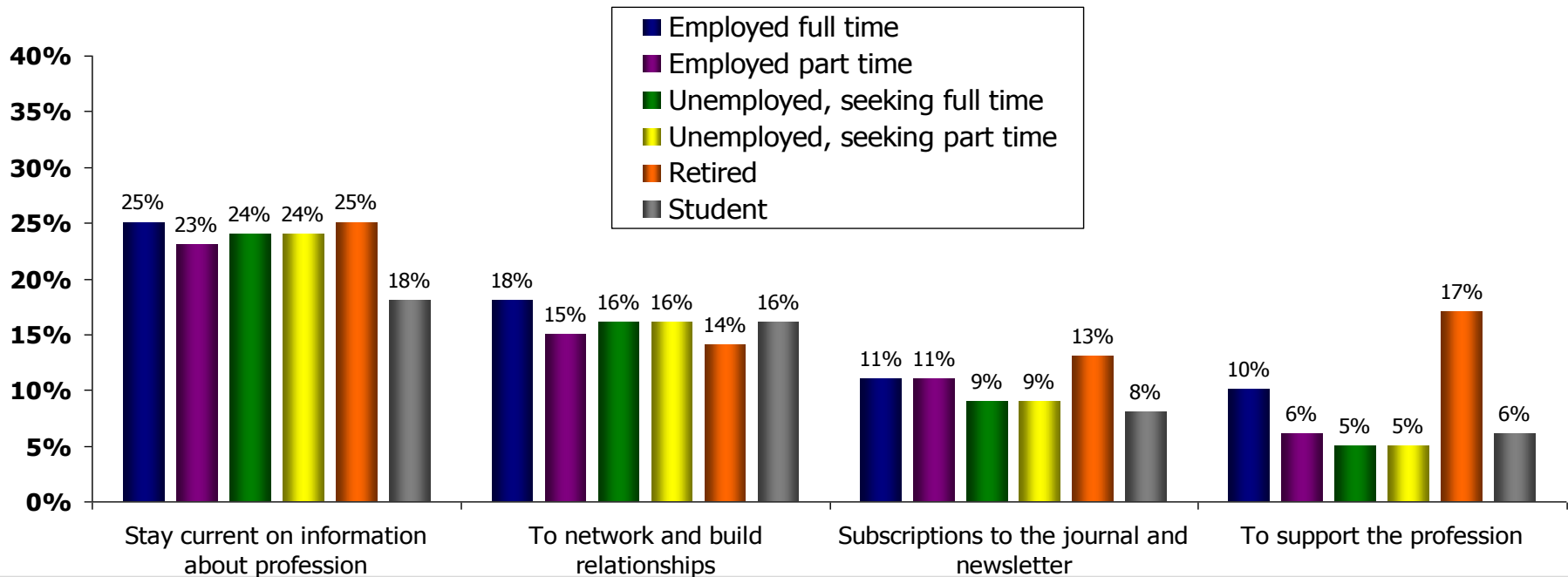
- The chart below shows the relative priorities given to the top seven reasons for belonging to SAA by race/ethnicity.
- Only those races/ethnicities that had more than two respondents were included in this analysis.



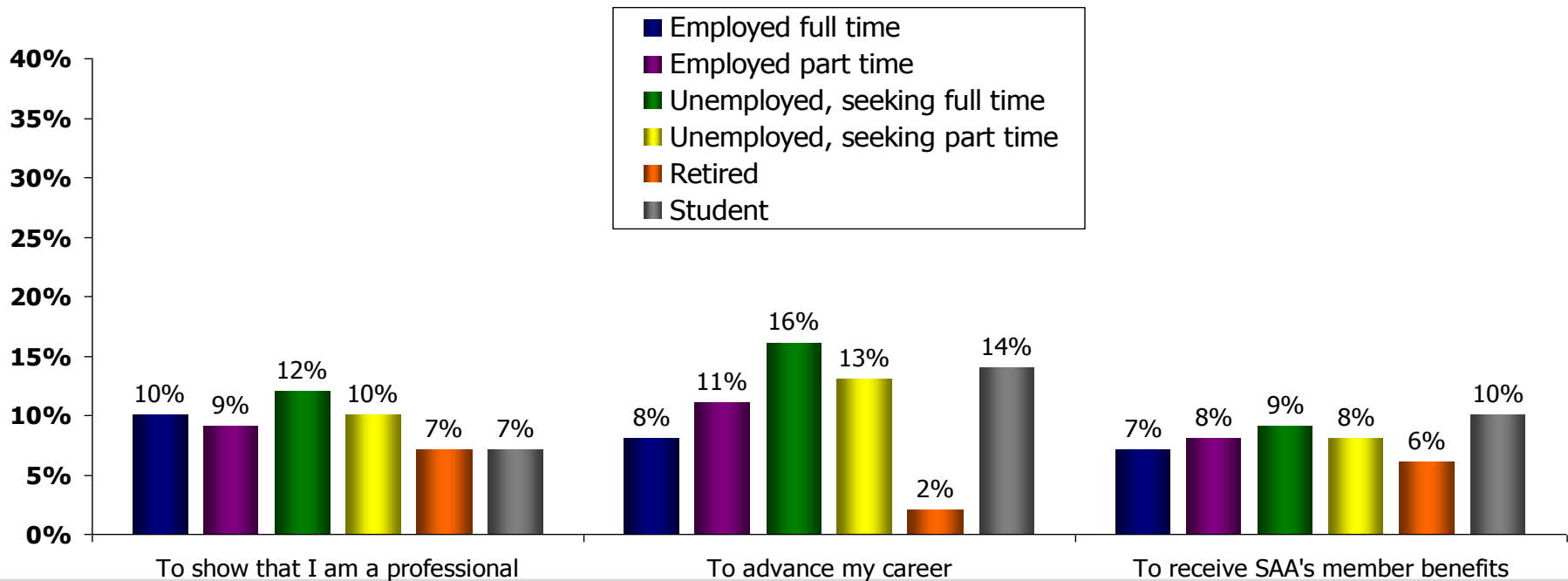
- Not shown in the chart below is that 14% of high school educated members' points and 11% of bachelor's degreed members' points were given to joining SAA because of their professor's suggestion.
- In this analysis, respondents in the high school category are those who did not check any completed education higher than high school.
- Individuals were placed into the bachelor's degree category if they did not check any education beyond a bachelor's degree.



- Not shown in the chart below, respondents who are retired allocated 12% of their points to supporting SAA.



- Unemployed members and student members place a higher priority on belonging to SAA in order to advance their careers.

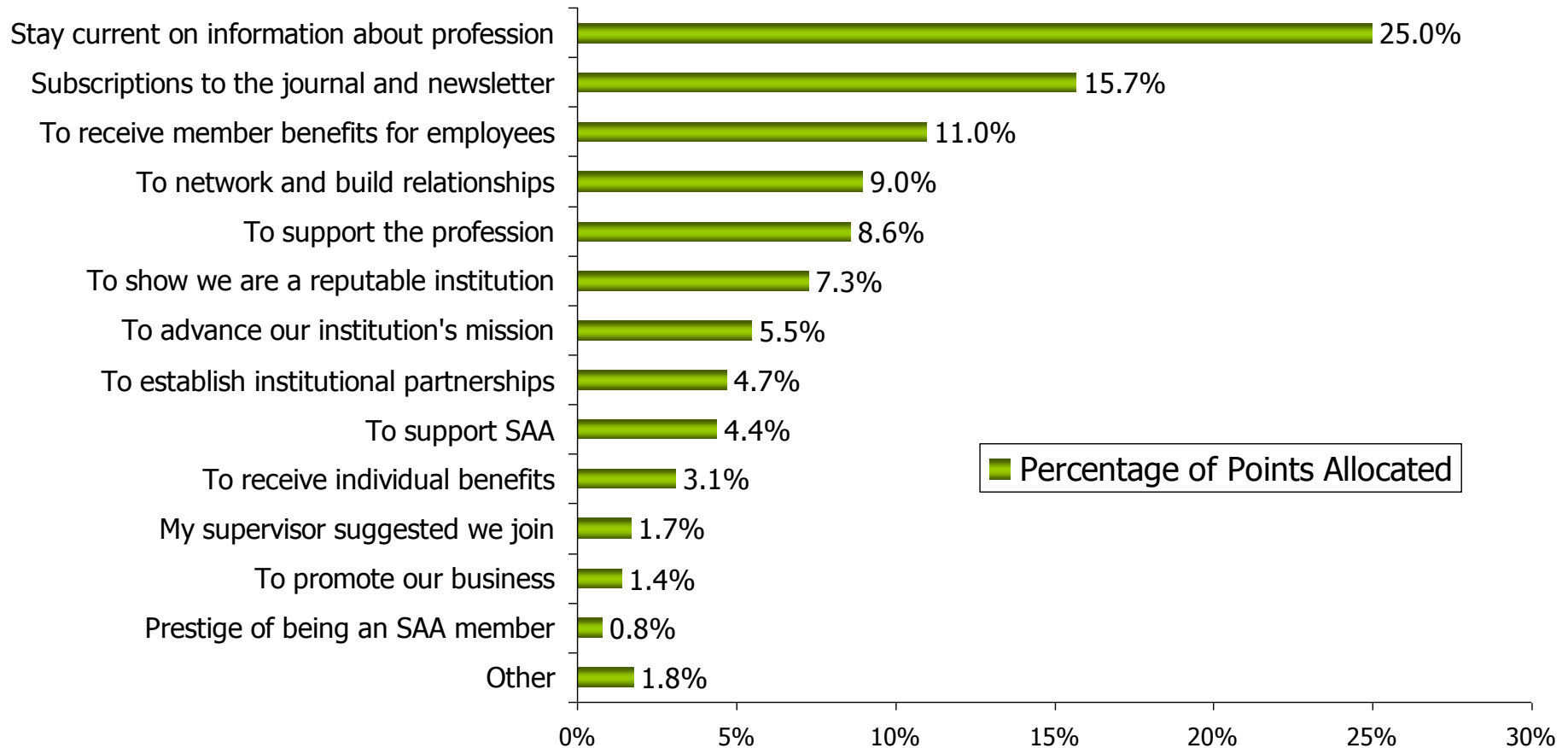


Member Needs Assessment

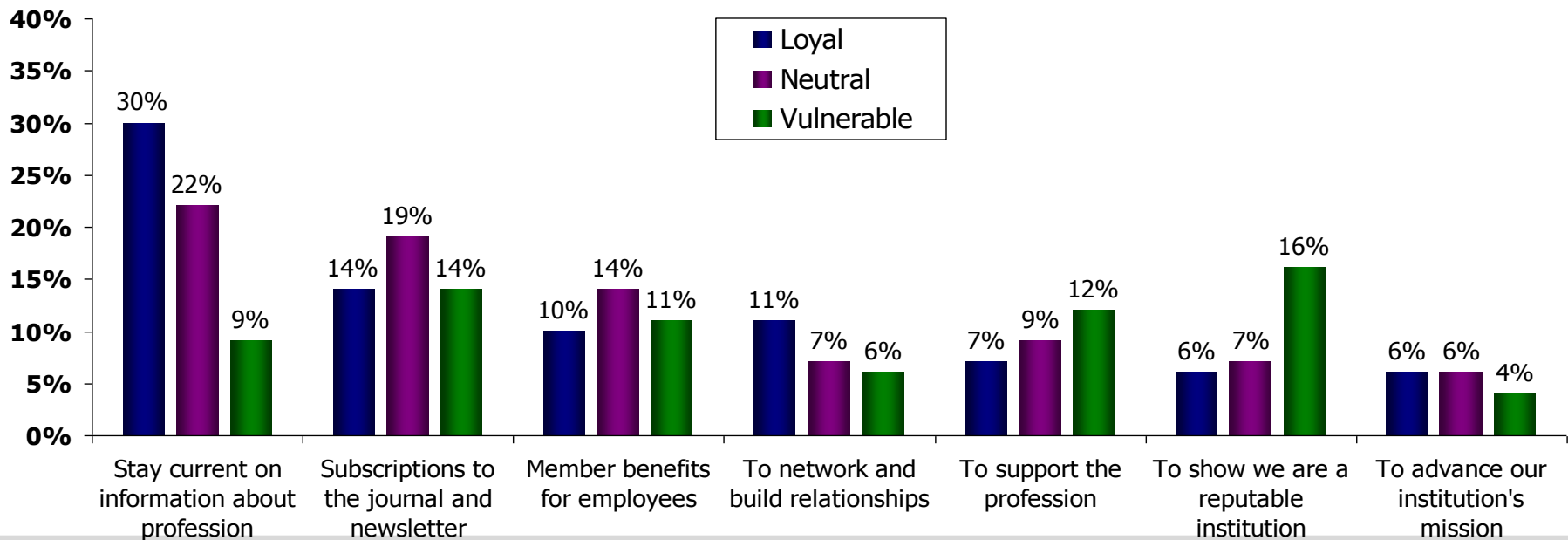
Institutional Membership

1. The Member Needs Assessment is an analysis that identifies the needs that members seek to fulfill with an SAA institutional membership. The results of this assessment will enable SAA to develop benefits and programs to meet the needs of its institutional members.
2. This section examines the responses given by institutional members, as well as dual members responding as institutional members.
3. Currently, the number one reason why institutional members join SAA is to stay current on information about the profession. When members were asked to allocate 100 points to the various reasons why they belong to SAA, 25% of all points were allocated to this reason. This is statistically identical to the responses given by SAA's individual members.
4. The second most popular reason for joining, which received 15.7% of the allocated points, was to receive the journal and the newsletter.
5. Other reasons that received 5% of the points or more (ranked in order of importance) are: to receive member benefits for employees (11.0%), to network and build relationships (9.0%), to support the profession (8.6%), to show they are reputable archival institutions (7.3%), and to advance their institution's mission (5.5%).
6. This section of the report examines these top seven reasons for having an SAA institutional membership and how their priorities vary by member segments.

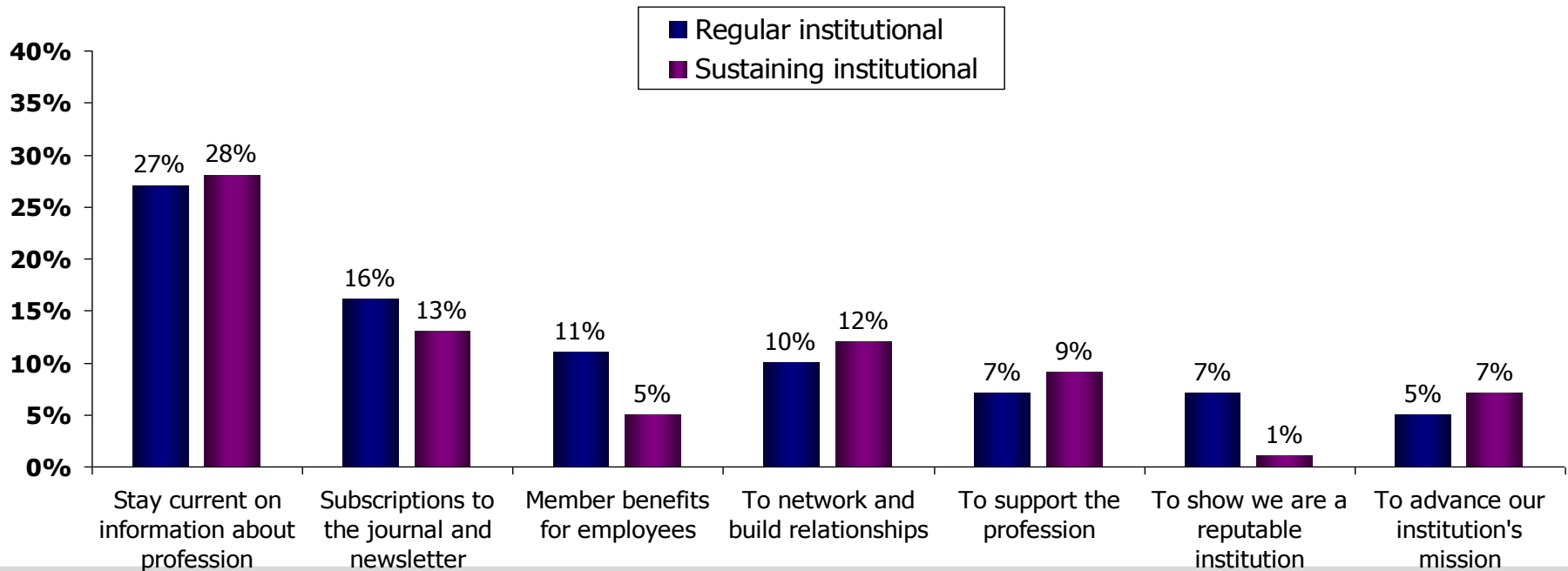
- The chart below shows the distribution of points by all institutional member respondents and dual member respondents. More points were given to the more important reasons for having an SAA institutional membership.



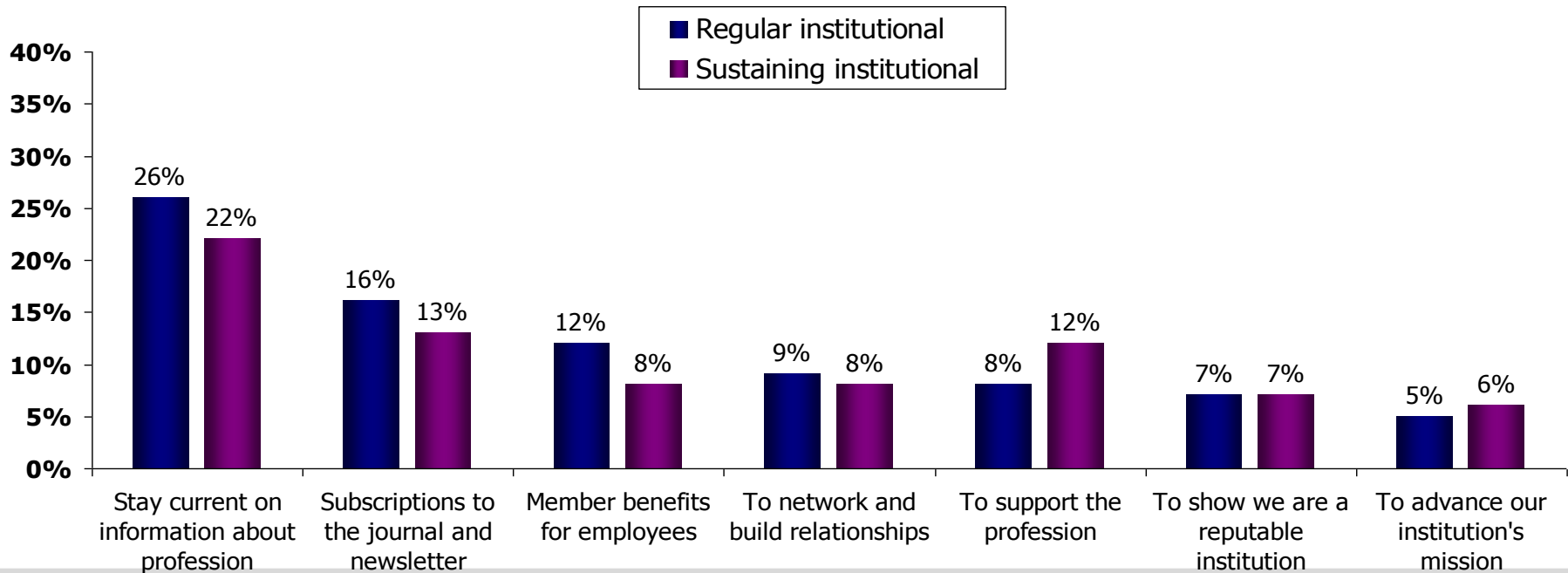
- It is generally accepted that loyal members are loyal because they find value in their membership and because the needs for which they joined the association and continue to renew their membership are being satisfied.
- Not shown in the graph below is that vulnerable members allocated 6% of their points to belonging because of a supervisor suggestion, 6% to supporting SAA, and 8% for “other” reasons.



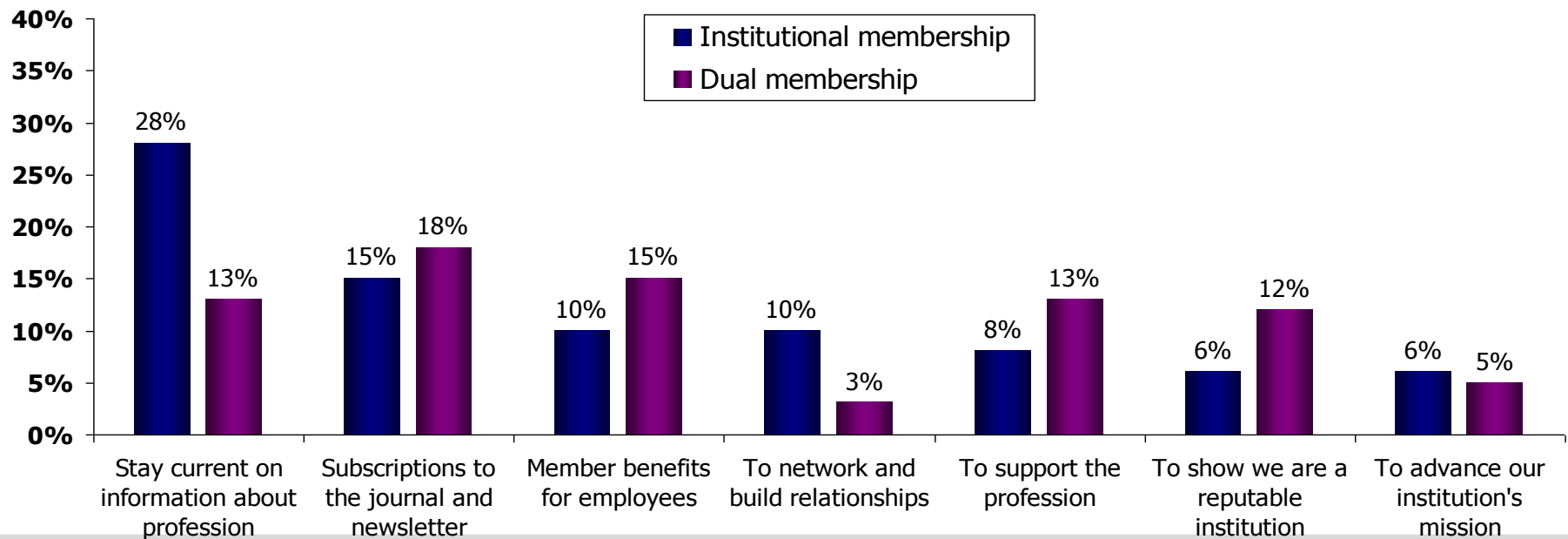
- Compared to sustaining institutional members, regular institutional members allocated more of their points to member benefits for employees and satisfying their need to show that they are a reputable archival institution.
- Not shown is that sustaining institutional members gave 10% of their points to supporting SAA.



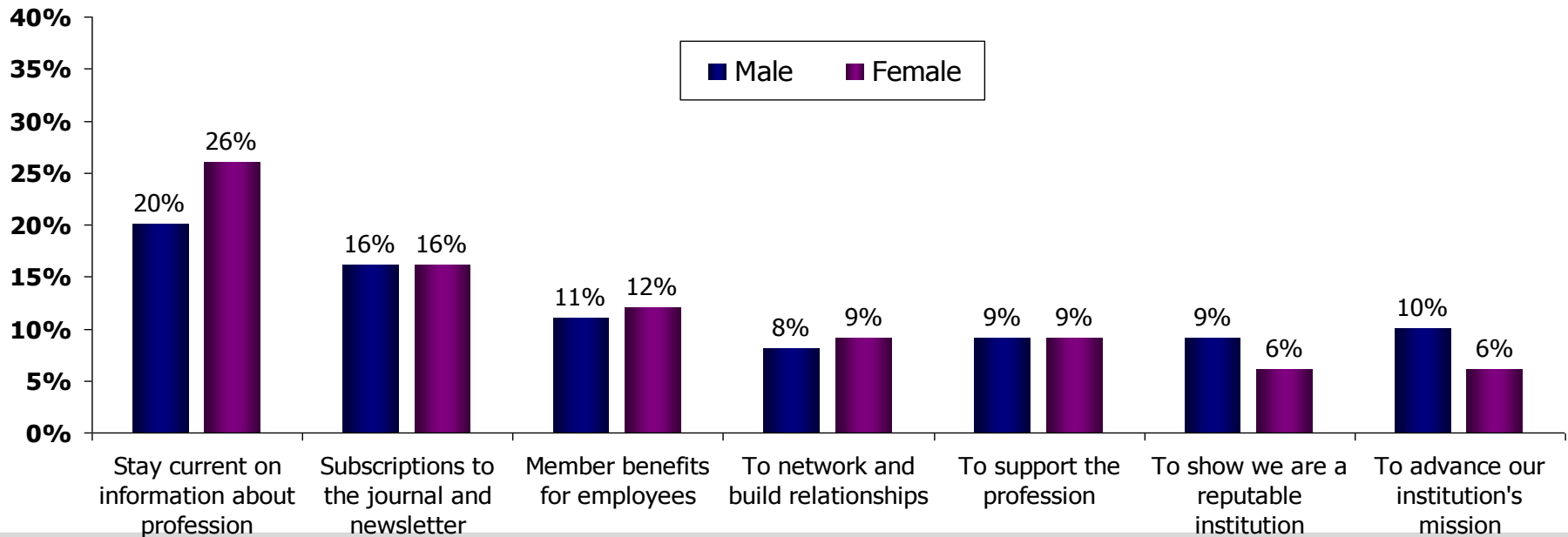
- Regular institutional members are more interested in staying current, receiving SAA's publications, and receiving member benefits for their employees.
- Sustaining institutional members are more interested in supporting the profession.



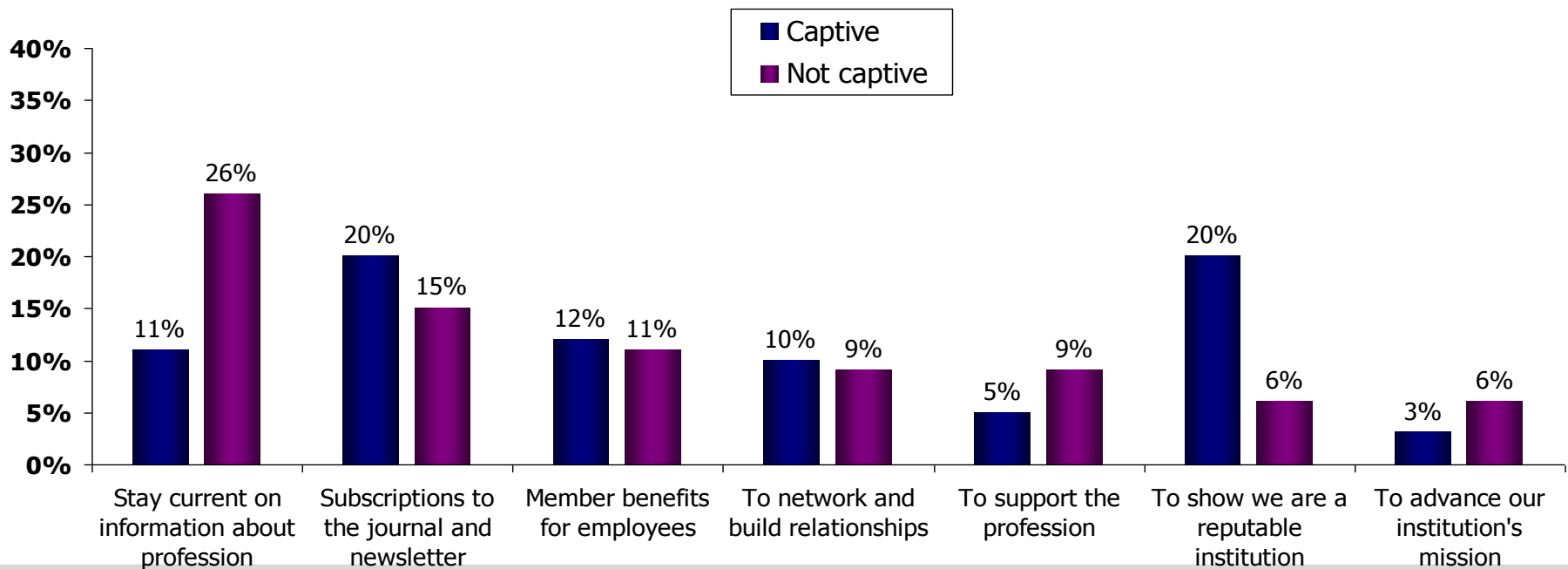
- Not shown in the chart below is that dual members allocated 8% of their points to supporting SAA as a reason for belonging.



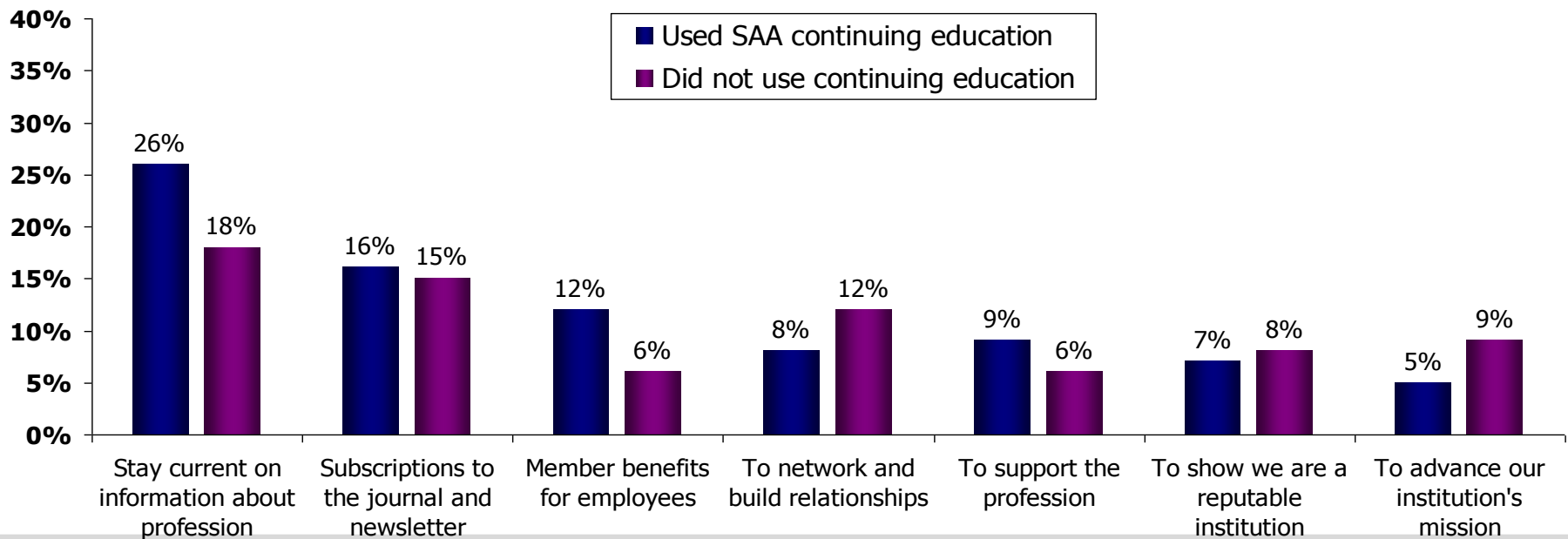
- Not shown in the chart below is that male members gave 7% of their points to supporting SAA while female members gave 4%.



- Institutional members who have been identified as captive (i.e. rate the value of their membership low but plan to renew their membership), have a higher priority on belonging to SAA in order to show that they are a reputable archival institution, and place a lower priority on staying current on information about the profession.

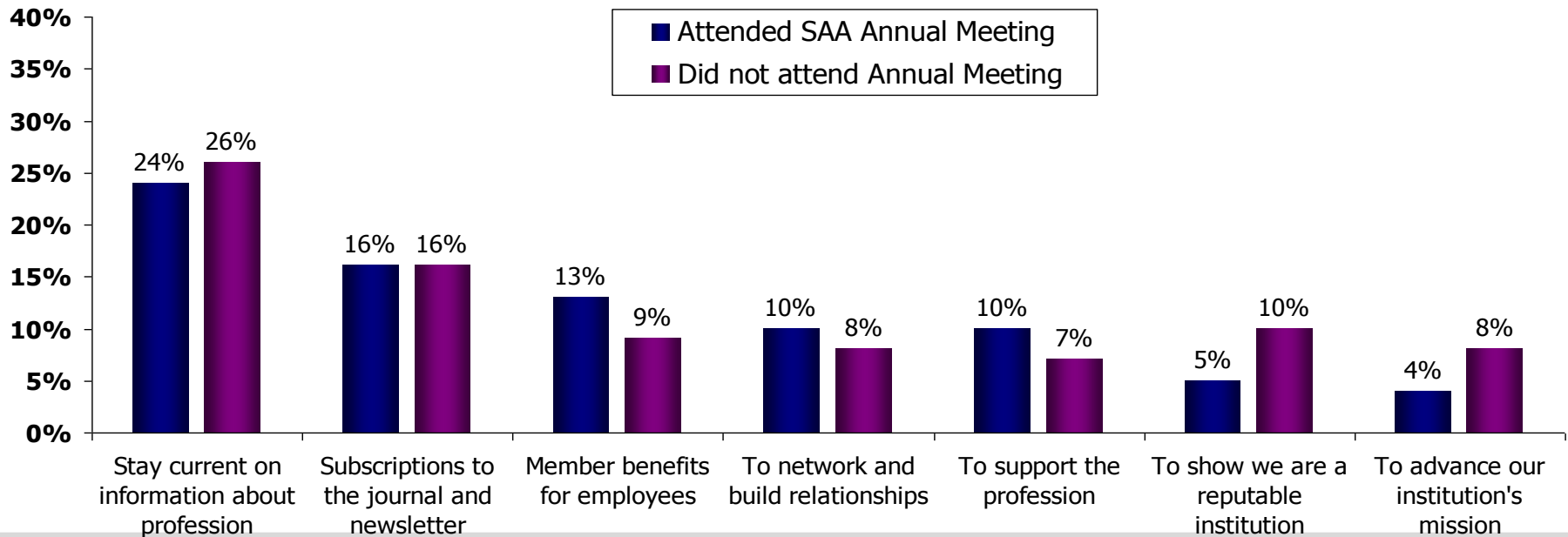


- Institutional members who have used SAA's continuing education programs place a higher priority on staying current, getting member benefits for their employees, and supporting the profession.

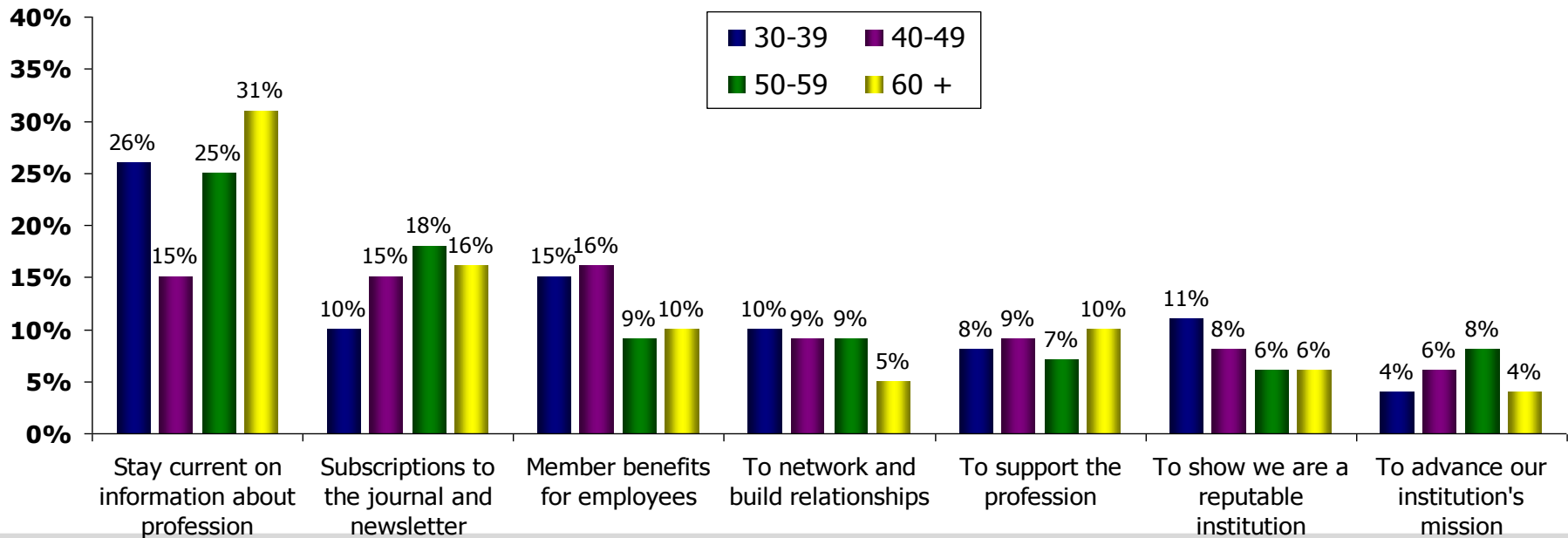


Top Reasons For Institutional Membership – Annual Meeting Attendance 60

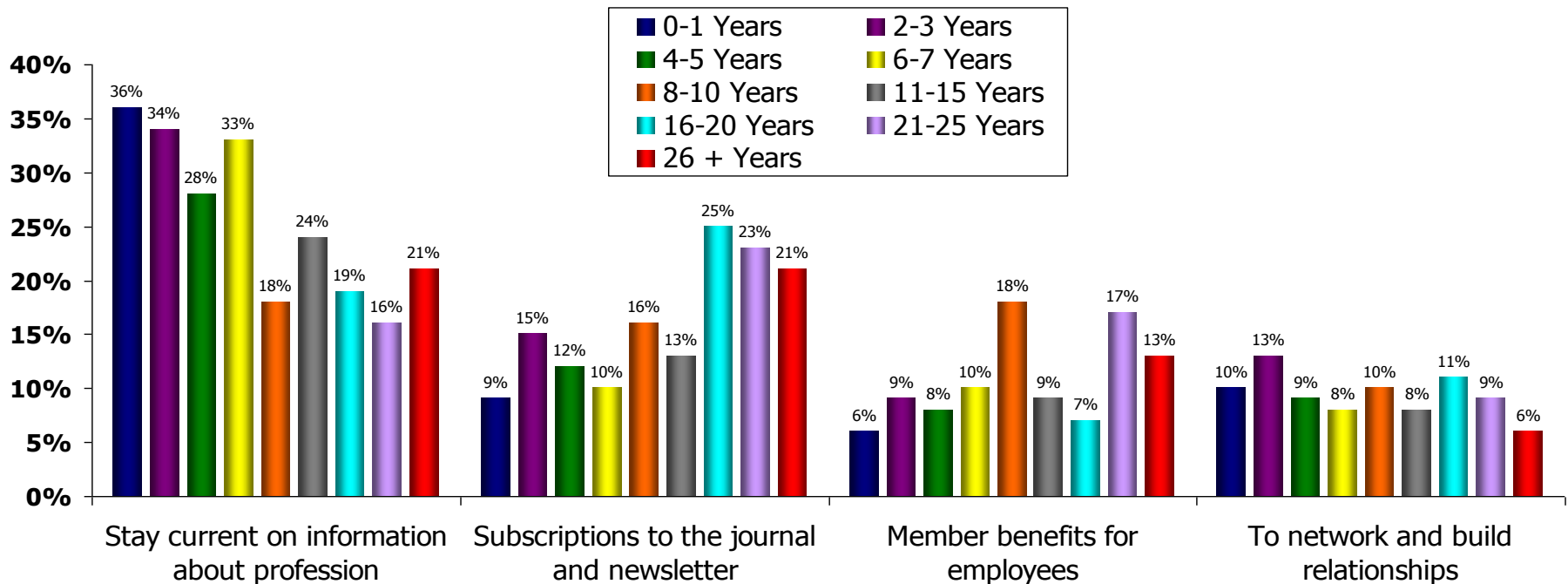
- Those who have attended an Annual Meeting in the past five years are more interested in belonging to SAA in order to stay current, to show they are a reputable archival institution, and to advance their institution's mission.



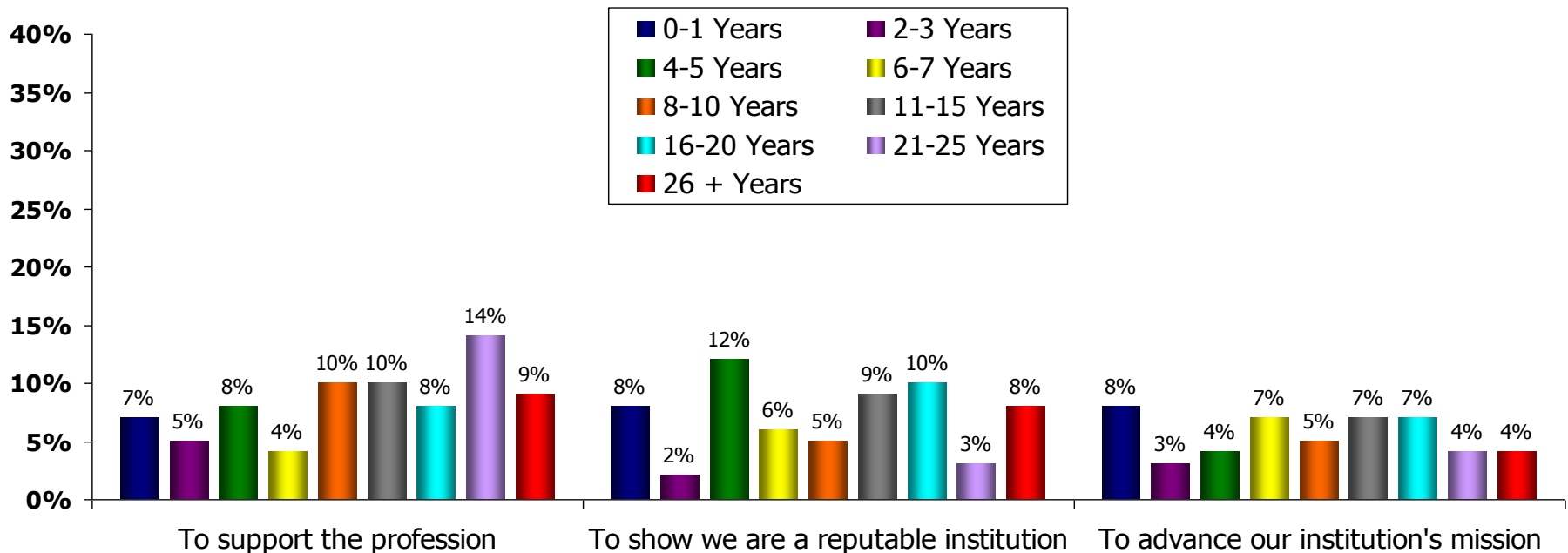
- Younger members are more interested in showing that their institution is reputable, while older members are more interested in staying current and receiving SAA's publications.



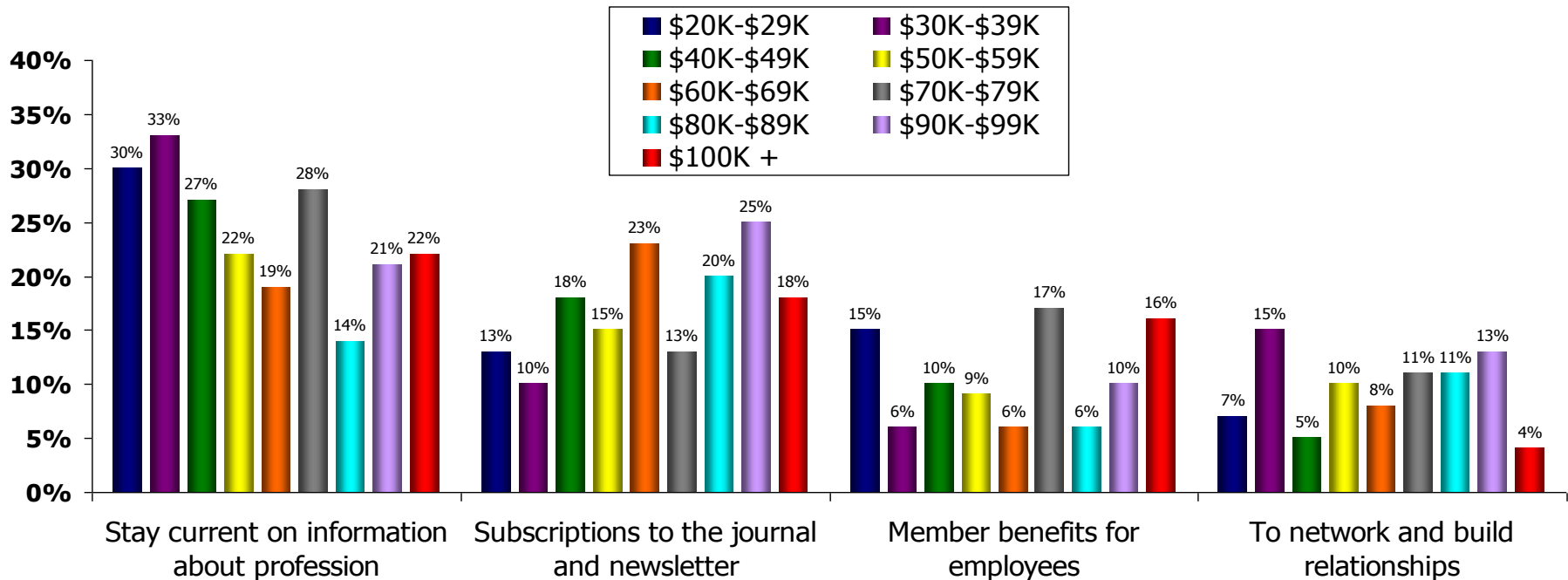
- In general, newer institutional members are more interested in an SAA membership to satisfy their need for staying current on information about the profession.



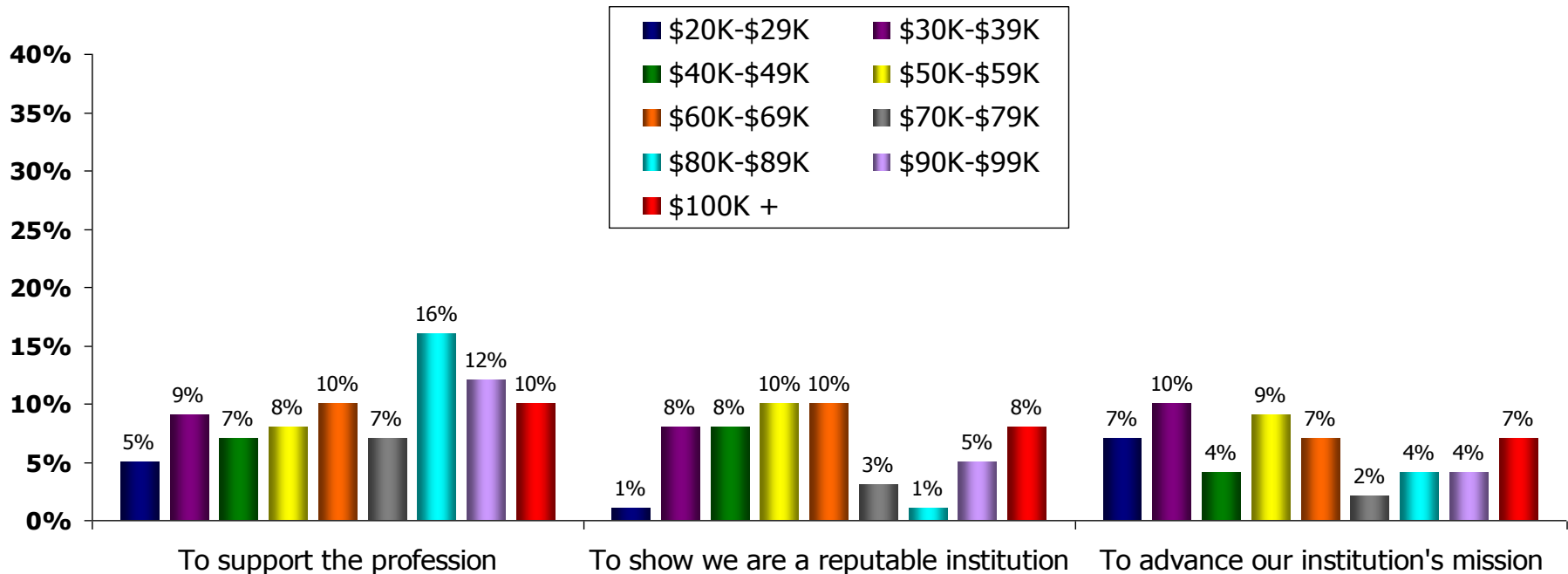
- In general, longer tenured members are more interested in supporting the profession than newer members.



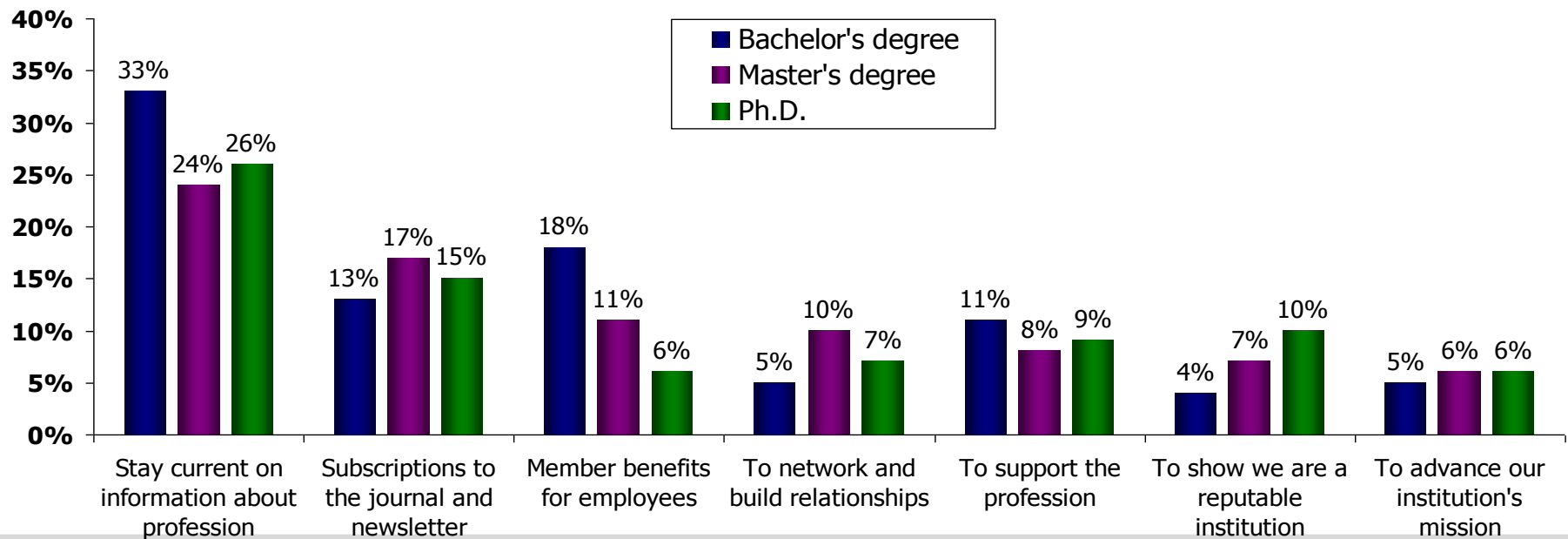
- The only pattern below is that individuals with higher incomes tend to need an SAA membership less for staying current on information about the profession.



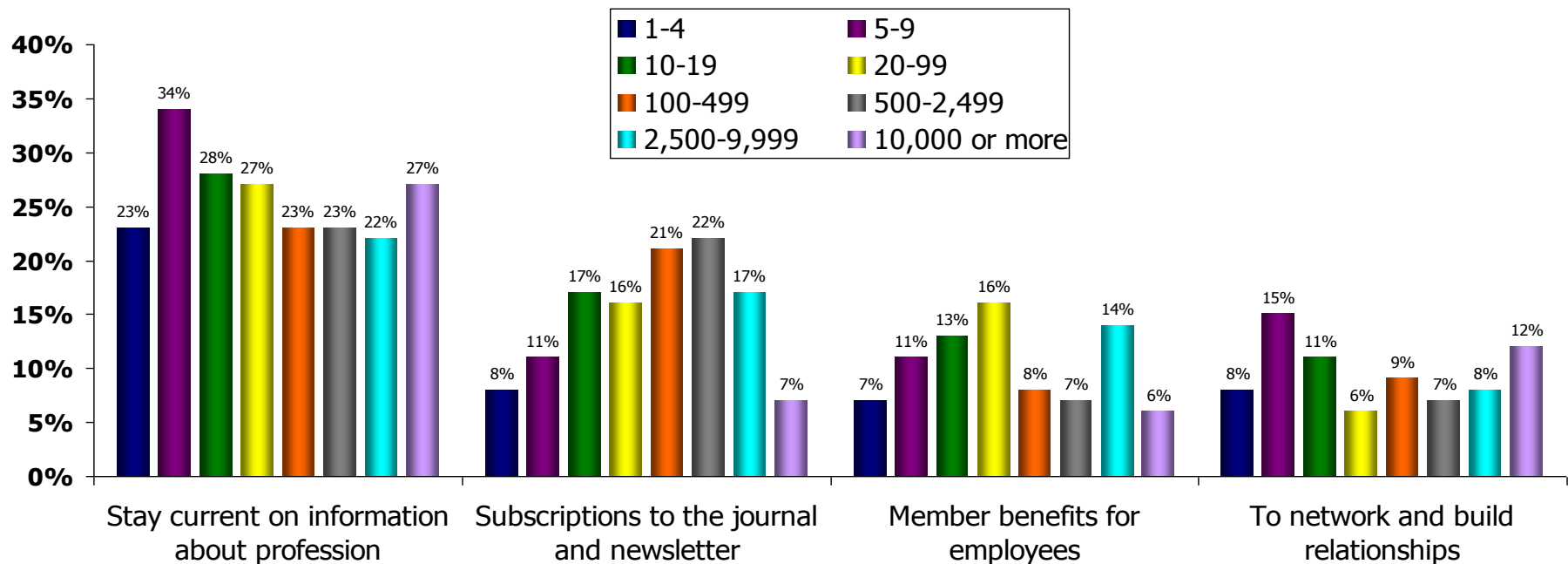
- Members with higher incomes tend to rely more on an SAA membership in order to satisfy their need to support the profession.



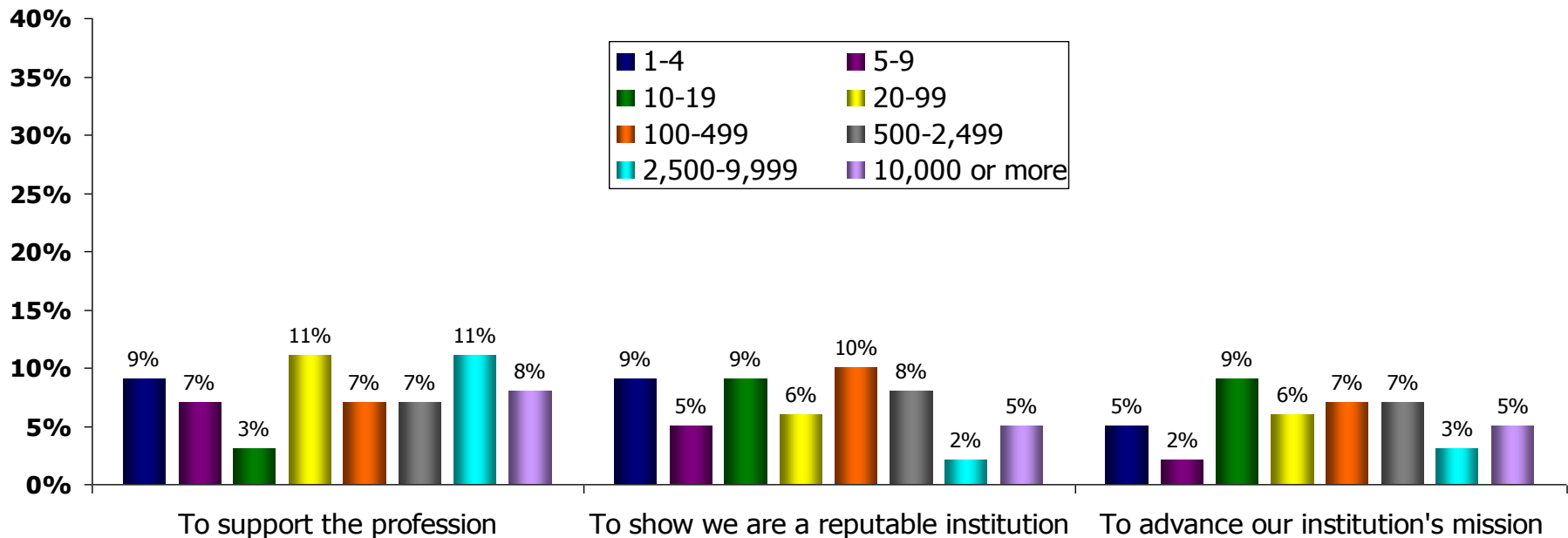
- Not shown in the chart below is that PhDs gave 11% of their points to supporting SAA.



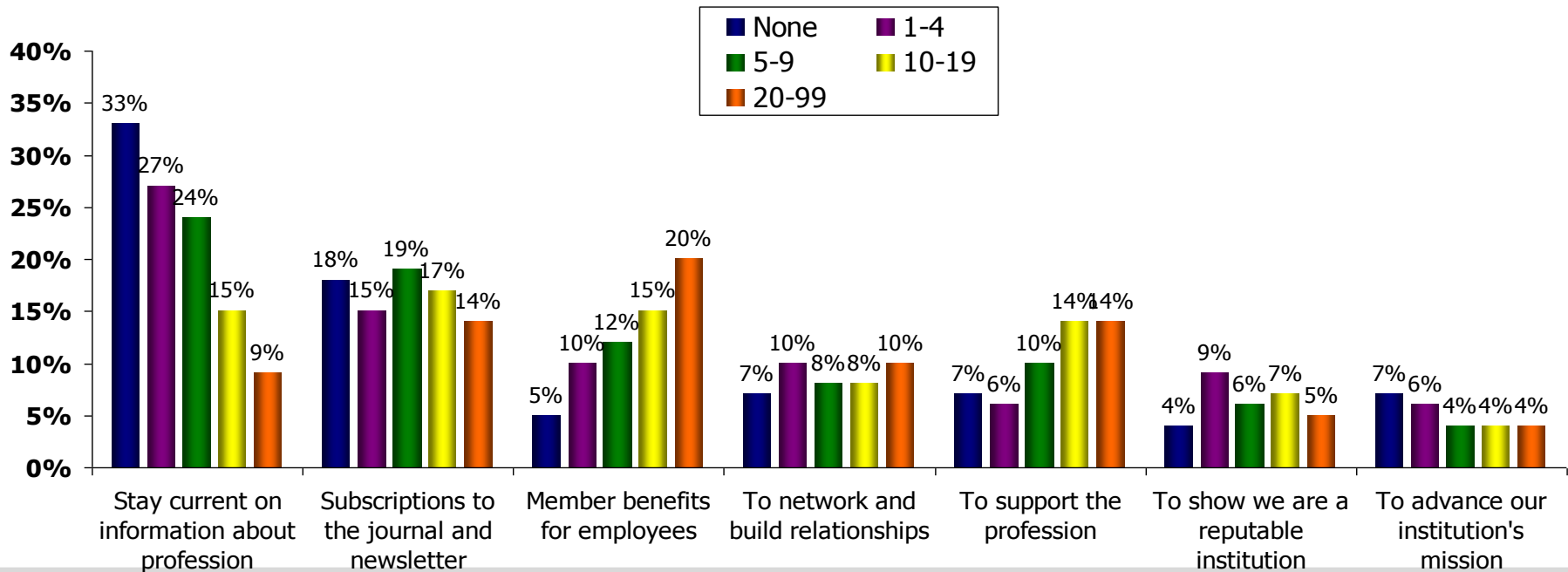
- In general, smaller firms have a lower priority on belonging the SAA for its publications.



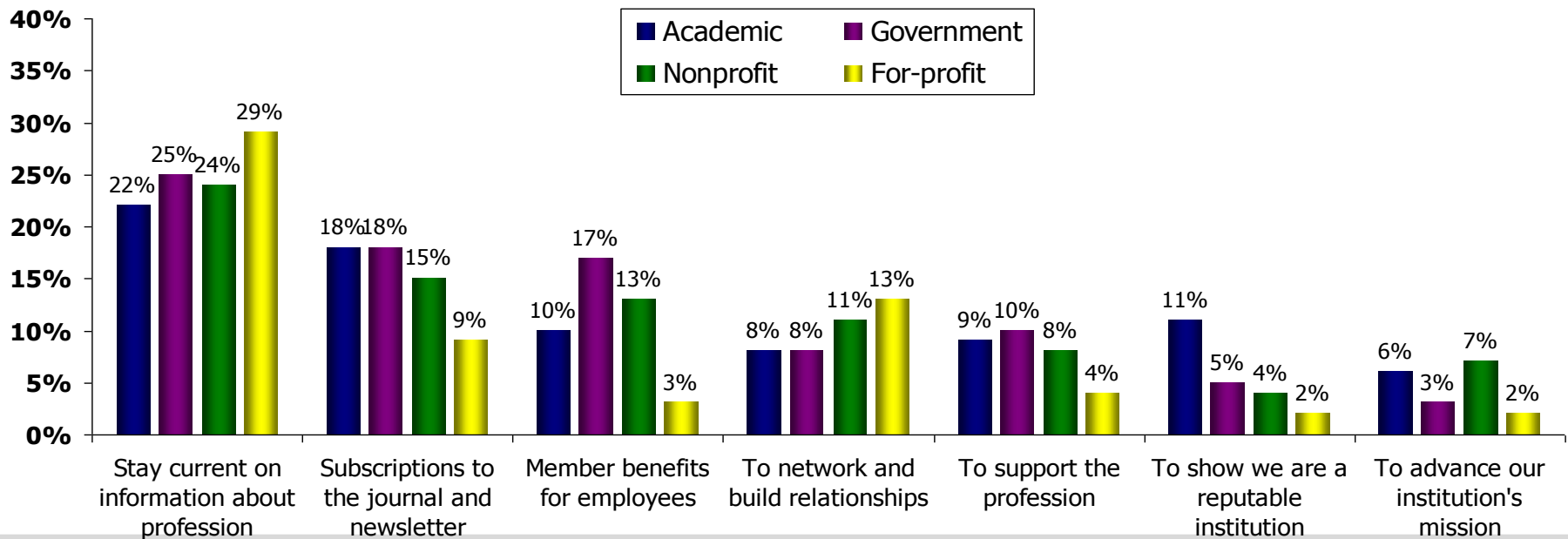
- There are no generalizations that can be drawn from the information below.



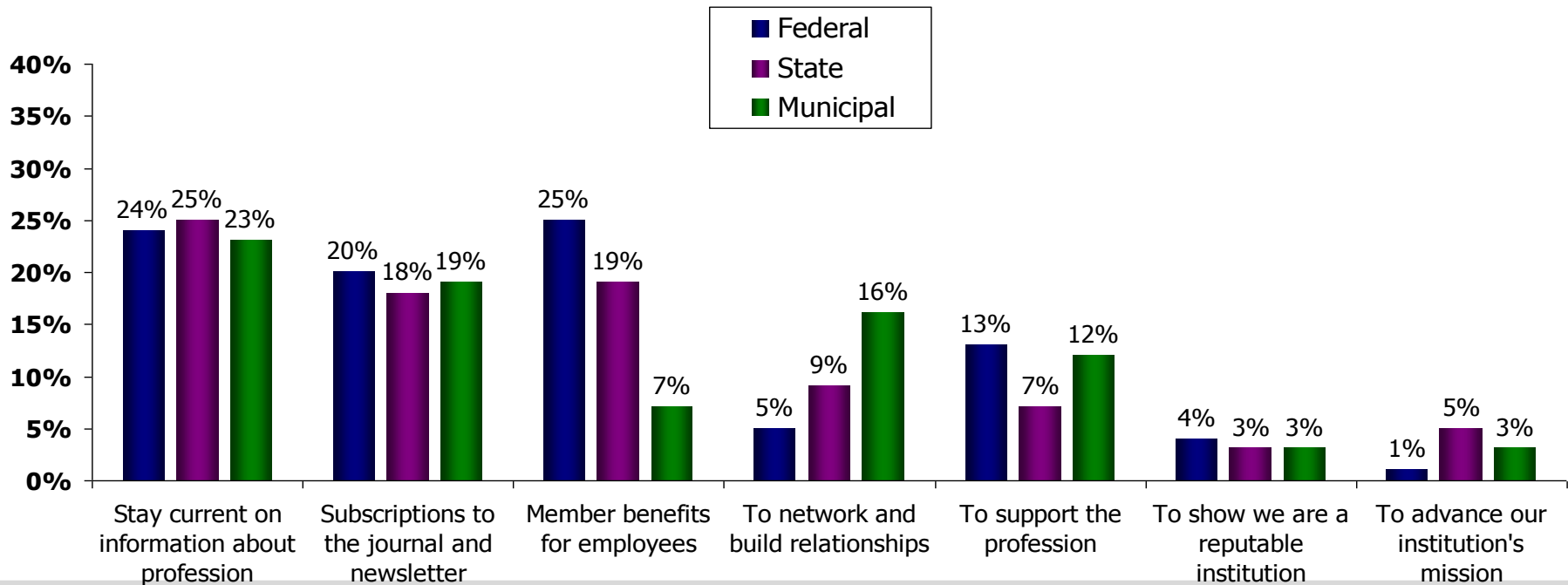
- Smaller firms rely on SAA more for staying current, while larger firms are more interested in SAA's member benefits for their employees and supporting the profession.
- Not shown below is that respondents in the largest category (20-99) allocated 13% of their points to supporting SAA.



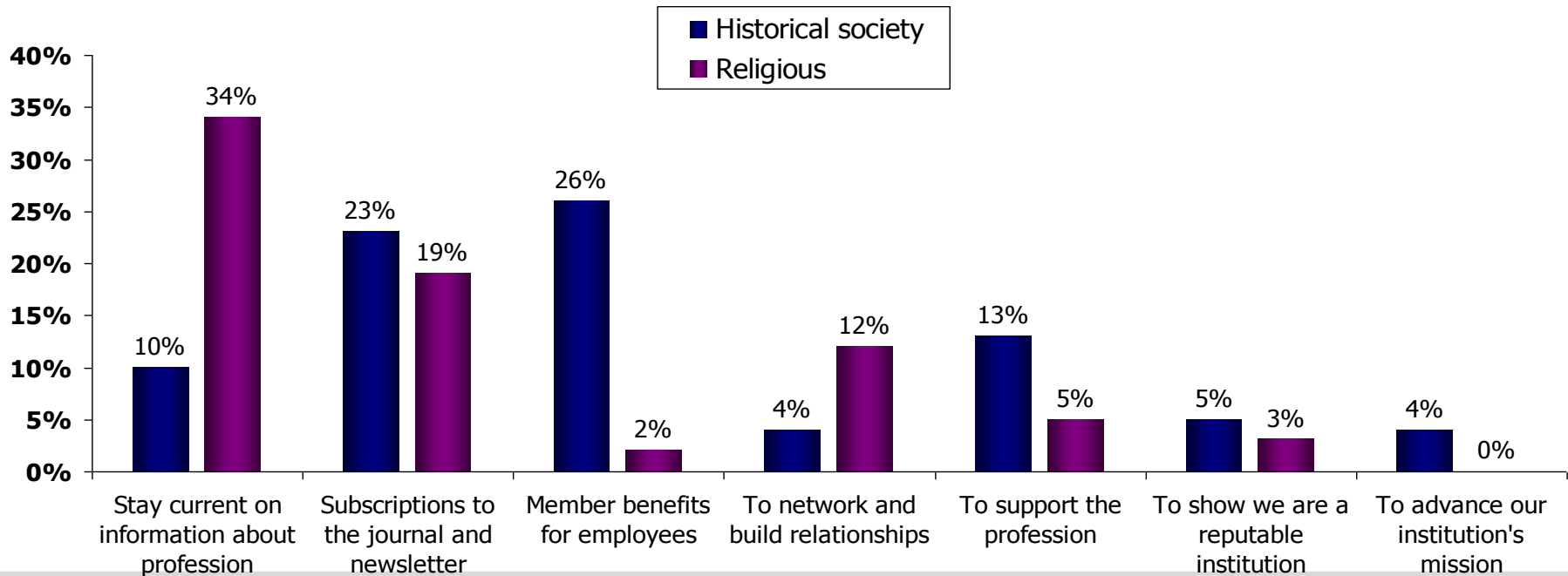
- For-profits gave 12% of points to belonging because of a supervisor's suggestion and 16% of their points were allocated to promoting their business (not shown).



- Federal agencies are more likely than other governmental agencies to belong to SAA for member benefits, while municipal agencies are more likely than other governmental agencies to satisfy their need for networking with an SAA membership.



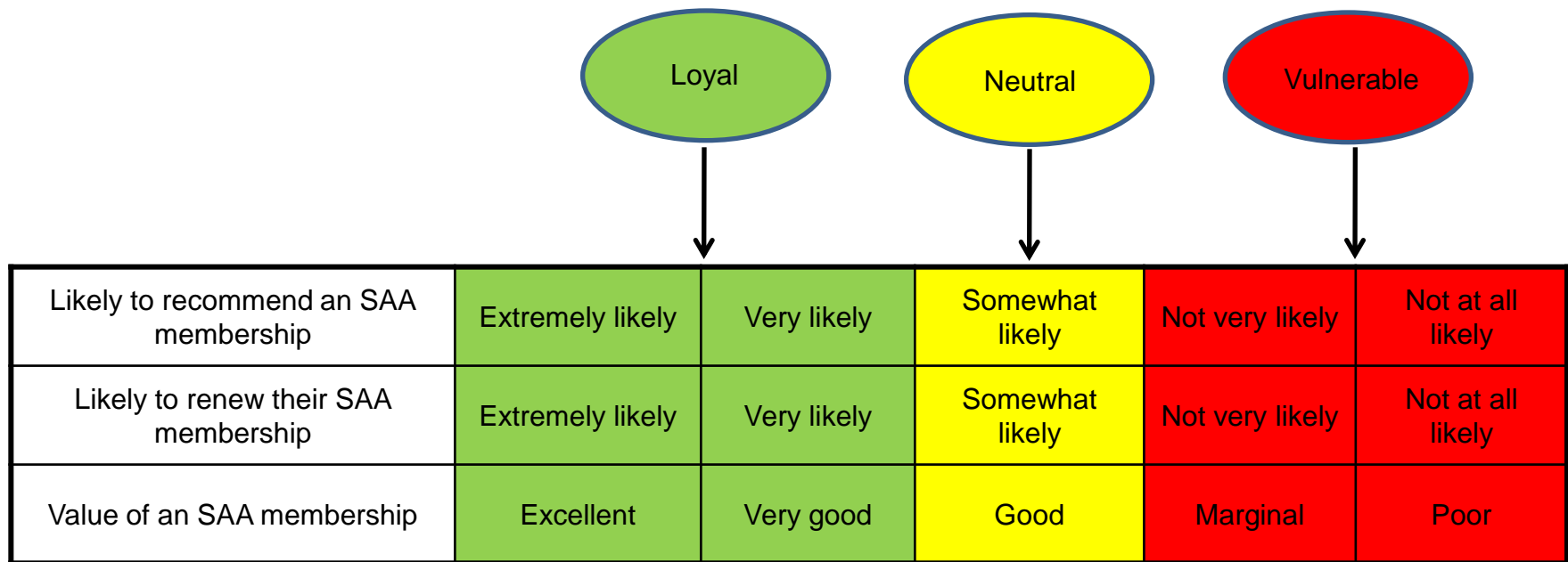
- Religious institutions allocated more than half of their total points (53%) to staying current on information and receiving SAA's periodicals.



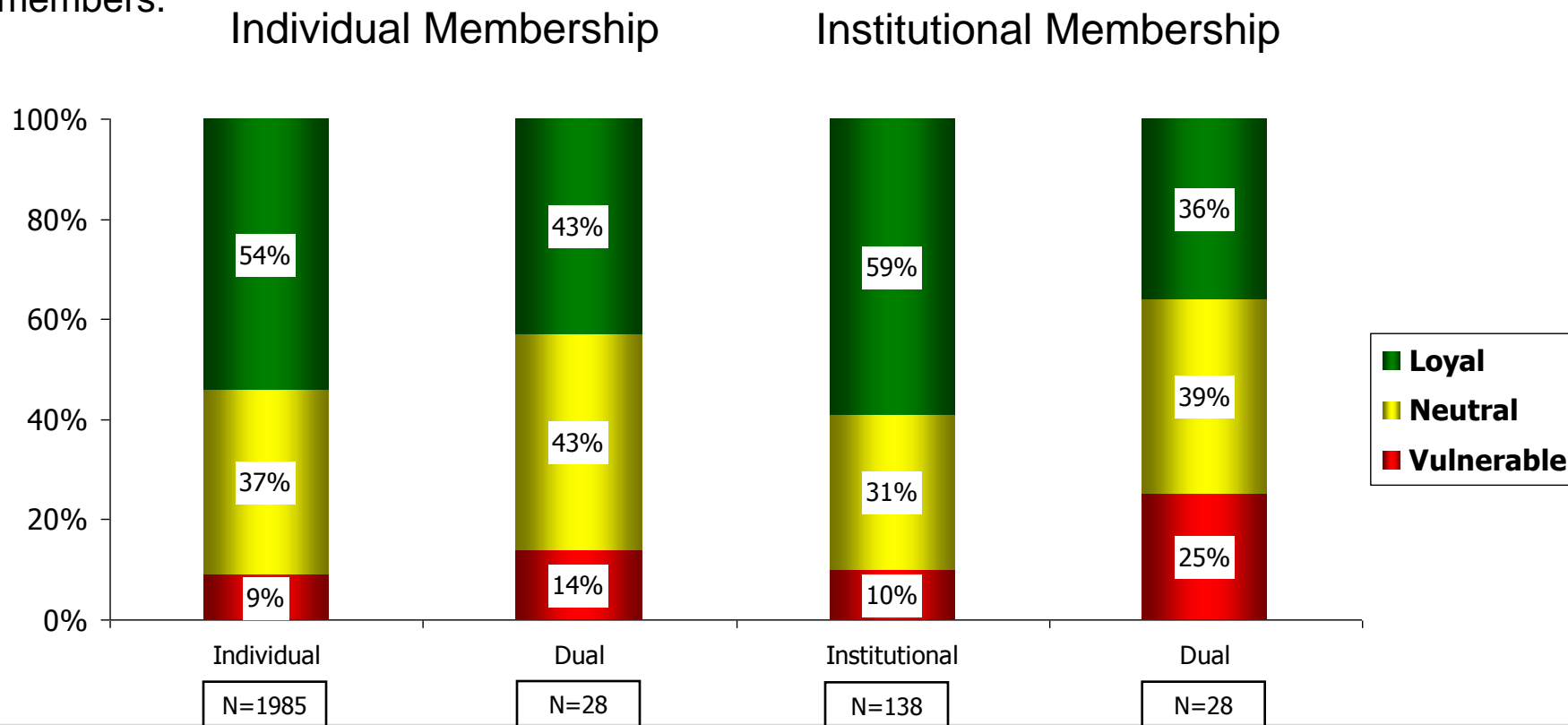
Member Loyalty Assessment

1. The purpose of the Member Loyalty Assessment is to determine the mix of SAA members whose relationship with the association can be classified as loyal, neutral, or vulnerable.
2. In addition, this analysis will identify member characteristics that can be used to identify which non-responding members are more likely (or less likely) to be loyal to SAA.
3. This information will enable SAA to target its recruiting efforts to individuals who possess the same characteristics as current loyal members, improve the association in ways that will strengthen its relationship with neutral members, and develop intervention programs to retain more vulnerable (at-risk) members.
4. Members are classified as either loyal, neutral, or vulnerable based on their responses to three questions – likelihood to recommend an SAA membership to others, likelihood to renew their SAA membership, and how they perceive the value of their SAA membership.
5. An illustration of the rules for defining an individual's loyalty classification appears on the following page.

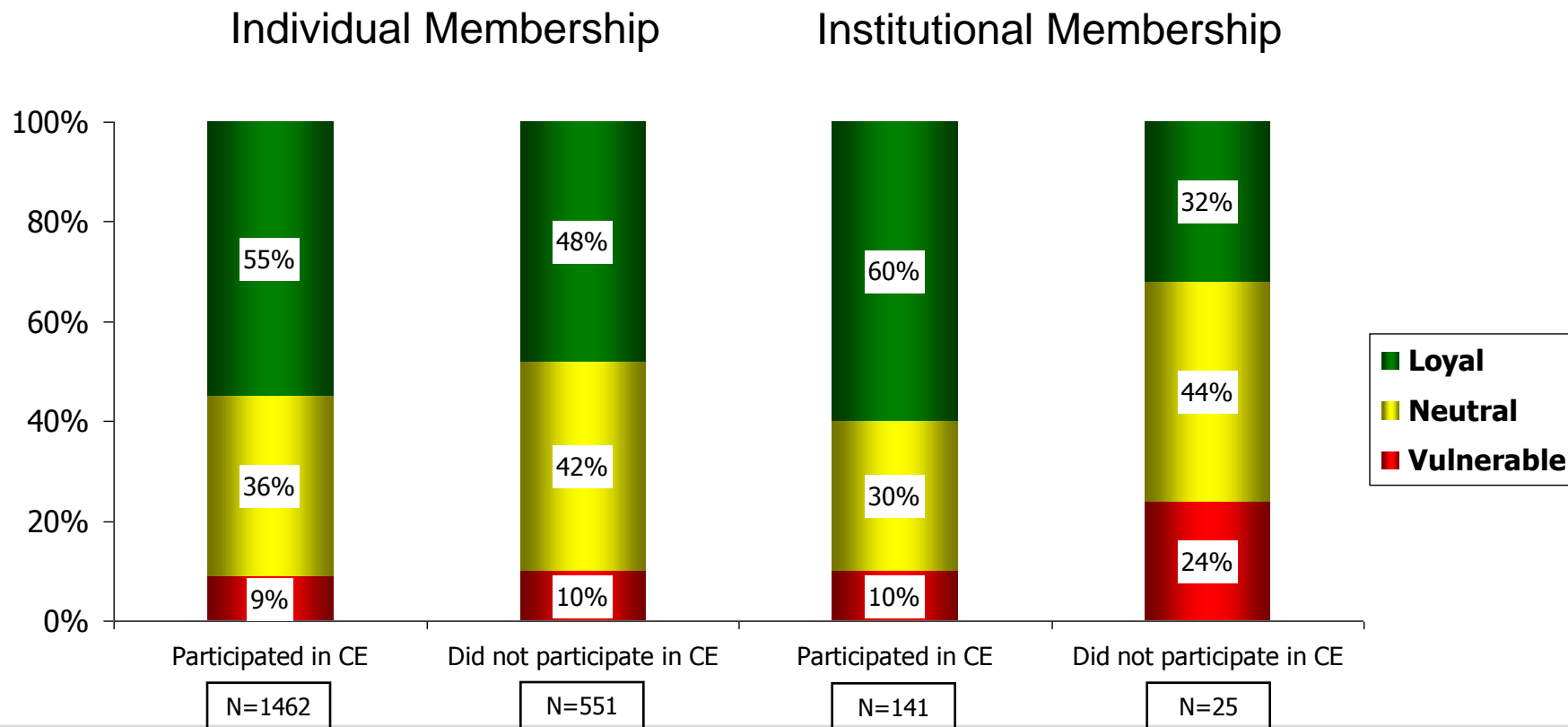
- To be loyal, members must give responses to all three questions in the green region (all top 2 responses).
- Neutral members' responses fall into the yellow region, or a combination of the yellow and green regions.
- Vulnerable members are those who gave at least one response in the red region (bottom 2).



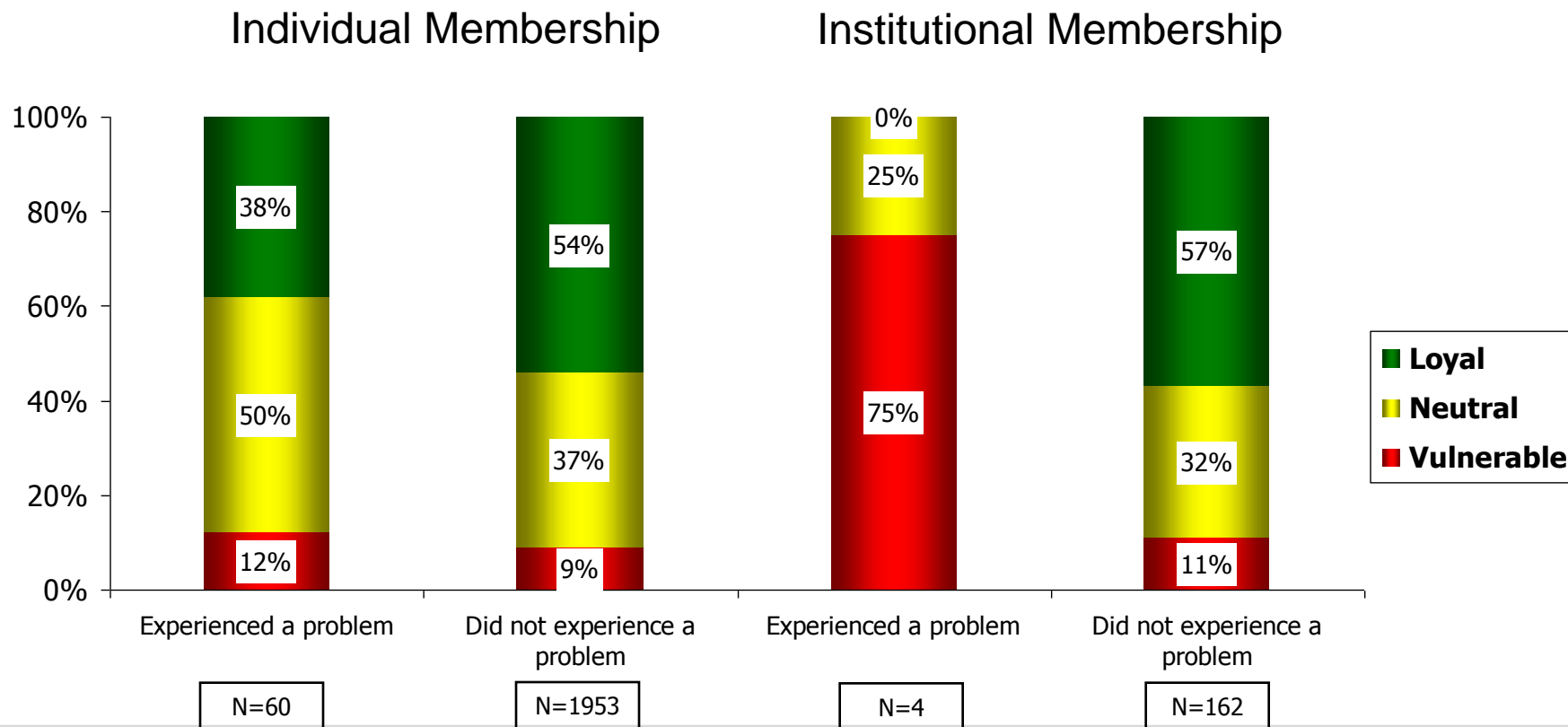
- Overall, the loyalty profile for SAA members is in the range of a typical professional membership association (i.e. percentage of loyal members over 50% and the percentage of vulnerable members below 15%.)
- Institutional members are more likely to be loyal and less likely to be vulnerable than dual members.



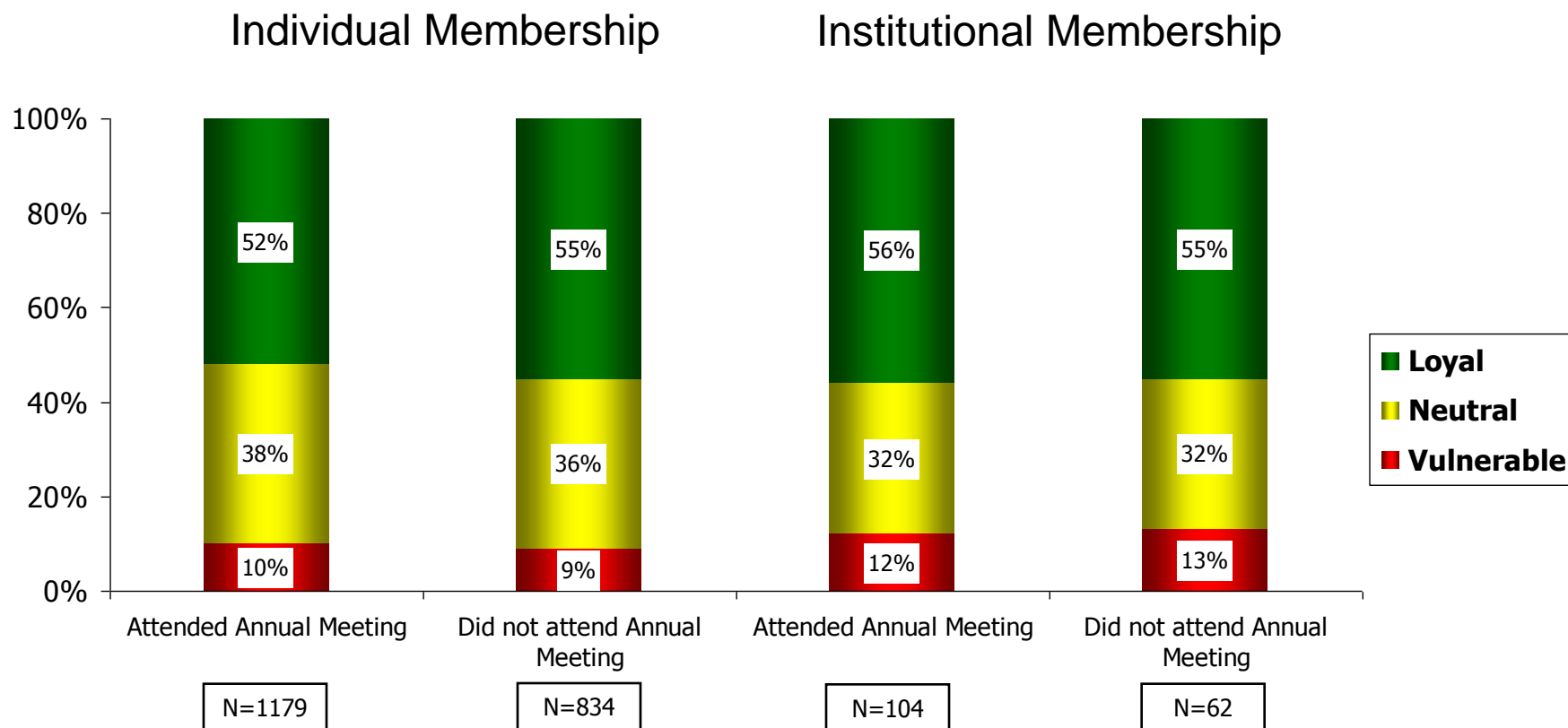
- Individual members who participate in SAA's continuing education programs are more likely to be loyal and less likely to be neutral than other individual members.
- Institutional members who participate in SAA's continuing education programs are more likely to be loyal and less likely to be vulnerable than other institutional members.



- Individual members who have experienced a significant problem with SAA are less likely to be loyal and more likely to be neutral than those who have had no problems.
- Institutional members who have had a problem with SAA are more likely to be vulnerable and less likely to be loyal.



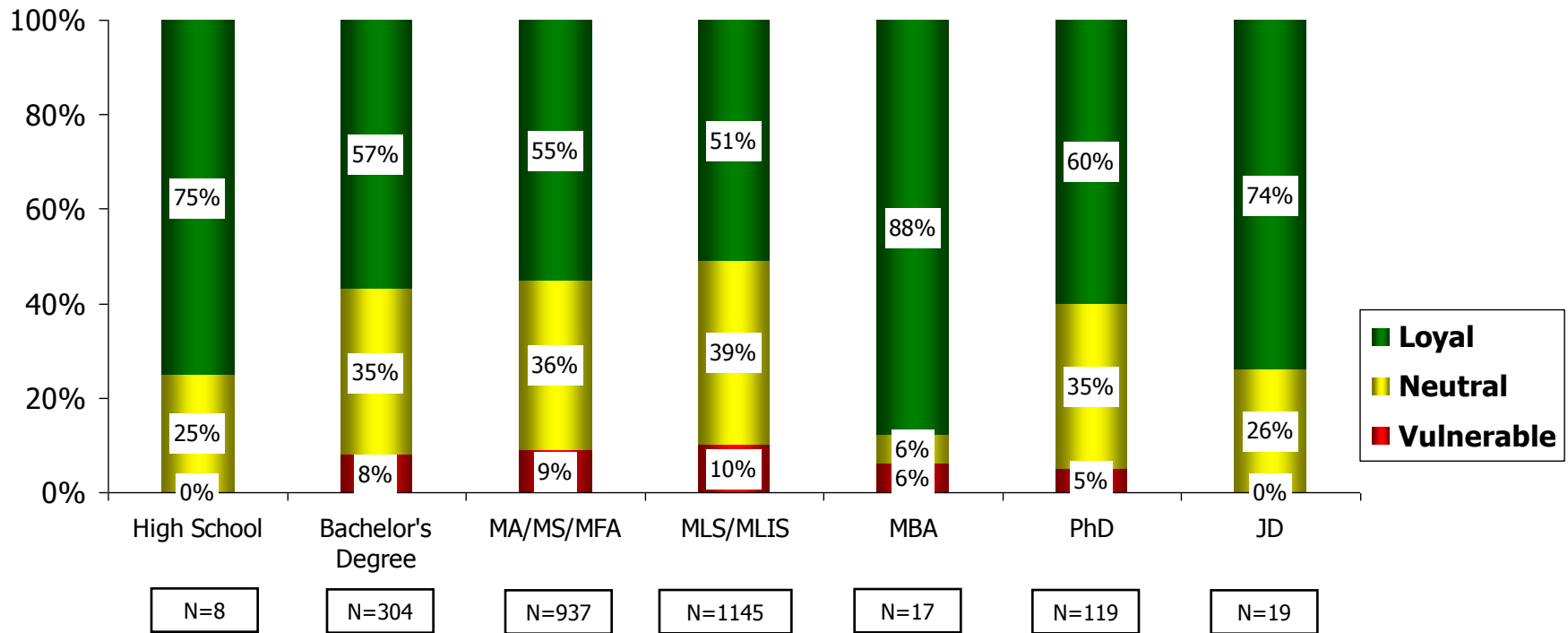
- There are no significant differences in the loyalty profiles between individuals who have attended an Annual Meeting in the past five years and those who have not.



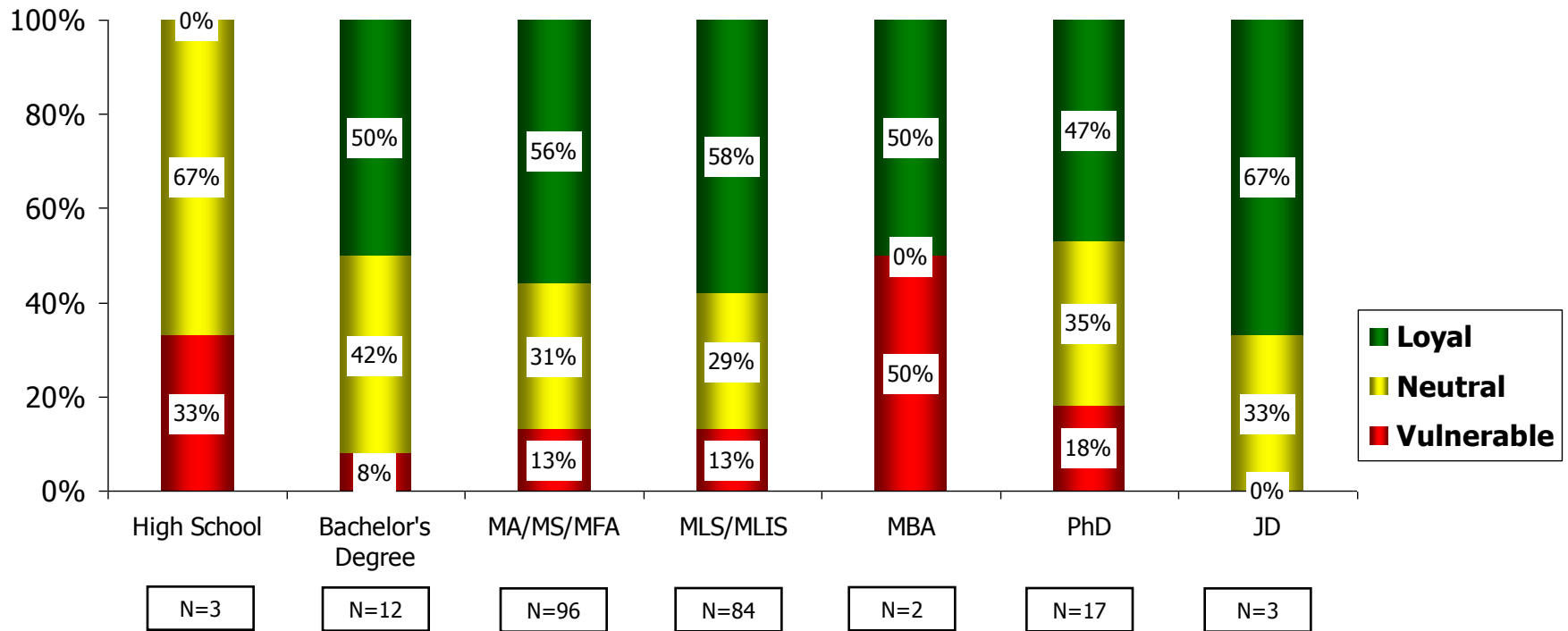
- There are no significant differences in the loyalty of SAA members by sex.



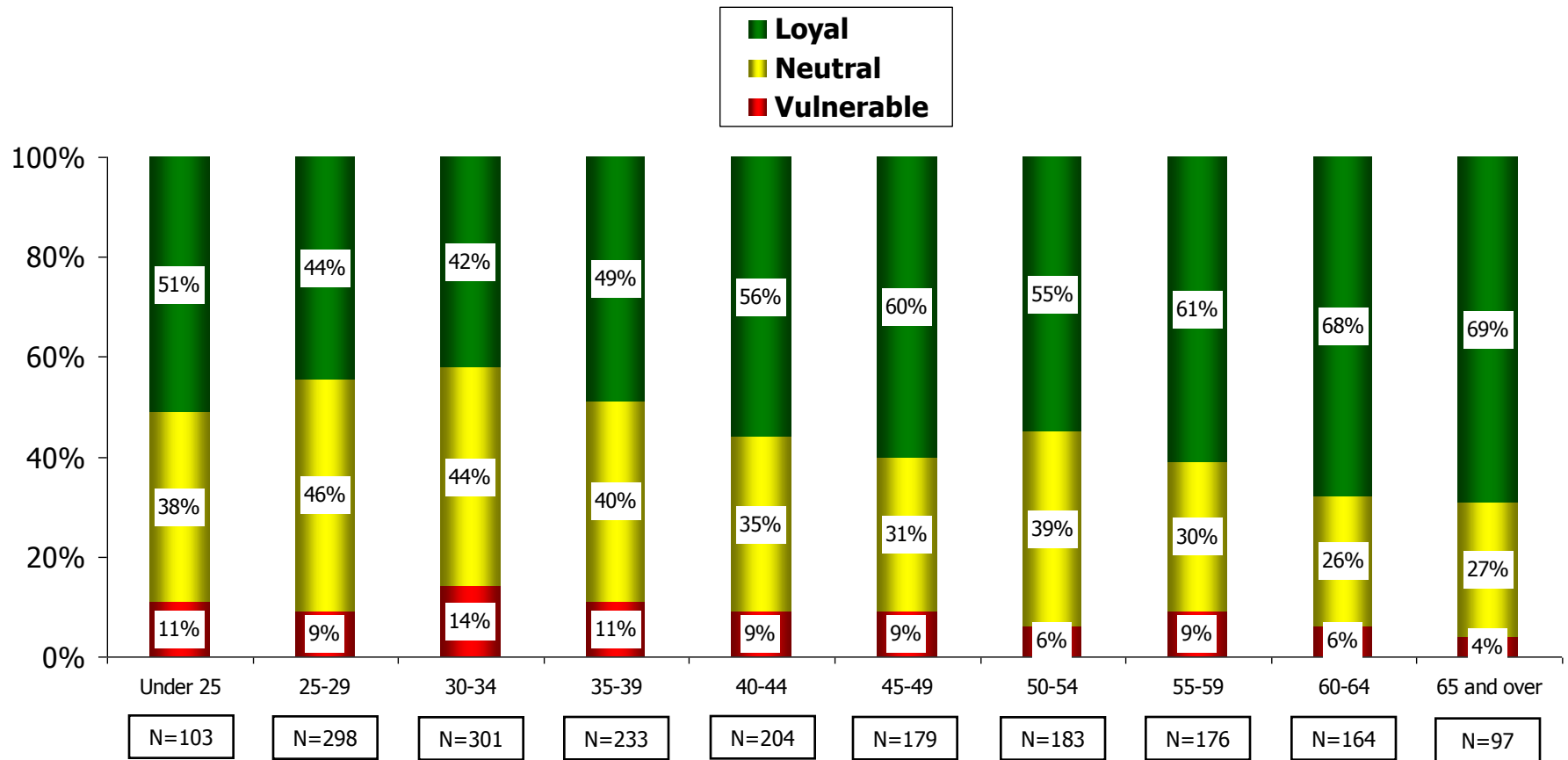
- None of the differences below are statistically significant at the 95% confidence level.
- Those segments that appear to have a large difference are not statistically significant due to the small number of respondents in the segment.



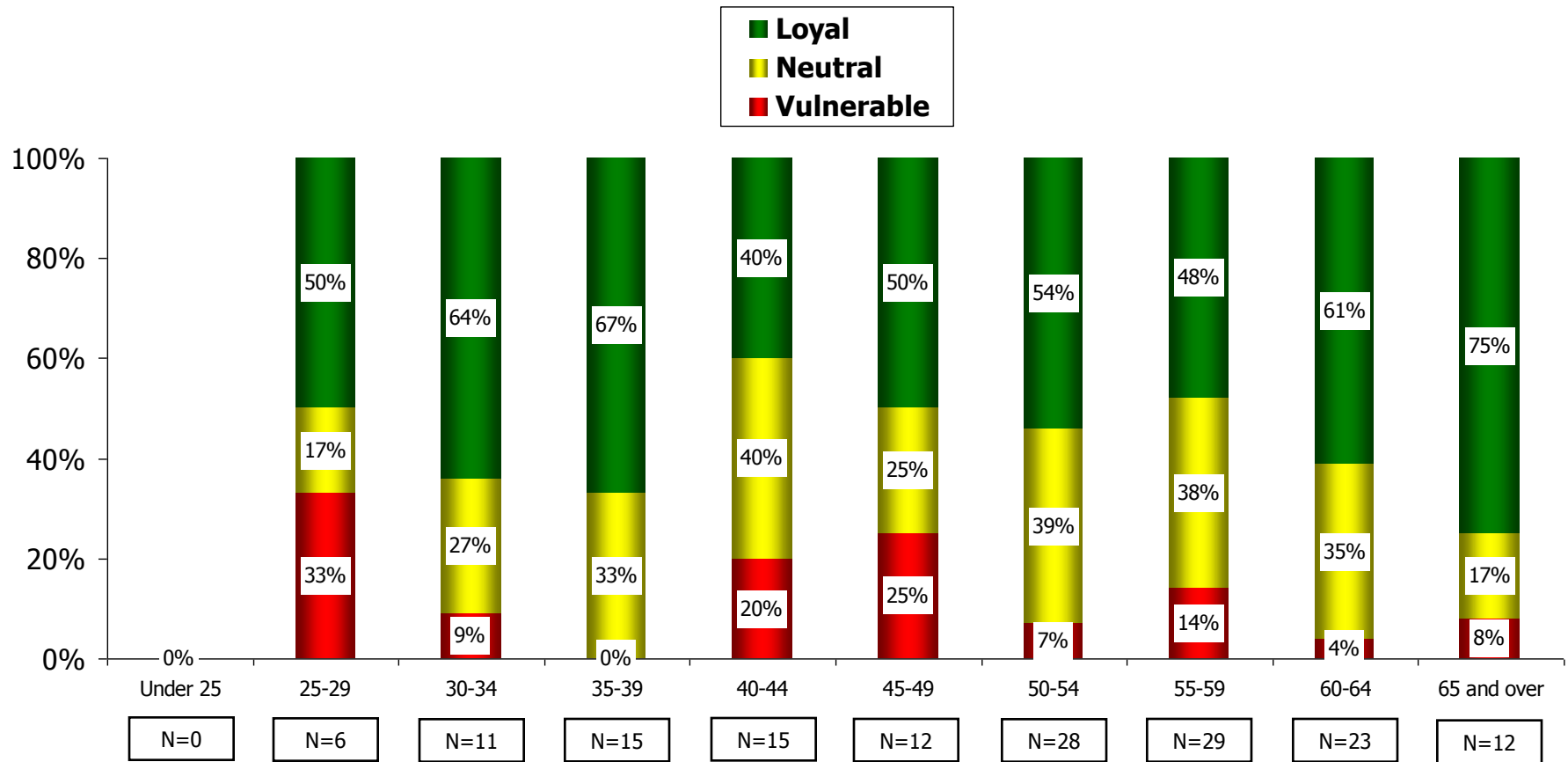
- Similar to individual members, none of the loyalty differences by education segment of institutional members are statistically significant.



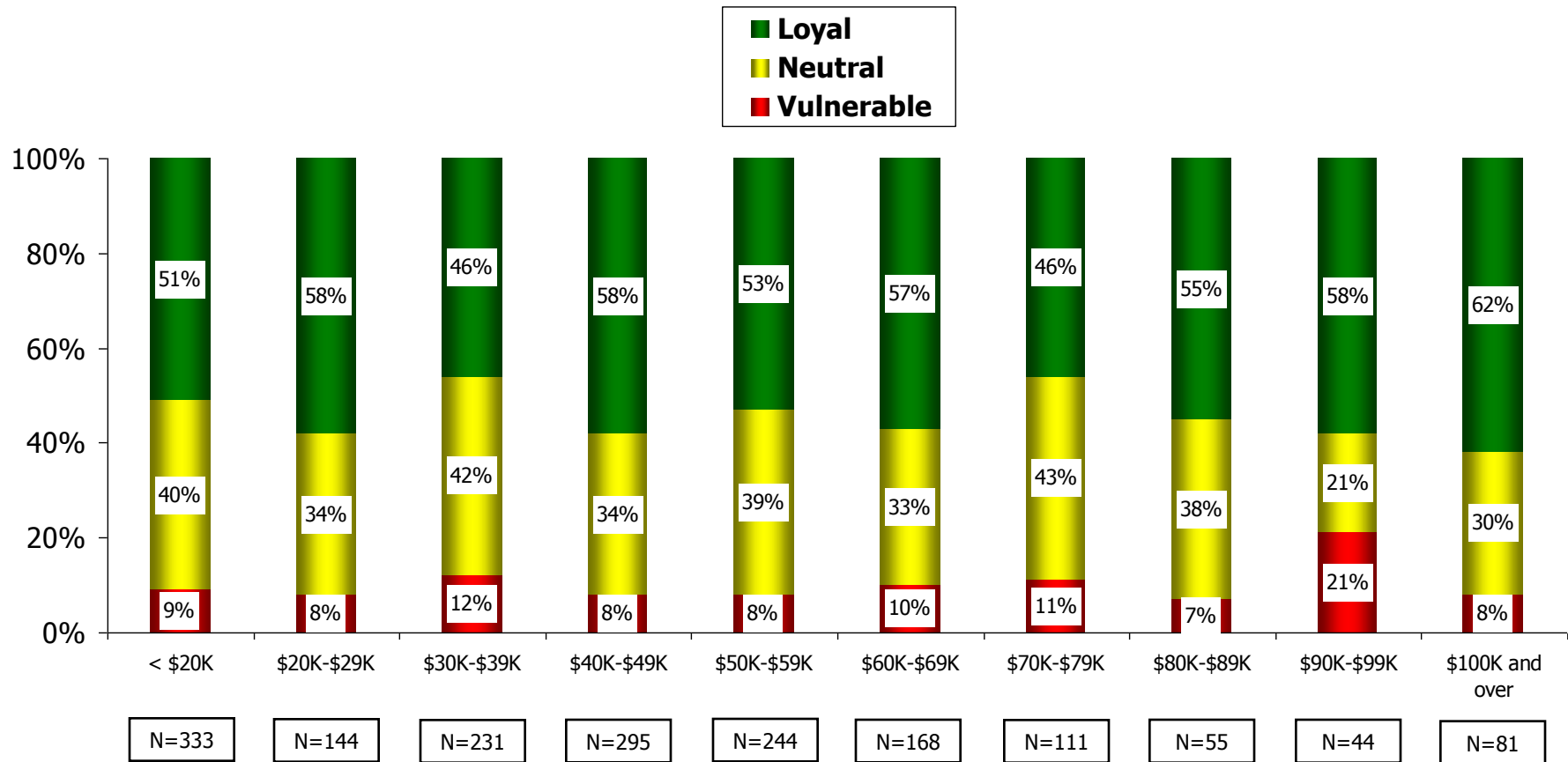
- Older member segments of individual members have a higher percentage of loyal members and a lower percentage of neutral members.



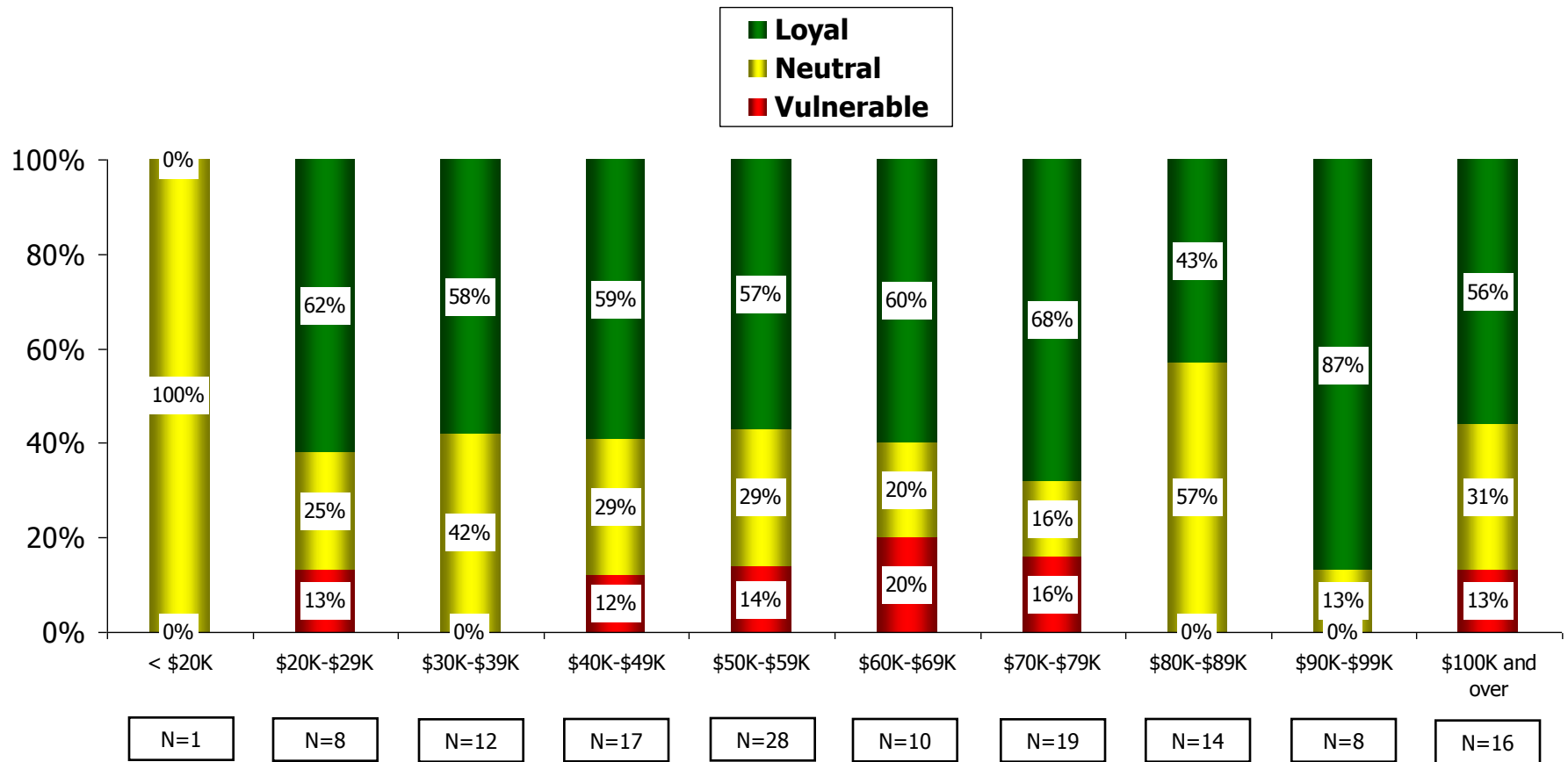
- Although the segment sizes of institutional members' ages are too small for statistically significant differences, it appears that they are similar to individual members in that older member segments tend to have a higher percentage of loyal members.



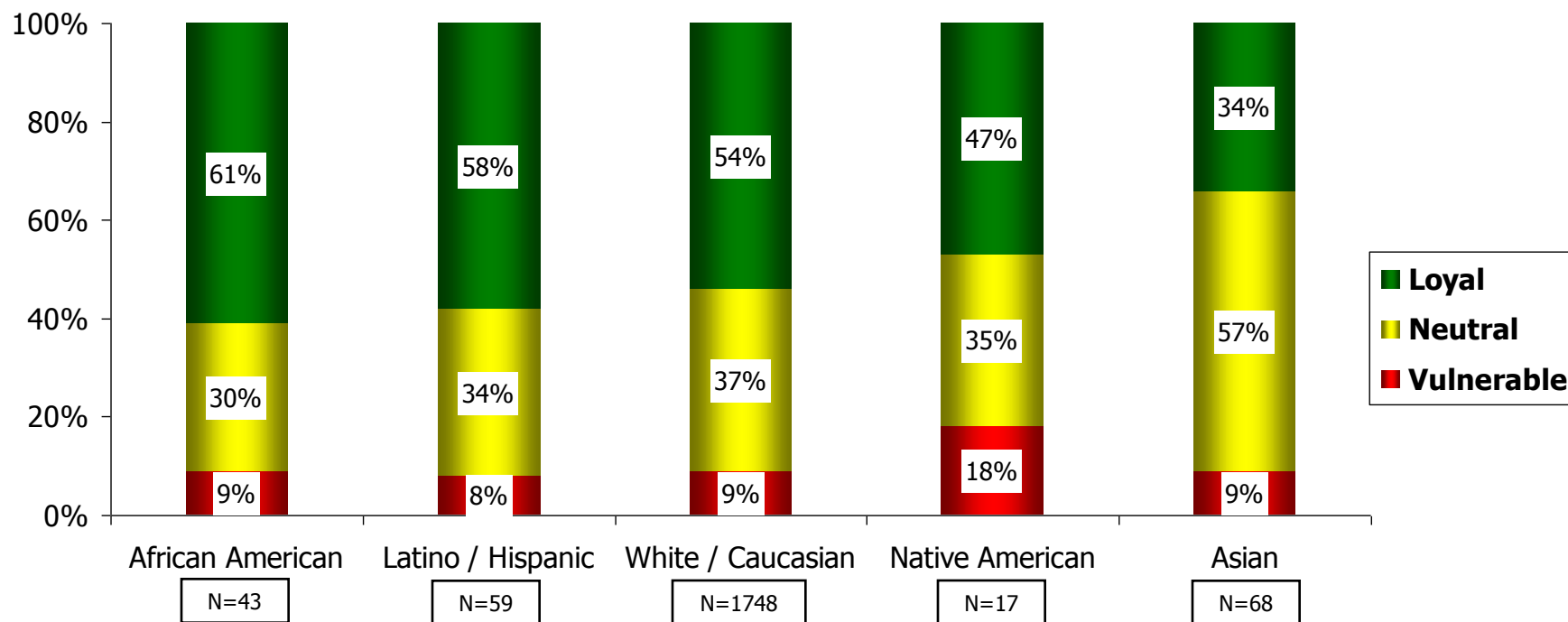
- Individual members whose income is in the \$30K's or \$70K's are the least loyal and the most neutral. All other salary segments have loyalty percentages that are statistically the same.



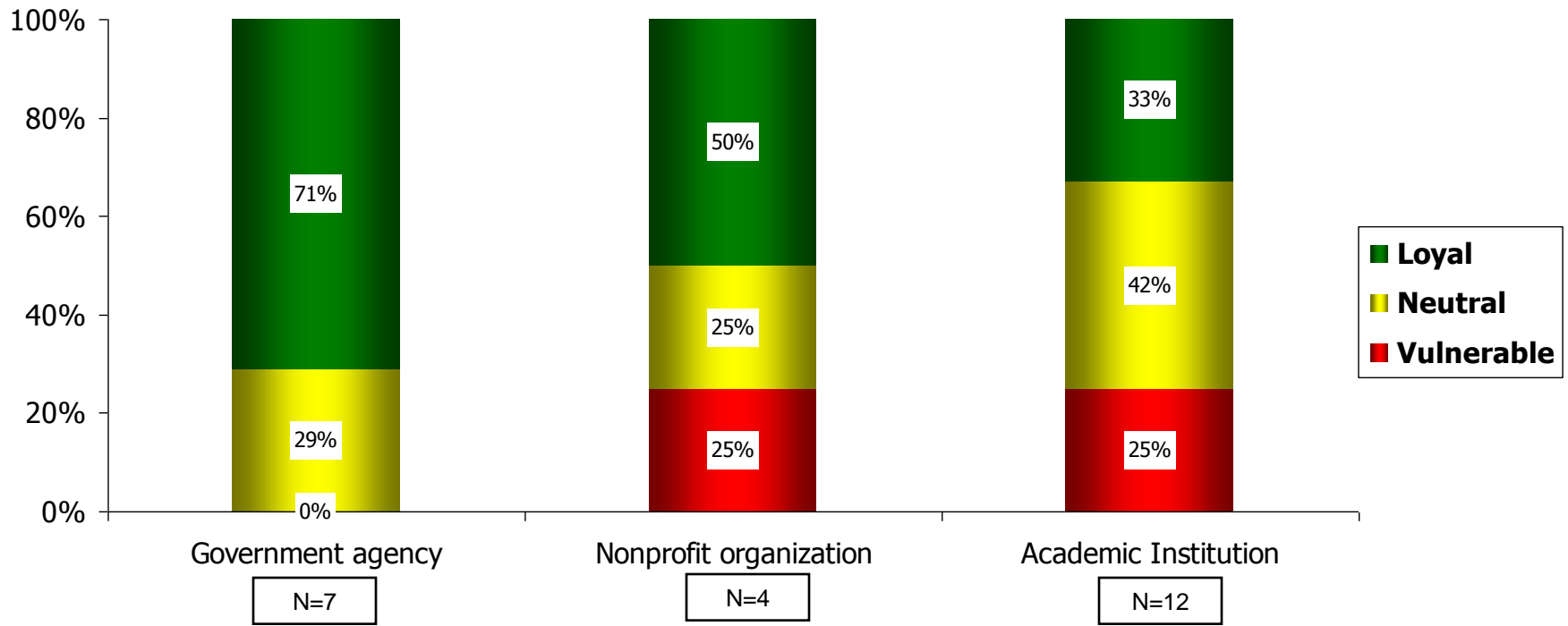
- The segment sizes of institutional members' annual salaries are too small to find statistically significant differences.



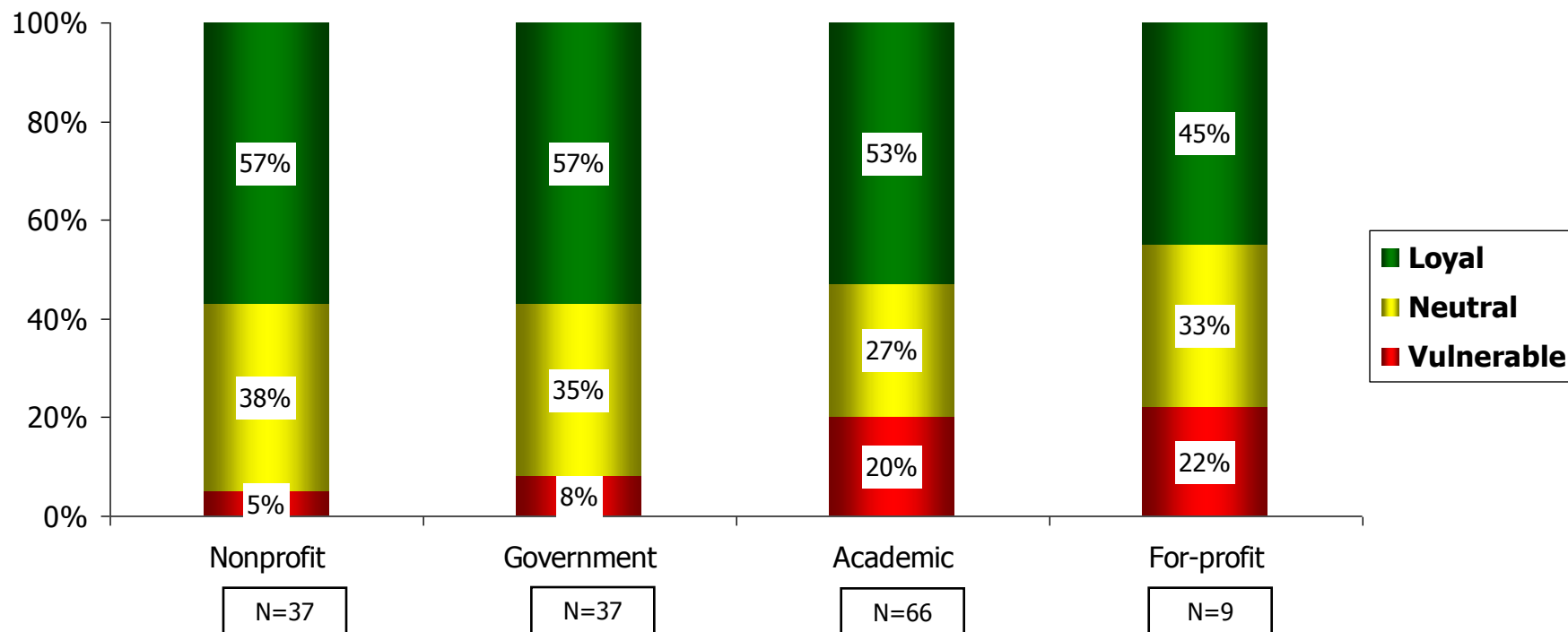
- Asian member respondents are less likely to be loyal and more likely to be neutral than African American member respondents or White/Caucasian member respondents.
- This analysis was not conducted for institutional members due to the small number of respondents in each category.



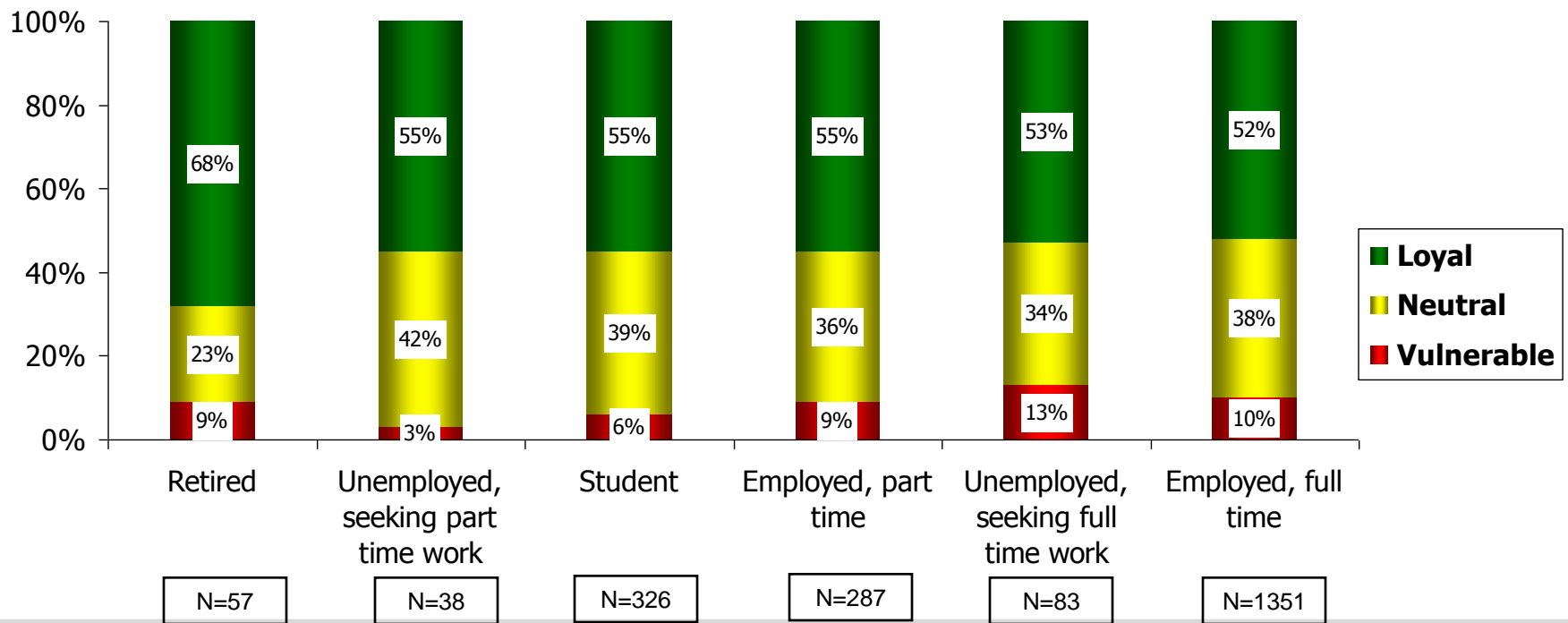
- The numbers of respondents are too few for the differences below to be statistically significant.
- The respondents in this analysis are dual members, i.e. members who have been assigned an individual member loyalty classification, and who also have institutional member classifications.



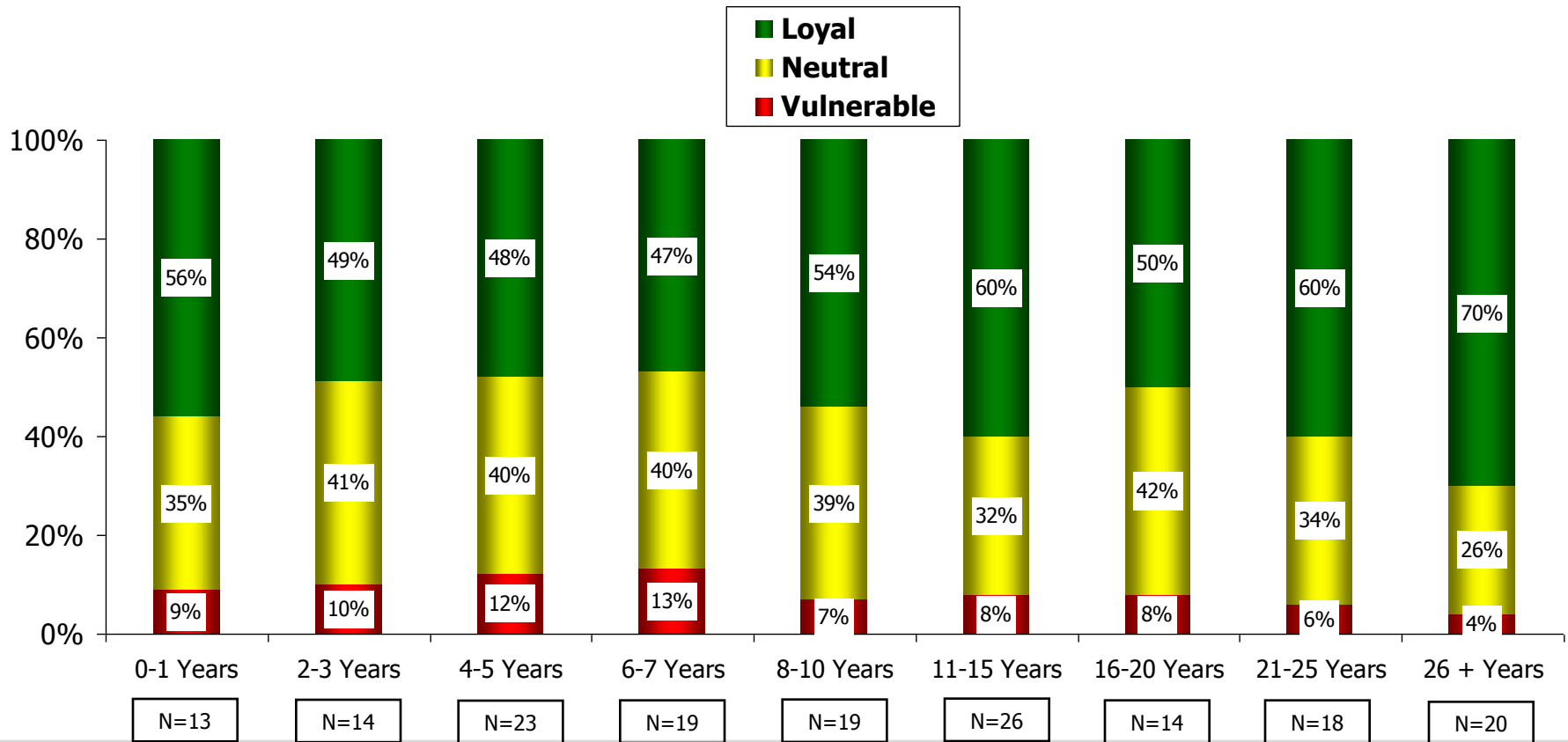
- None of the differences below are statistically significant at the 95% confidence level.



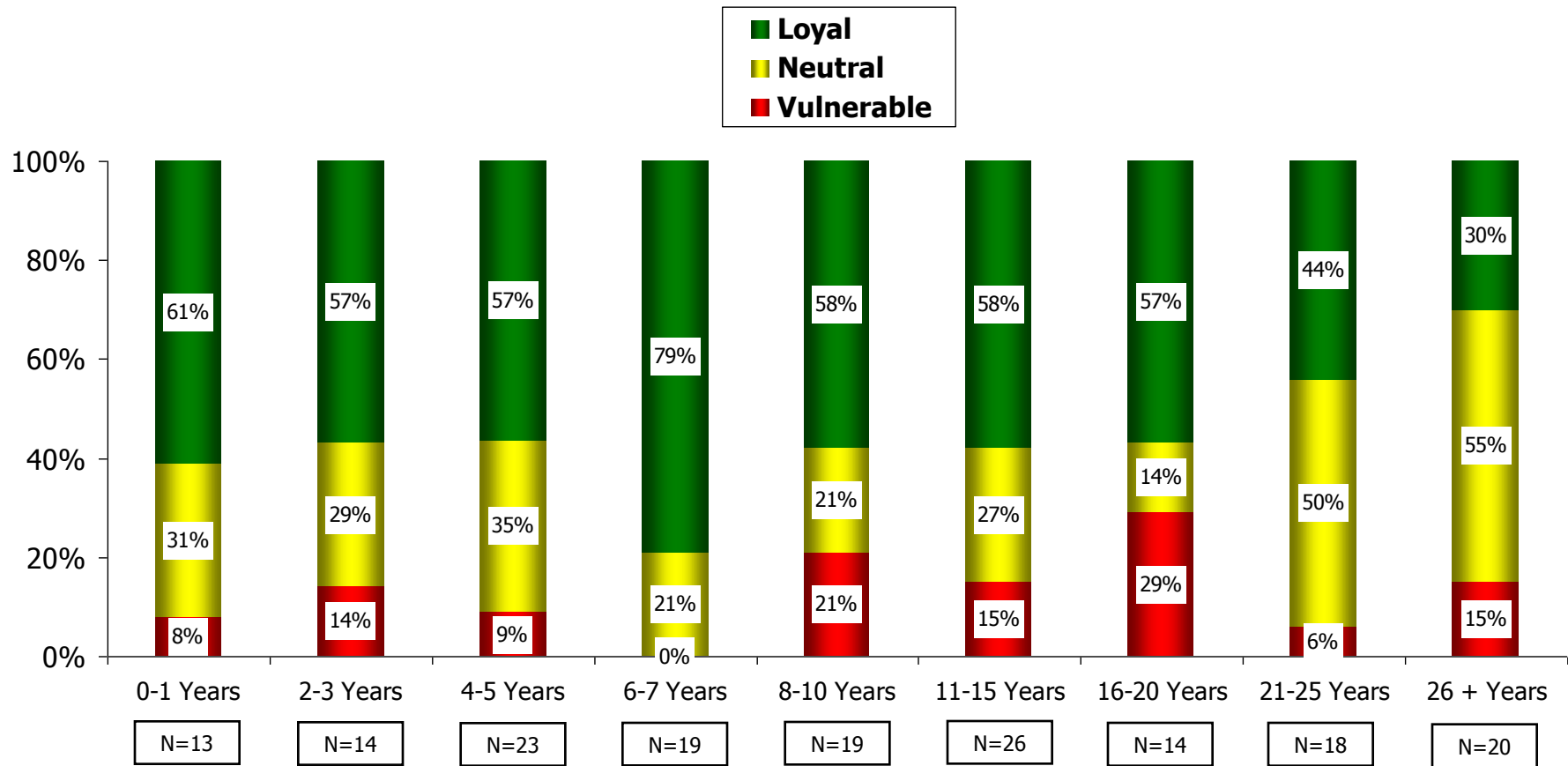
- Individual members who are retired are more likely to be loyal and less likely to be neutral than members in other employment classifications.
- The only categories of employment for institutional members that were large enough for this analysis are employed full time and employed part time. There are no significant differences in loyalty between these two categories of employment for institutional members.



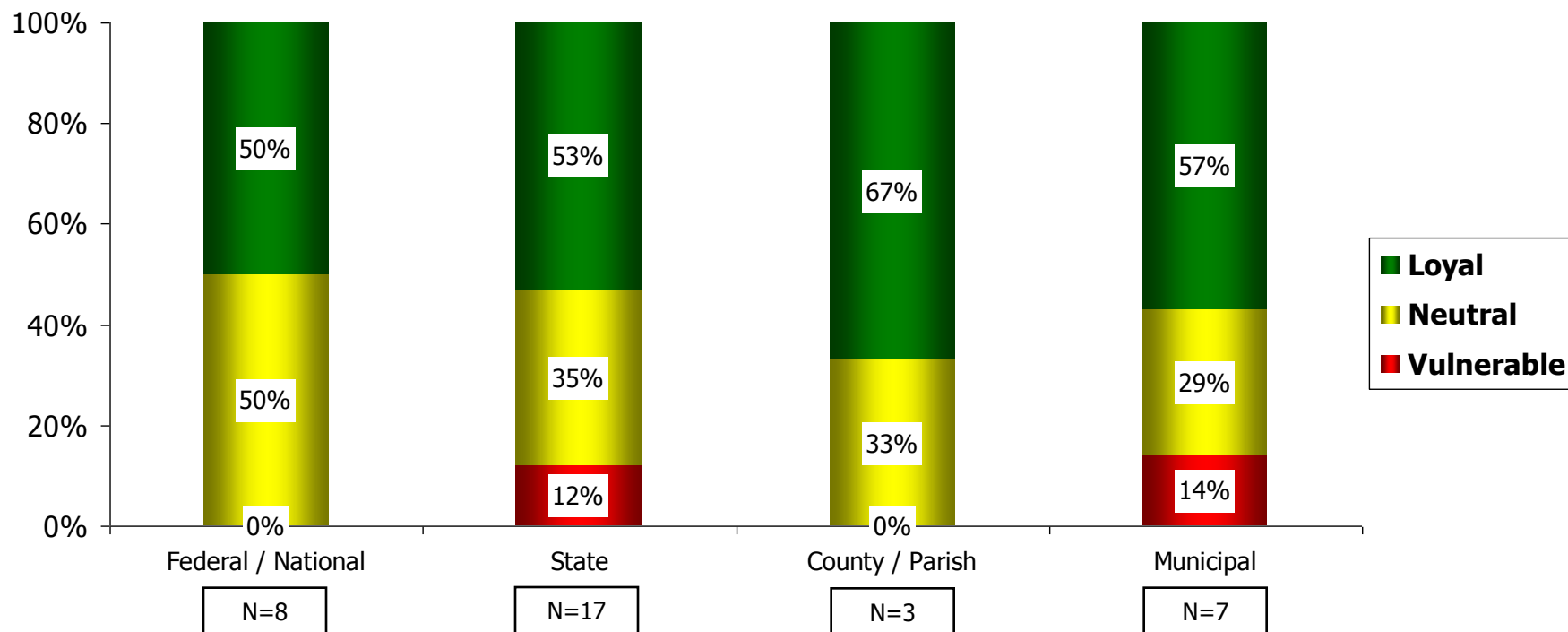
- Brand new members tend to be more loyal or sometimes more neutral in the beginning as they have had relatively few experiences with the association and tend to still be in their honeymoon period.
- Older member groups also tend to have a higher percentage of loyal members as those who are in their cohort but are not loyal usually drop their membership in their earlier years.



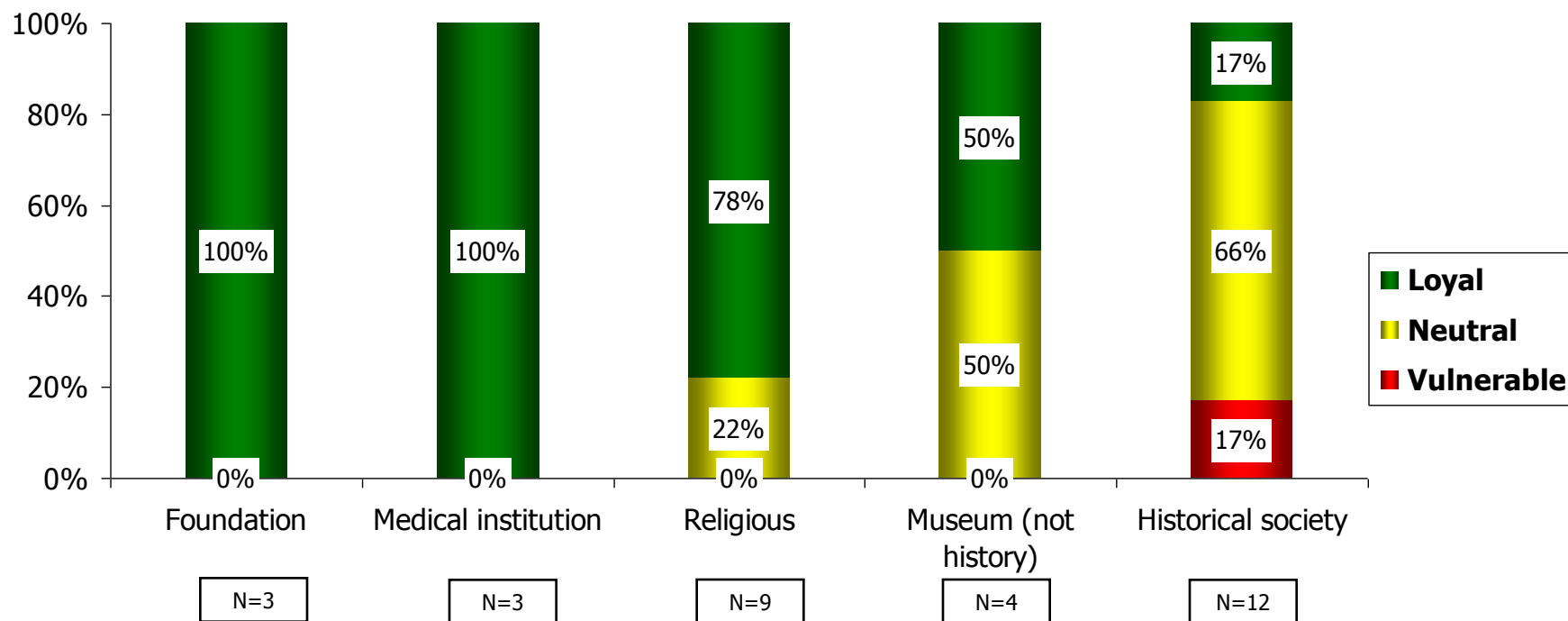
- The small group sizes makes it difficult to draw statistical comparisons among groups.



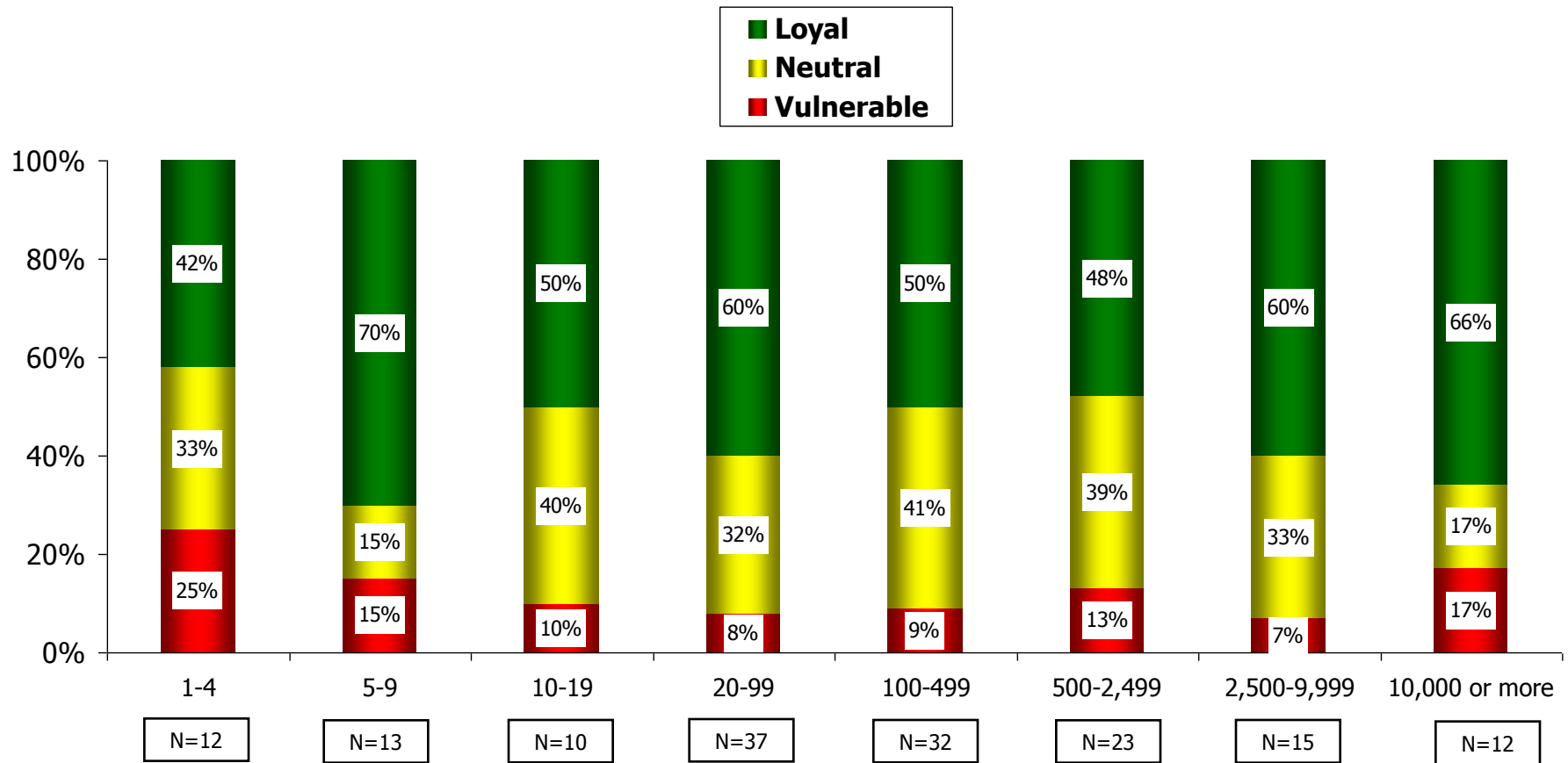
- The cell sizes below prevent any of the differences from being statistically significant.



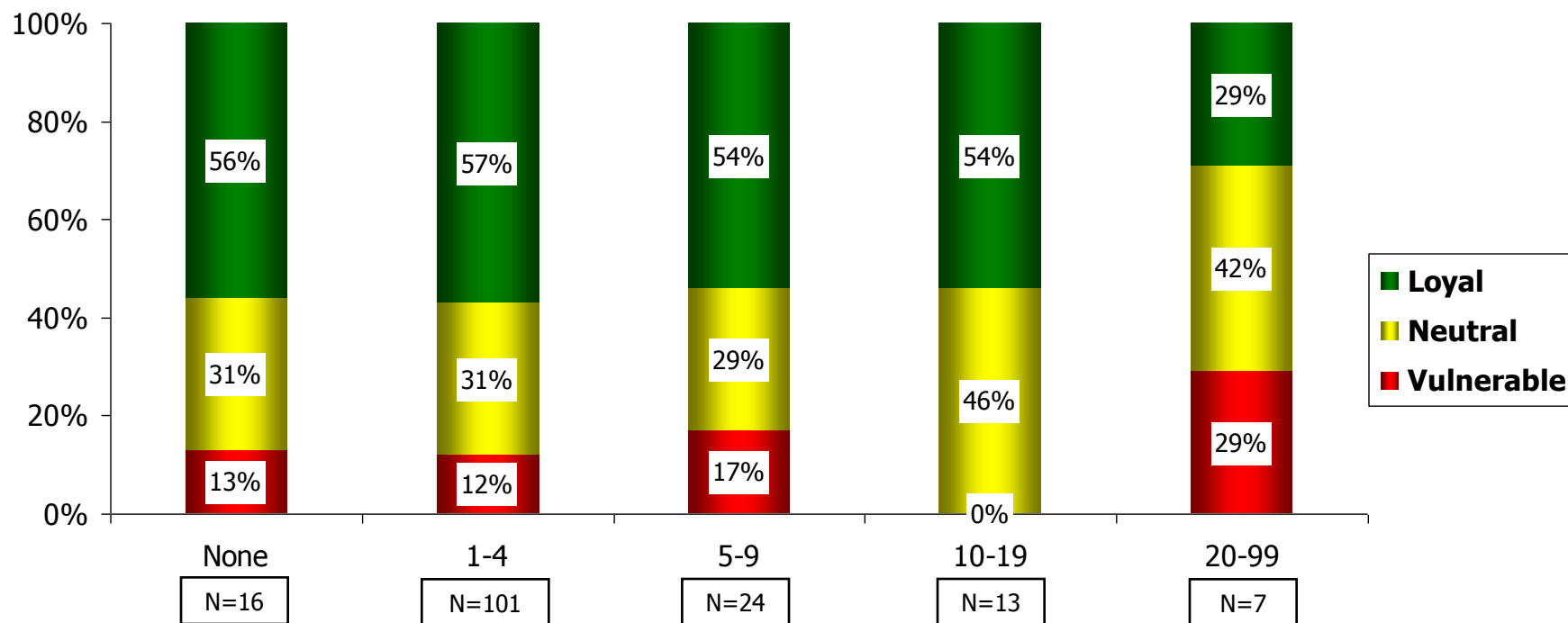
- It appears that historical society members are the least loyal of all nonprofit organizations, but there are only twelve respondents in this segment.



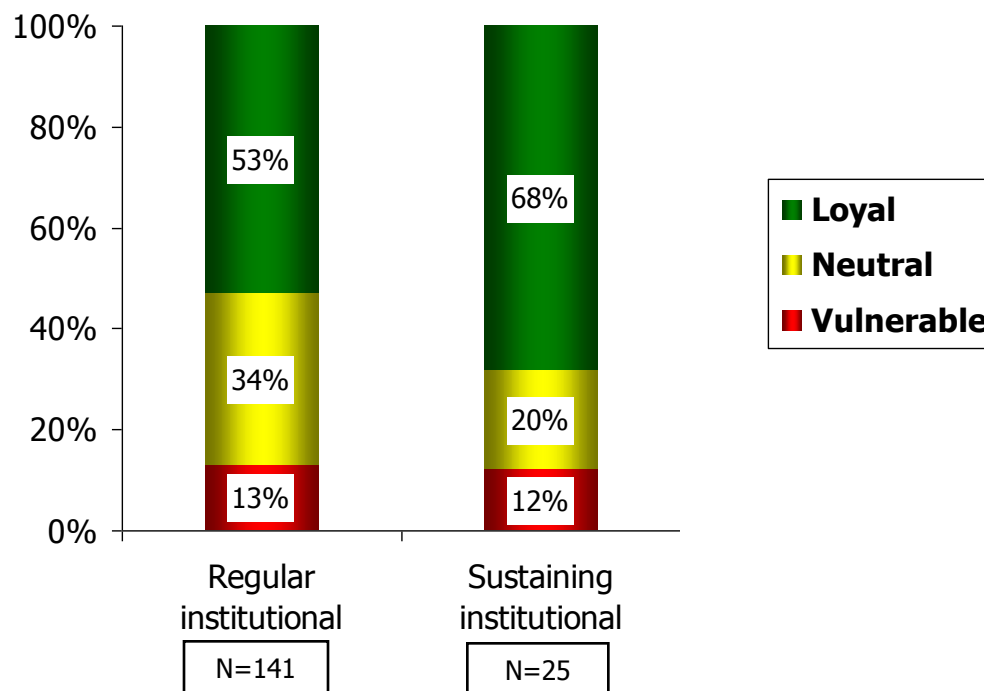
- The differences below are not statistically significant.



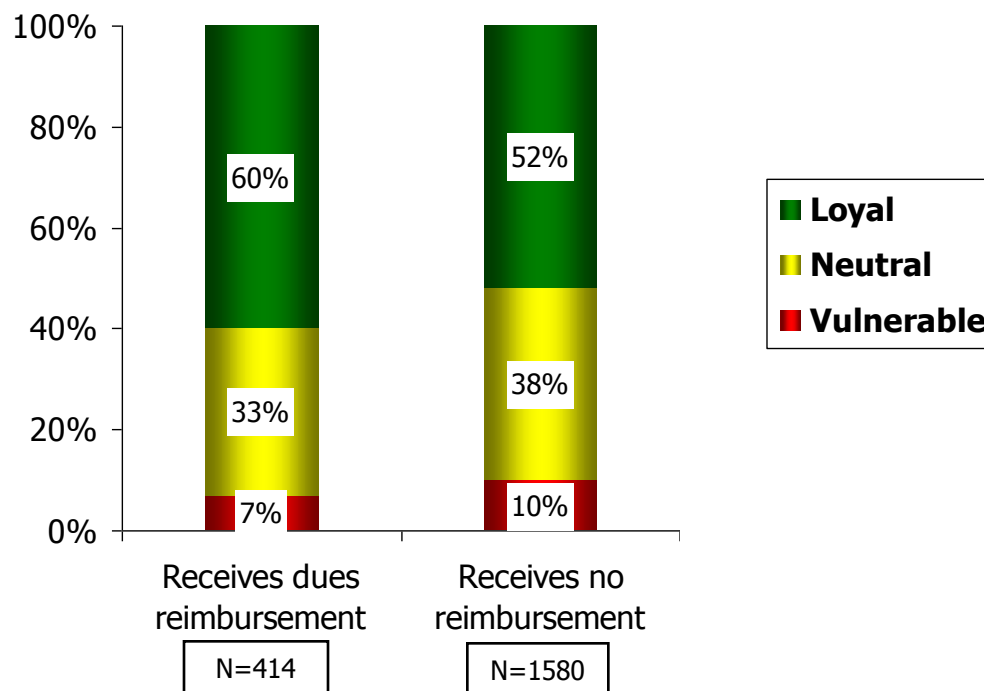
- The differences below are not statistically significant.



- The differences below are not statistically significant due to the small cell sizes.



- Individual members whose dues are reimbursed are more likely to be loyal and less likely to be neutral or vulnerable.



1. As shown on the previous pages in this section, the following types of individual members have a higher percentage of loyal members:
 - a) participate in SAA's continuing education programs
 - b) have experienced no problems with SAA in the past six months
 - c) dues are reimbursed
 - d) older members
 - e) retired
 - f) new members or long time members

2. The following types of individual members have a lower percentage of loyal members:
 - a) Asian
 - b) annual income is in the \$30Ks or \$70Ks

3. The following types of members have a higher percentage of neutral members:
 - a) experienced a significant problem with SAA recently
 - b) annual income is in the \$30Ks or \$70Ks
 - c) Asian

4. The following types of members have a lower percentage of neutral members:
 - a) participate in SAA's continuing education programs
 - b) dues are reimbursed
 - c) older members
 - d) retired
 - e) long time members

5. Individual members whose dues are reimbursed are less likely to be vulnerable.

1. As shown on the previous pages in this section, the following types of institutional members have a higher percentage of loyal members:
 - a) institutional member (compared to dual members)
 - b) participate in SAA's continuing education programs
 - c) have experienced no problems with SAA in the past six months

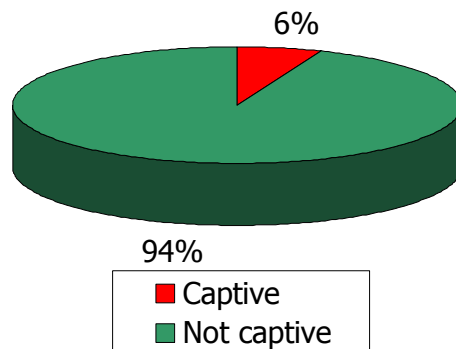
2. The following types of institutional members have a higher percentage of vulnerable members:
 - a) dual members
 - b) did not participate in SAA's continuing education programs
 - c) experienced a significant problem with SAA in the past six months

Captive Members

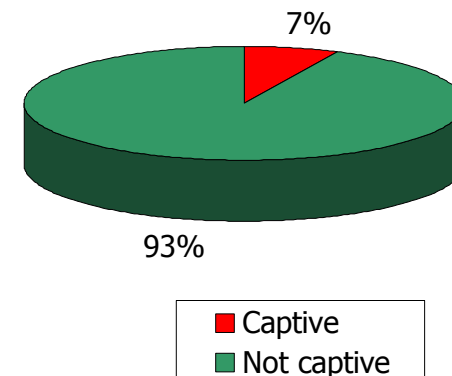
- Captive members are individuals who plan to renew their membership for the next renewal period, but rate the value of their SAA membership as marginal or poor.
- The analysis in this section reports the incidence of captive membership among individual and institutional members, examines the differences between captive members and non-captive members on the reasons why they belong to SAA, and uncovers the characteristics that differentiate captive members from non-captive members.

- Six percent (6%) of individual members and 7% of institutional members are classified as being captive. Because these members are extremely likely or very likely to renew their membership, while giving the lowest ratings for the value of their membership, it is hypothesized that value is not the driving force for their decision to remain a member.
- In studies with other professional associations, the typical incidence of captive membership ranges from less than one percent to five percent. High rates of captive membership are usually found in associations that have a certification or other type of benefit that is needed to practice in the profession and usually cannot easily be found in other organizations.

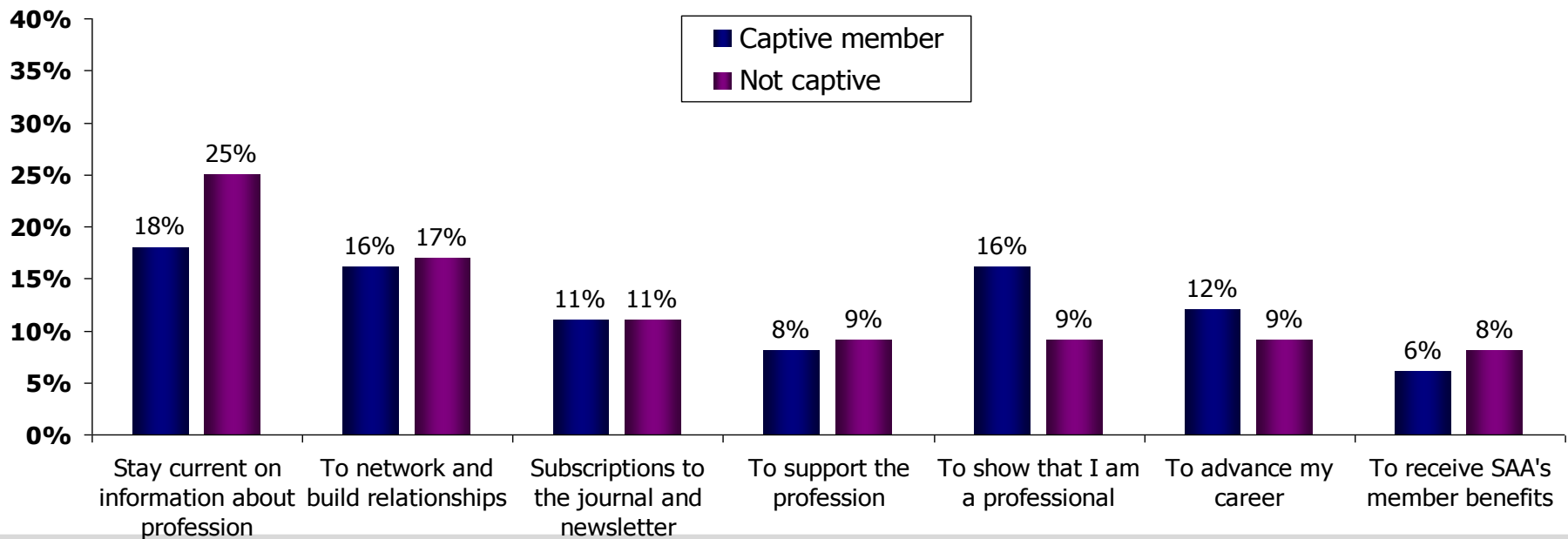
Individual Members



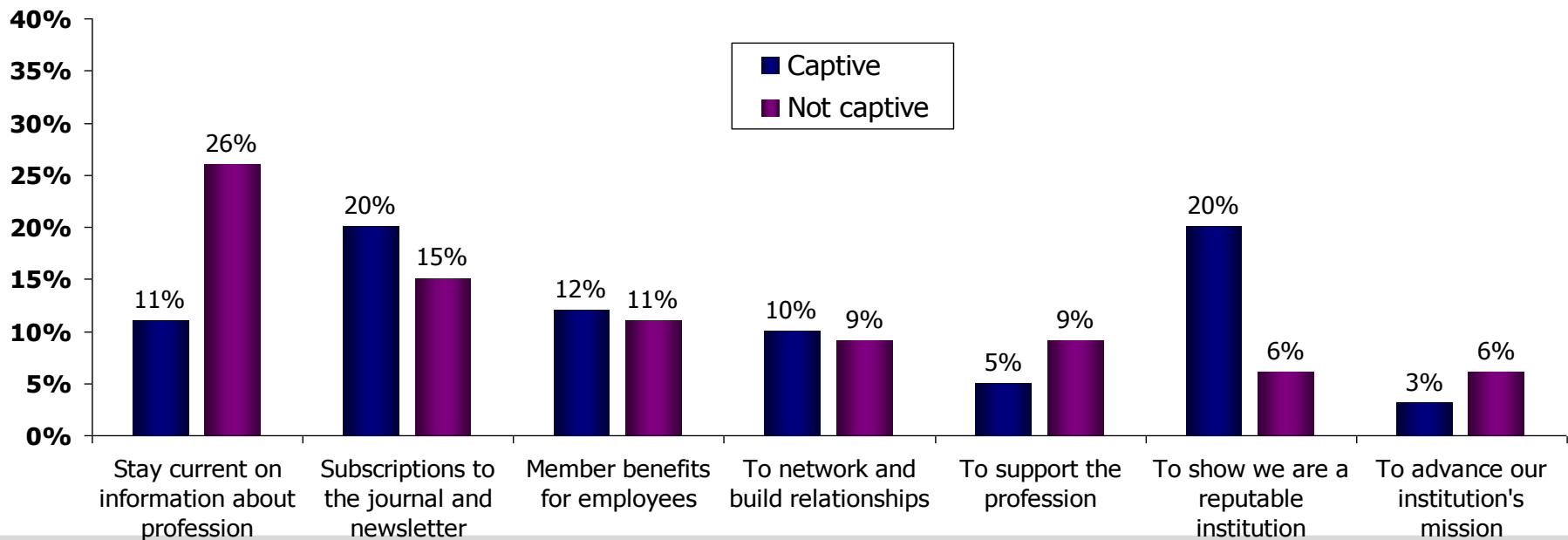
Institutional Members



- Individual members who are captive differ somewhat from other members in their reasons for belonging to SAA.
- Captive members are more interested in self-promotion - placing a higher priority on belonging to SAA to show that they are a professional and to advance their career.
- Conversely, non-captive members are more interested in self-improvement - placing a higher priority on staying current on information about the profession.



- Institutional members who are captive also differ slightly from other members in their reasons for belonging to SAA.
- Captive members are more interested in promoting their institution - placing a higher priority on belonging to SAA to show that they are a reputable institution and getting periodical subscriptions.
- Conversely, non-captive members are more interested in self-improvement (placing a higher priority on staying current on information about the profession) and supporting the profession.

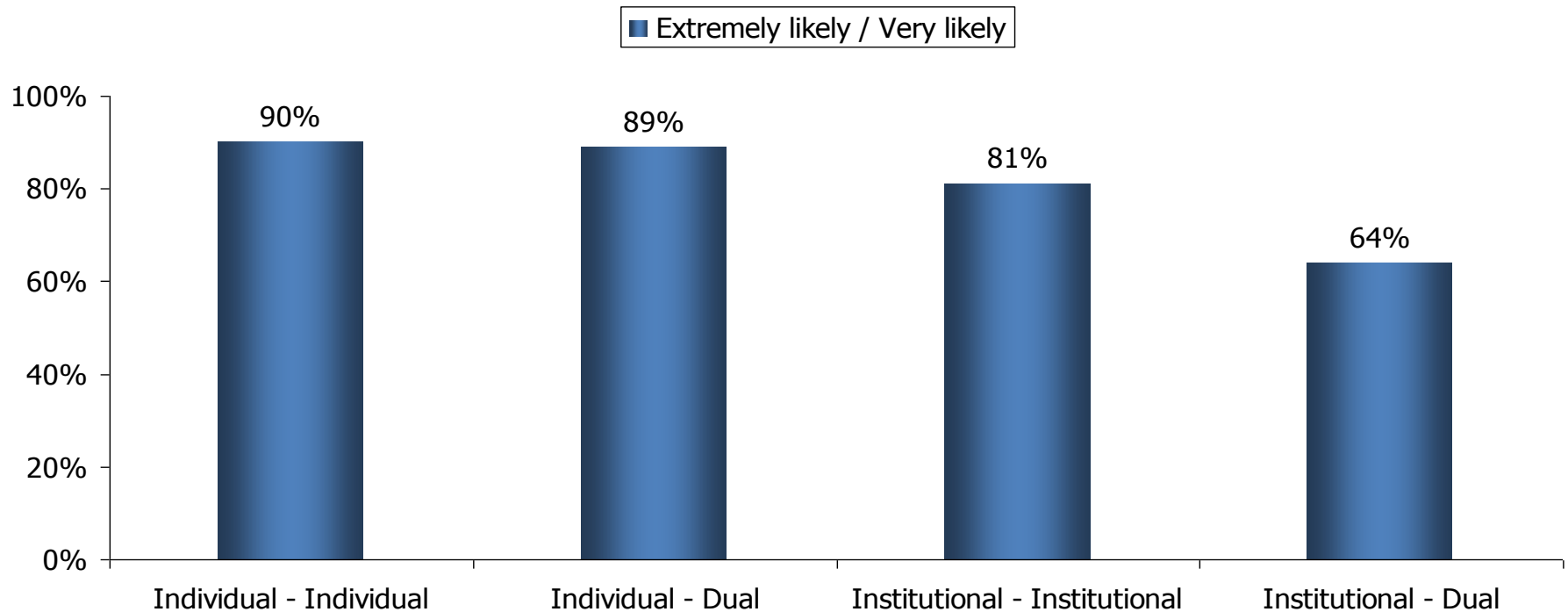


- The following types of individual members have a higher incidence of captive members:
 - a) under age 25 or ages 30-49
 - b) male
 - c) has an MLS degree
 - d) unemployed, seeking full-time work
 - e) makes \$30K-\$40K per year, or \$90K-\$100K per year
 - f) has been an SAA member for 4-7 years
- The following types of institutional members have a higher incidence of captive members:
 - a) ages 40-49
 - b) male
 - c) has an MA/MS or a PhD
 - d) earns \$40,000 to \$80,000
 - e) works at a university or a historical society
 - f) has fewer than 20 employees in their organization
 - g) has fewer than 10 archivists in their organization
 - h) has been an SAA member for 7-20 years

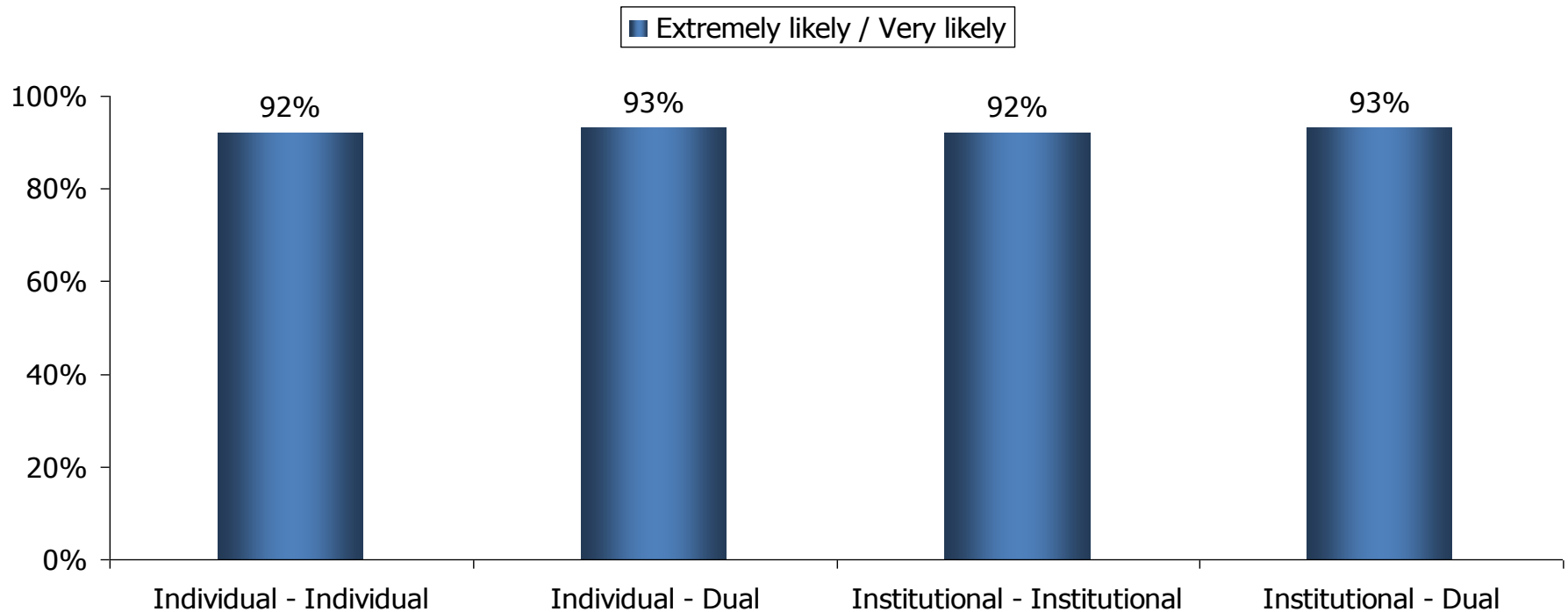
Components of Loyalty

- There are three components of loyalty – likelihood to recommend an SAA membership to others, likelihood of renewing an SAA membership, and the value of an SAA membership.
- This section examines each of these three components in detail to uncover which areas need to be improved in order to improve the overall loyalty of SAA members.

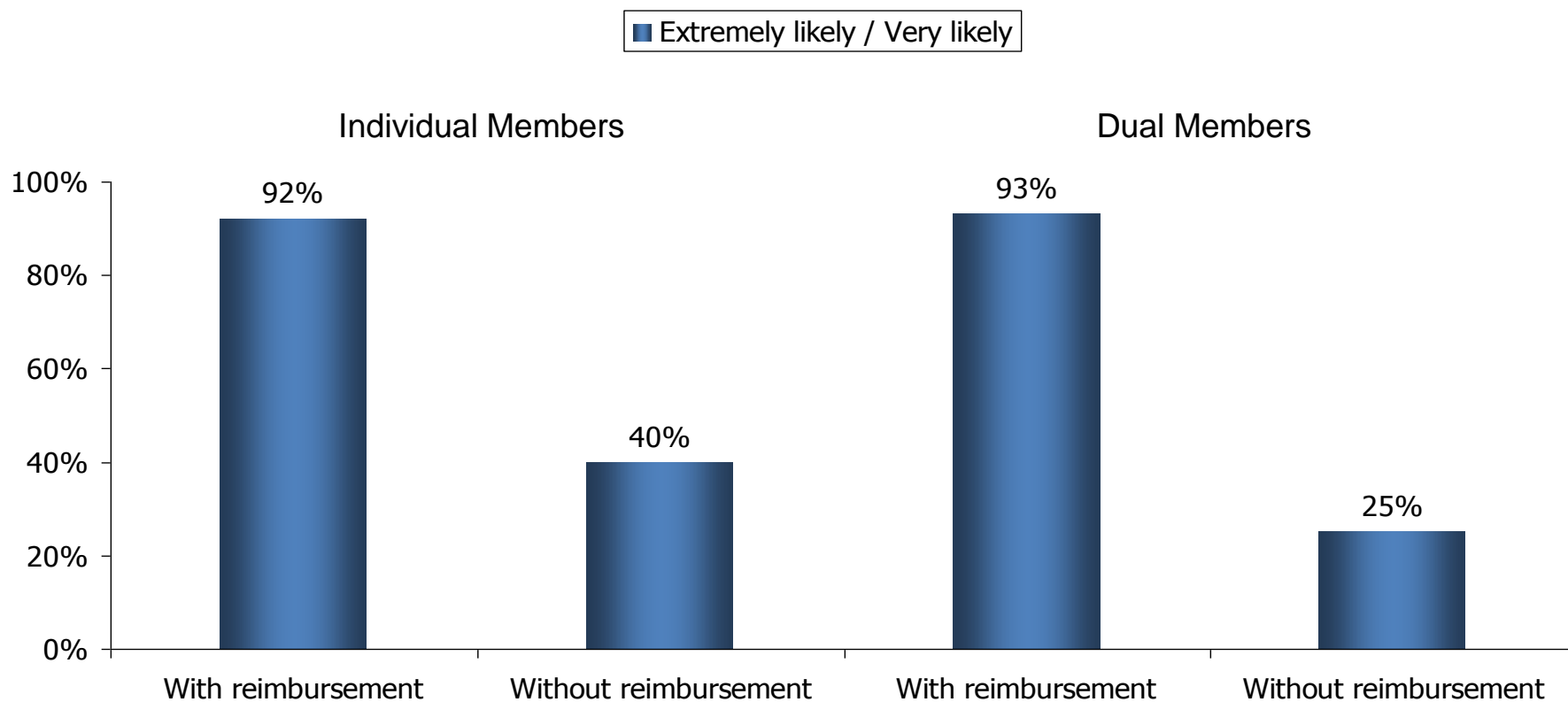
- In a typical professional membership loyalty study, the top 2 percentage for the likelihood to recommend the association's membership ranges from 85% to 95%.
- The takeaway from the bar graph below is not the actual percentages, but rather that institutional members are less likely to recommend an SAA institutional membership than individual members are likely to recommend an SAA individual membership.



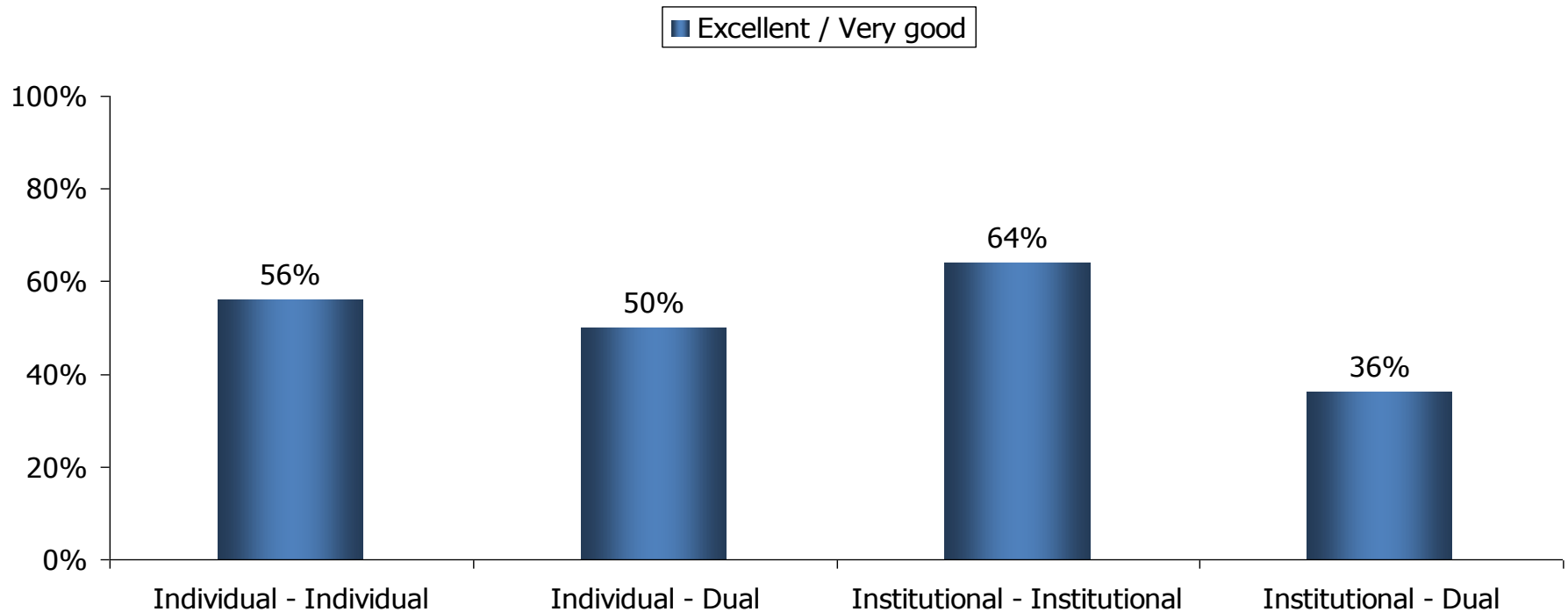
- The top 2 scores for the likelihood to renew their membership is in the range of what is typically found among professional membership associations.
- It is typical for the top 2 scores for the likelihood to renew their membership to be higher than for the likelihood to recommend a membership because a recommendation requires that the individual risk his/her personal reputation on the outcome of the recommendation.



- Respondents who indicated that their dues were reimbursed were asked to indicate their likelihood of renewing their membership if their dues were no longer reimbursed.
- The results below are typical.

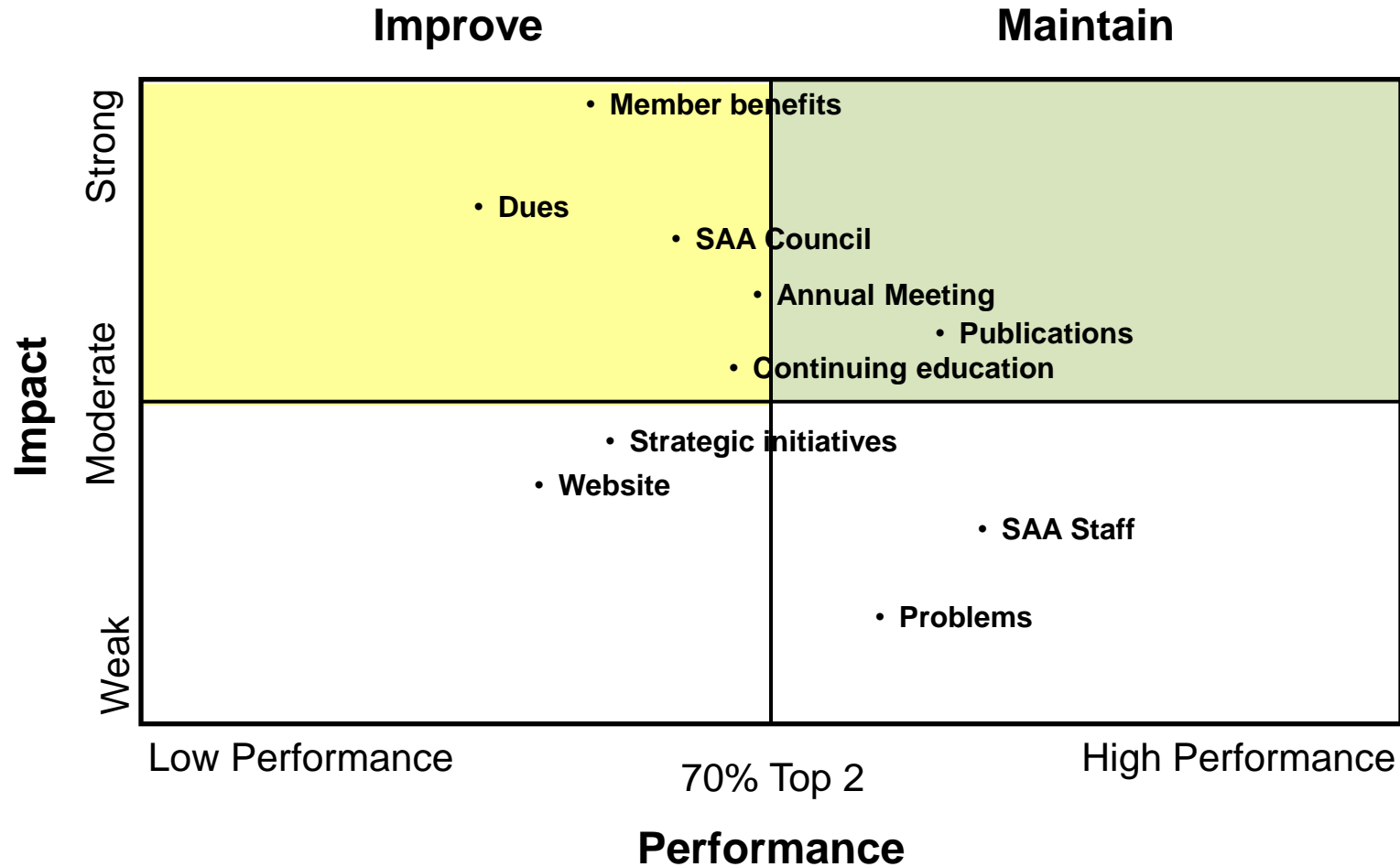


- In a typical professional membership association study, the percentage of respondents who rate the value of their membership as excellent or very good ranges from 50% to 75%.
- It is also typical that the value of the membership receives the lowest rating of all three loyalty components (i.e. recommend, renew, value).

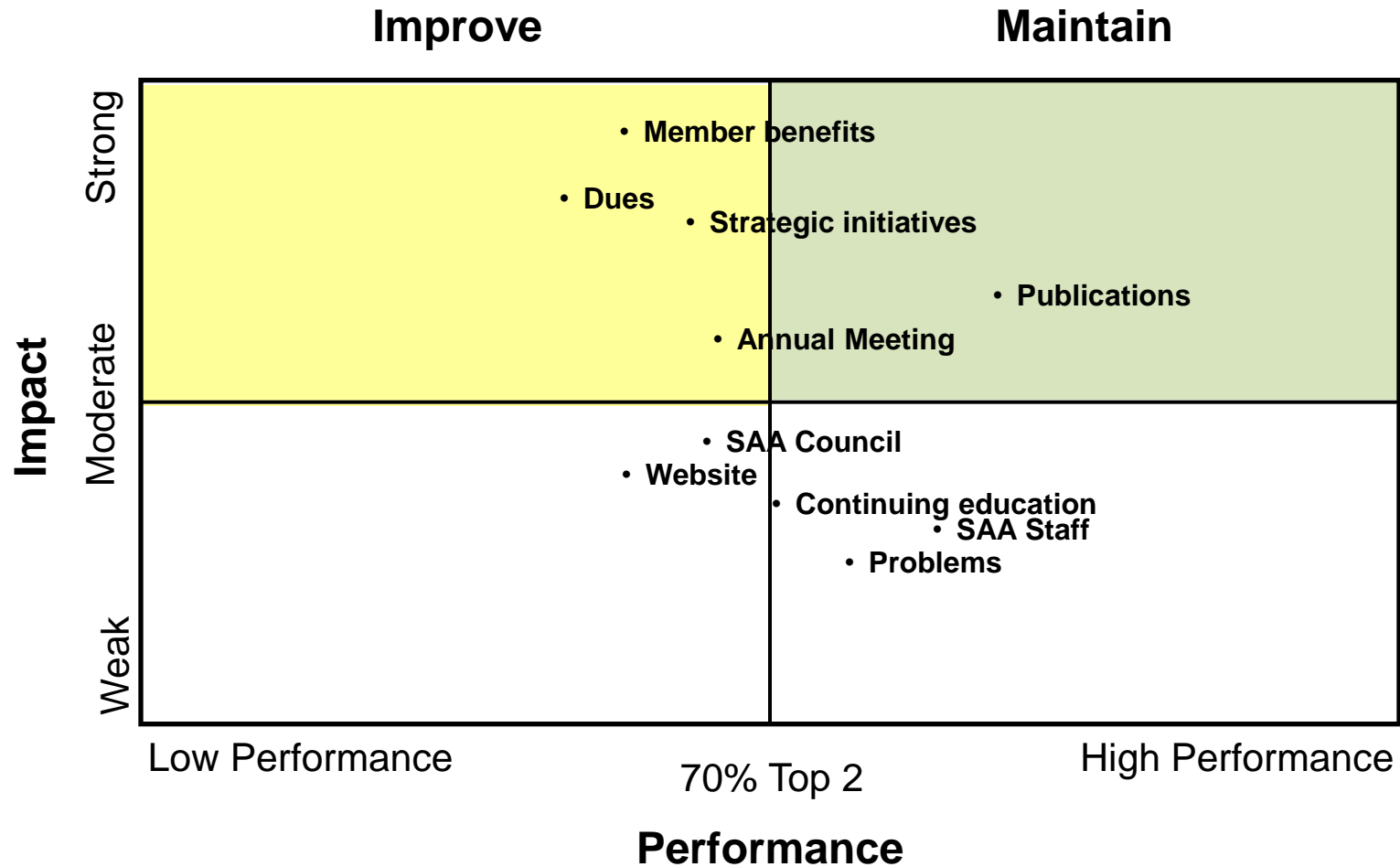


Membership Value

- Membership value is a primary focus for this study because it receives the lowest ratings of the three loyalty components, and because research has shown that membership value is the primary driver of member retention.
- For individual members, the key drivers of value are member benefits, dues, SAA Council, Annual Meeting, publications, and continuing education.
- For institutional members, the key drivers of the value of an SAA membership are member benefits, dues, strategic initiatives, publications, and the Annual Meeting.
- Underperforming strong drivers, those that appear in the upper left (yellow) quadrant, should be considered for improvement. Items that appear in the upper right (green) quadrant are strong drivers of value and are currently performing adequately. Those items that appear in the bottom half of the matrix (white region) do not have a strong impact on value at this time. Improving any item in the lower half is not expected to have the same impact on membership value as improving any item in the yellow region.



Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.



Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.

- The top 2 scores (percentage of excellent and very good responses) for the drivers of membership value for individual members are shown below.
- There are two exceptions. Dues is measured as a top 3 (low, somewhat low, just right), and problems are reported below as the percentage of members who have experienced a problem. For problems, a low number is a positive sign.

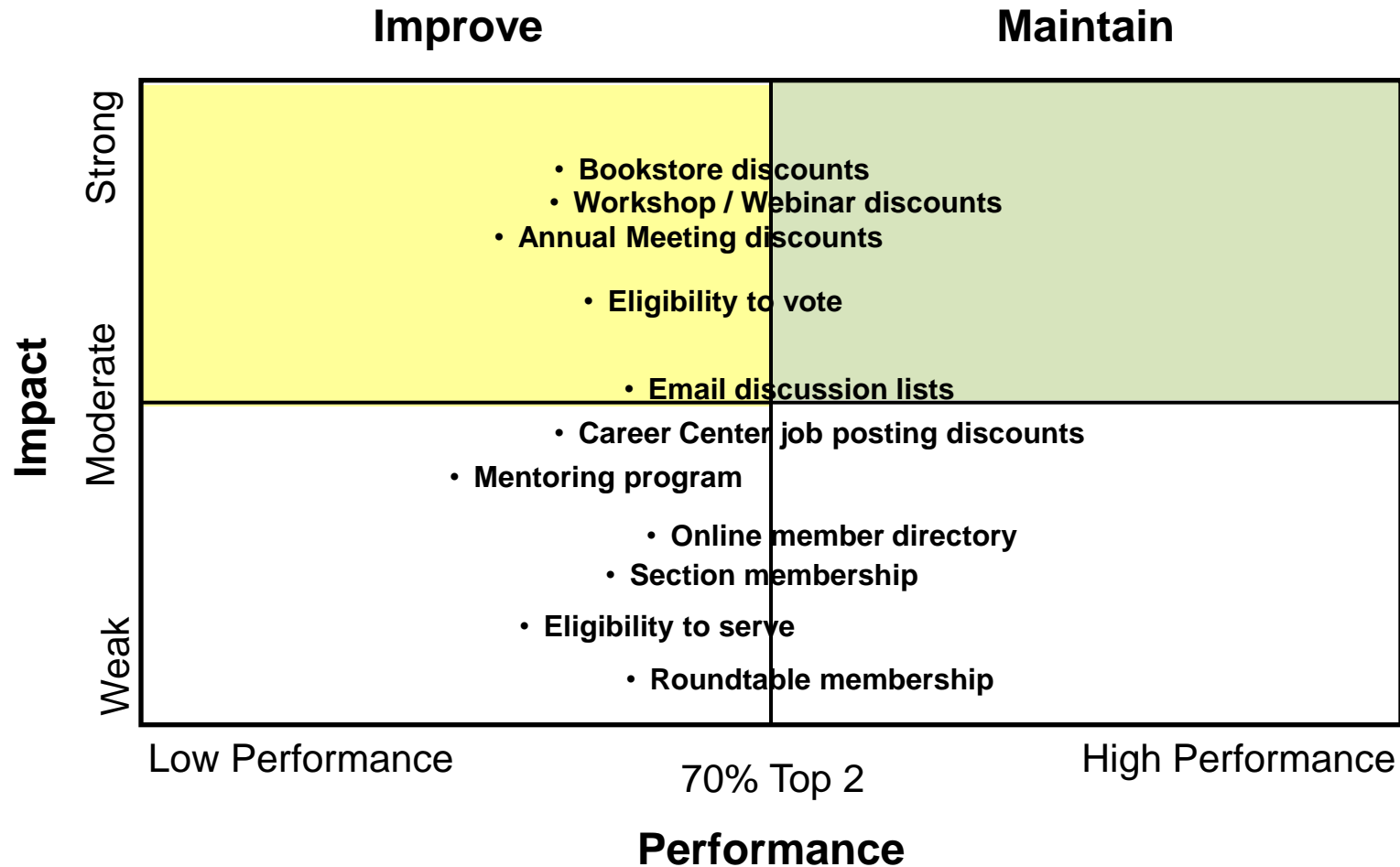


- The top 2 scores (percentage of excellent and very good responses) for the drivers of membership value for institutional members are shown below.
- There are two exceptions. Dues is measured as a top 3 (low, somewhat low, just right), and problems are reported below as the percentage of members who have experienced a problem. For problems, a low number is a positive sign.

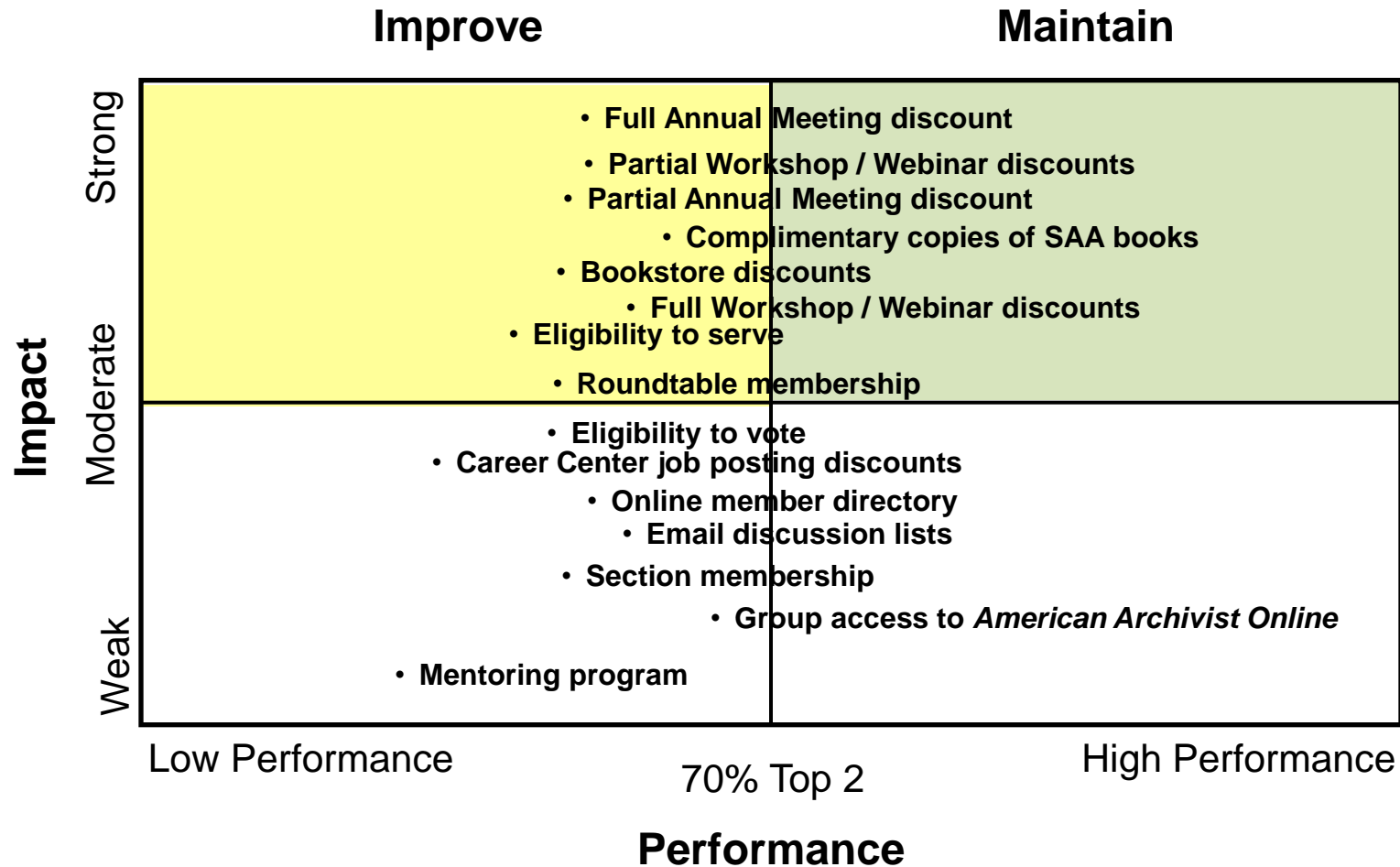


Member Benefits

- Member benefits are the strongest drivers of membership value for both individual and institutional members.
- For individual members, the overall quality of SAA's benefits package is driven by five key benefits: (1) bookstore discounts, (2) workshop/webinar discounts, (3) Annual Meeting discounts, (4) the eligibility to vote, and (5) email discussion lists.
- For institutional members, the quality of their benefits is driven by eight key benefits: (1) full Annual Meeting discount, (2) partial workshop/webinar discounts, (3) partial Annual Meeting discount, (4) complimentary copies of SAA books, (5) Bookstore discounts, (6) full workshop/webinar discounts, (7) eligibility to serve, and (8) roundtable membership.
- This section of the report provides matrices to enable SAA to prioritize the improvement efforts of its member benefits, bar charts that show the performance of each benefit, and bar charts that show the level of awareness and usage of each member benefit.

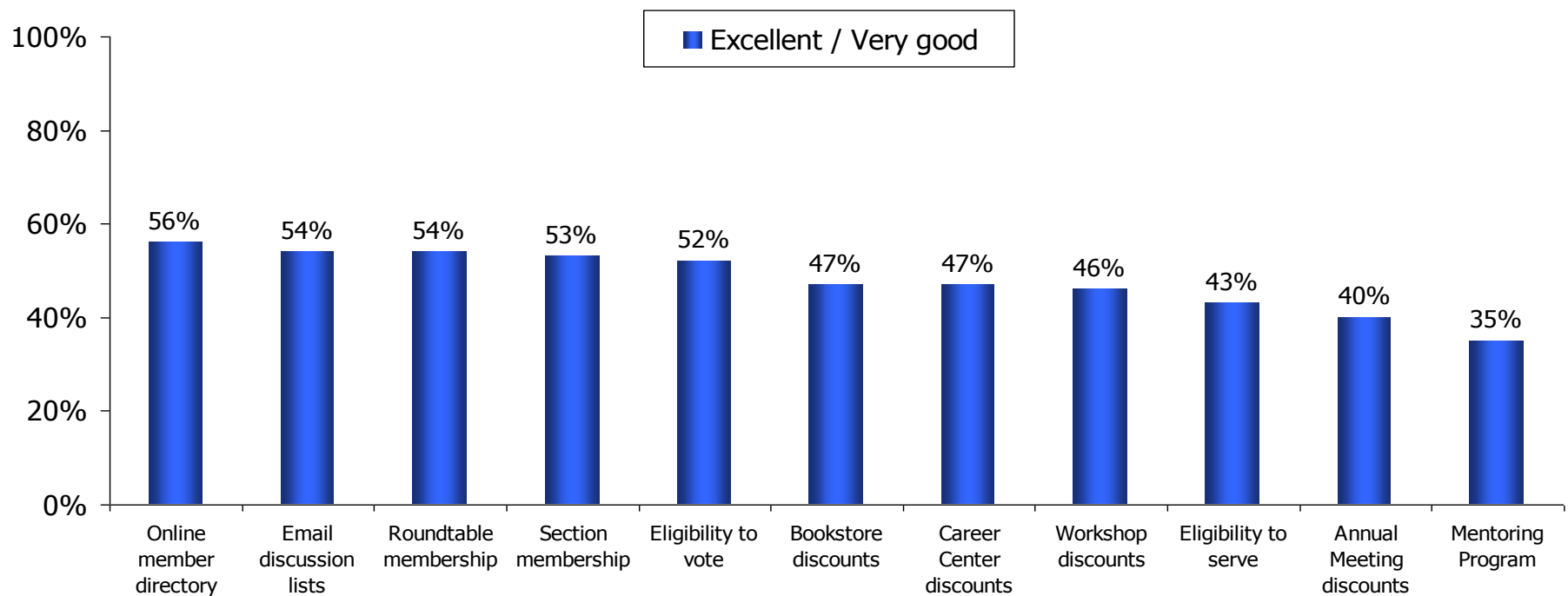


Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.

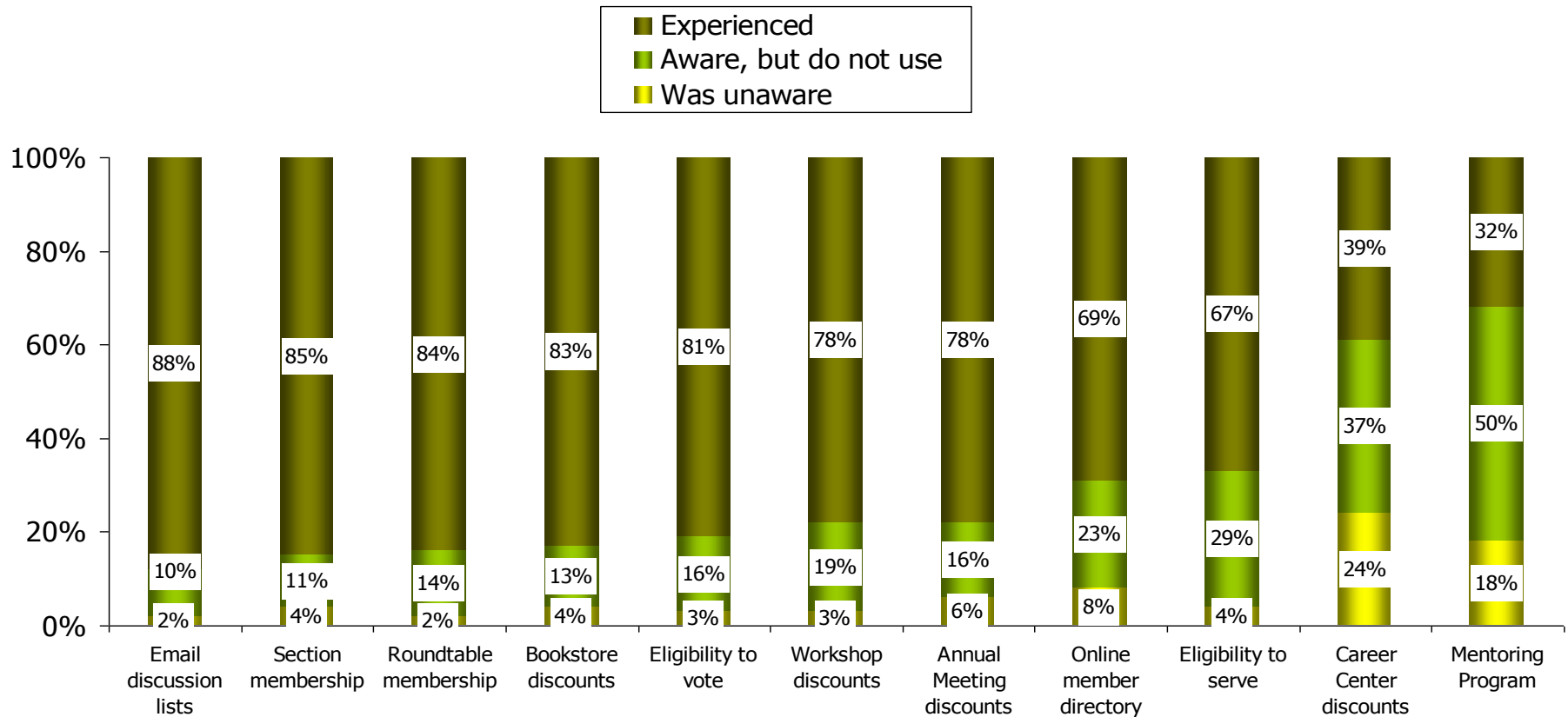


Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.

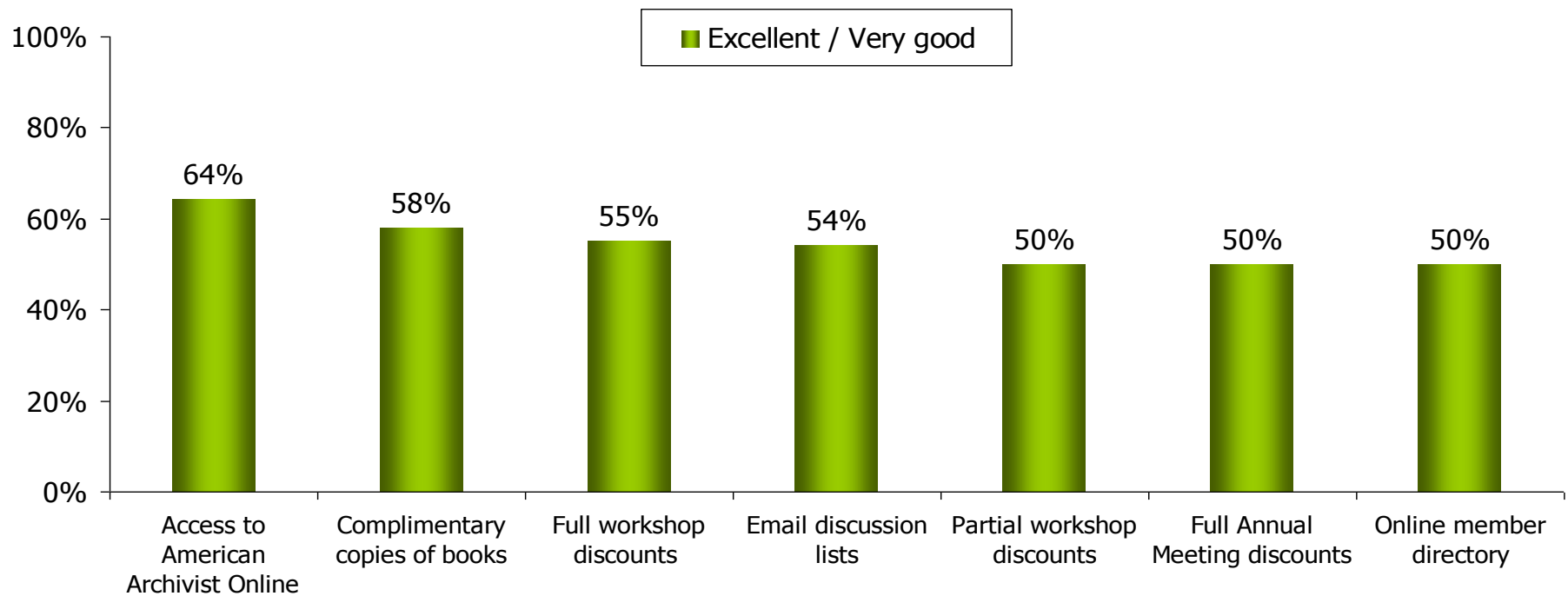
- The bar chart below shows the percentages of individual member respondents who rated each benefit as excellent or very good.
- Only respondents who had used a particular benefit were permitted to provide a performance rating for that benefit.



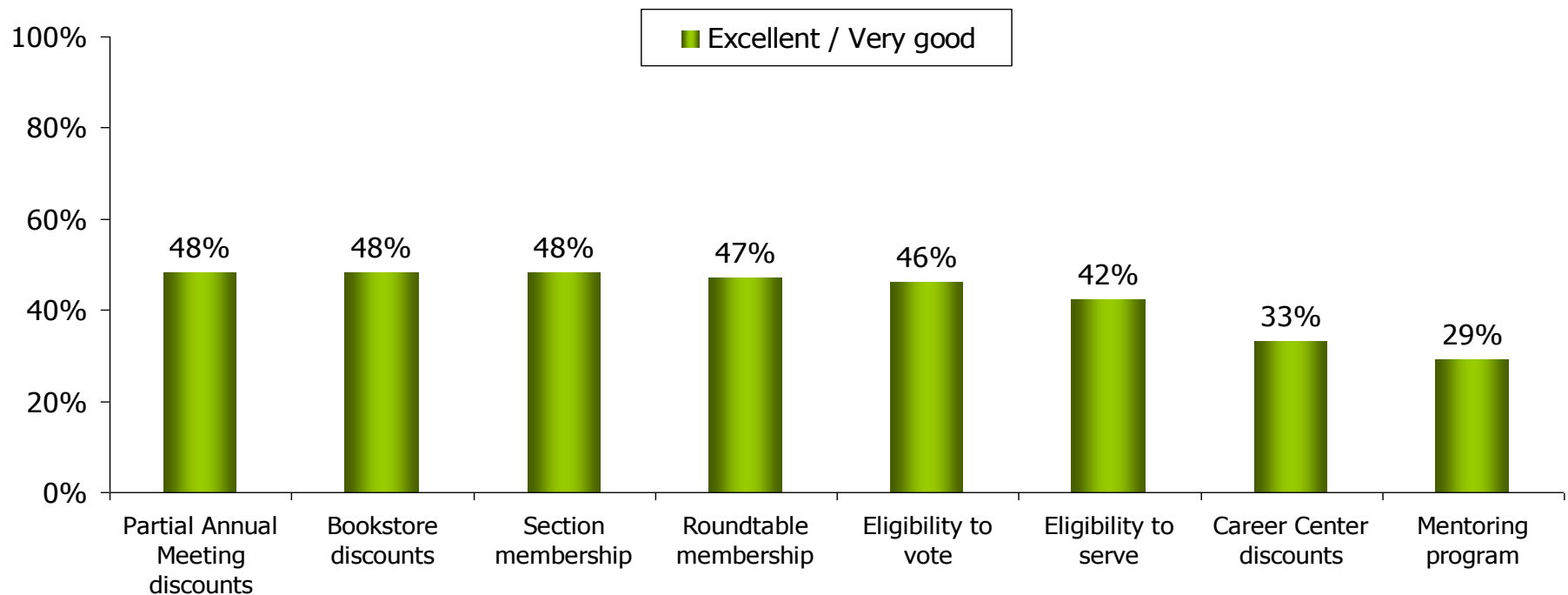
- Not all benefits are used equally by all members, nor do they have the same level of awareness among members. The top portion of each bar represents the percentage of members who used the benefit and provided a performance rating. Other members either chose not to use the benefit, or were unaware of the benefit prior to taking the survey.



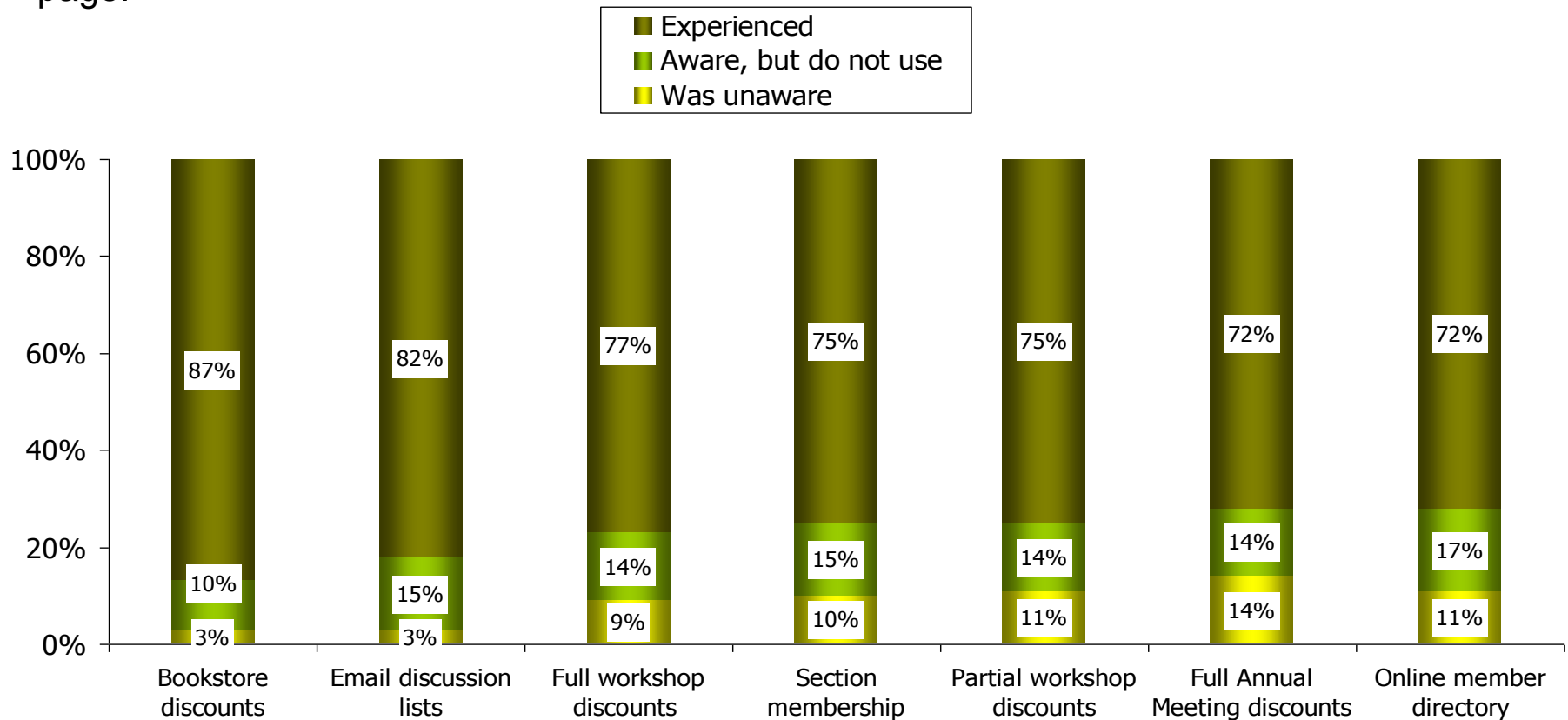
- Because of the number of institutional member benefits tested, the performance ratings are split into two pages.
- This page contains the benefits that were rated highest (top half of benefits) by institutional member respondents.



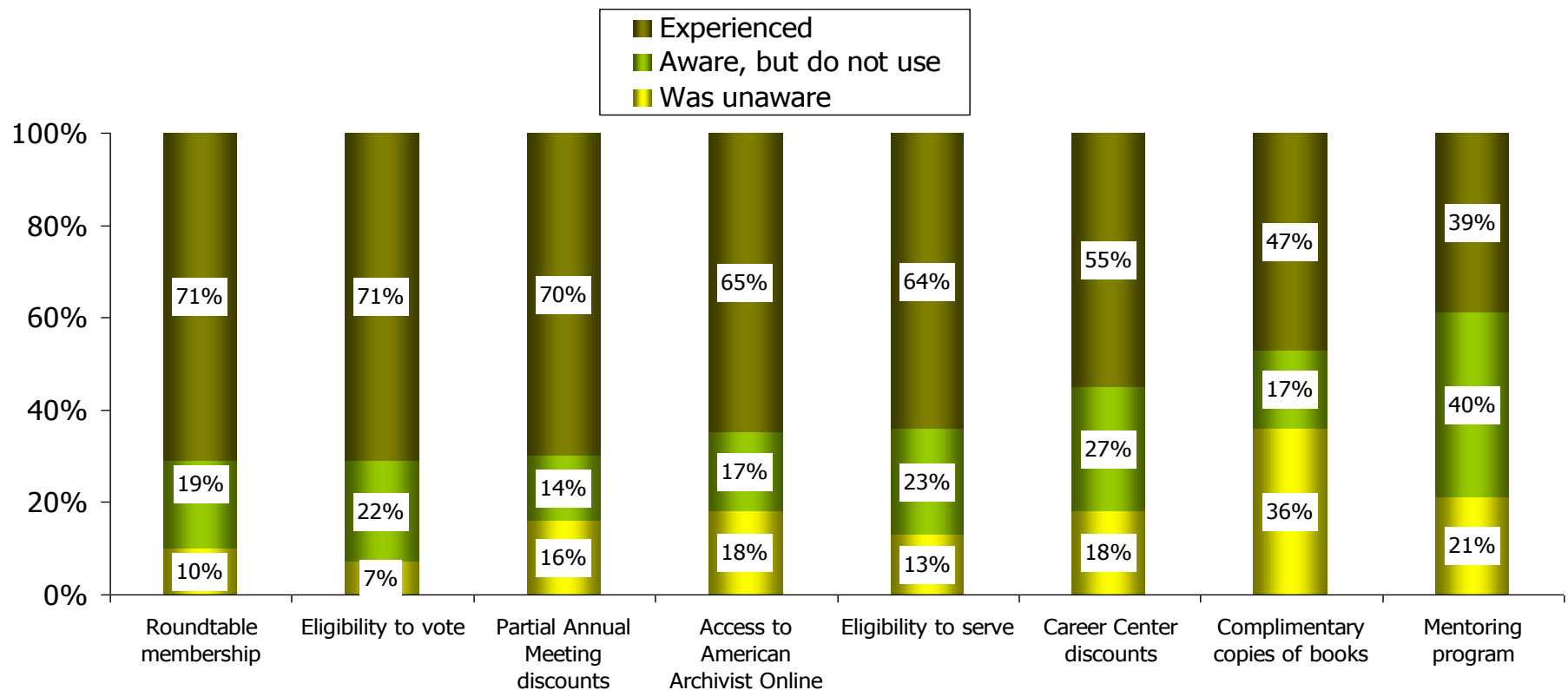
- The bar graph below presents the institutional member benefits whose performance places them in the lower half of benefits based on members' evaluations.



- This page presents the institutional member benefits that are in the upper half for the percentage of members who have used the benefit.
- Roughly three-quarters of institutional member respondents have used the benefits on this page.



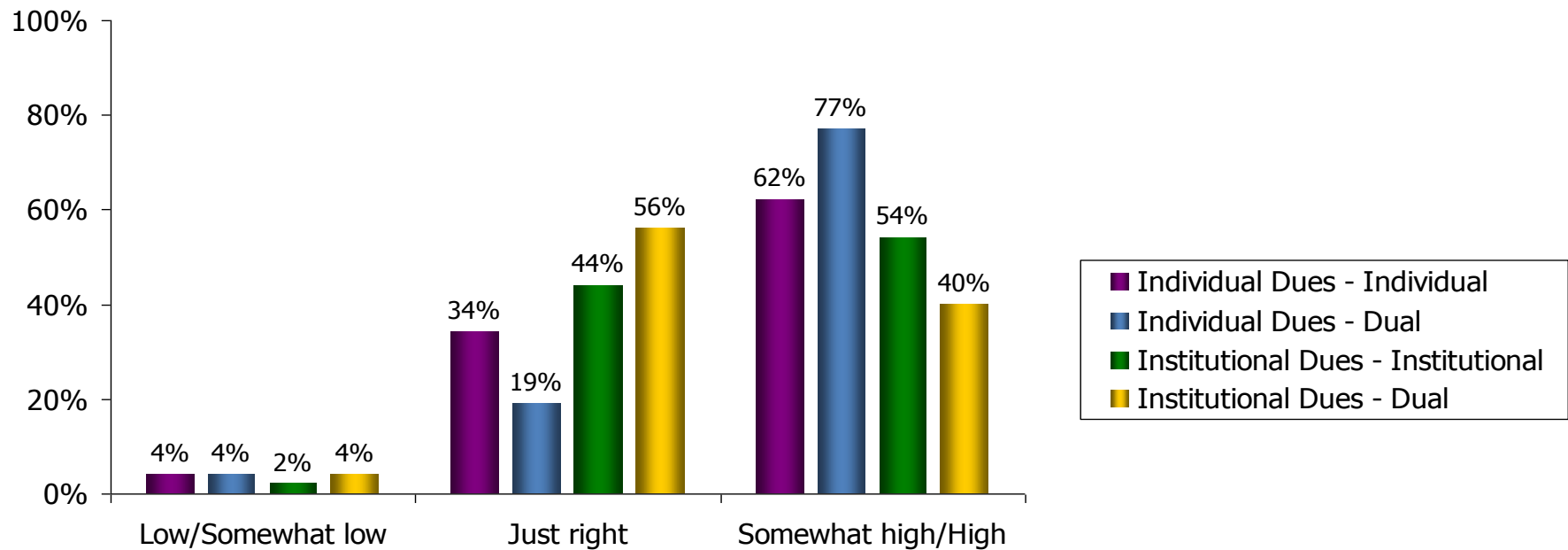
- This page contains the institutional member benefits that are used by fewer members and for which fewer members are aware.
- The middle portion of each bar (bright green) represents the percentage of members who are aware of the benefit but choose not to use it.



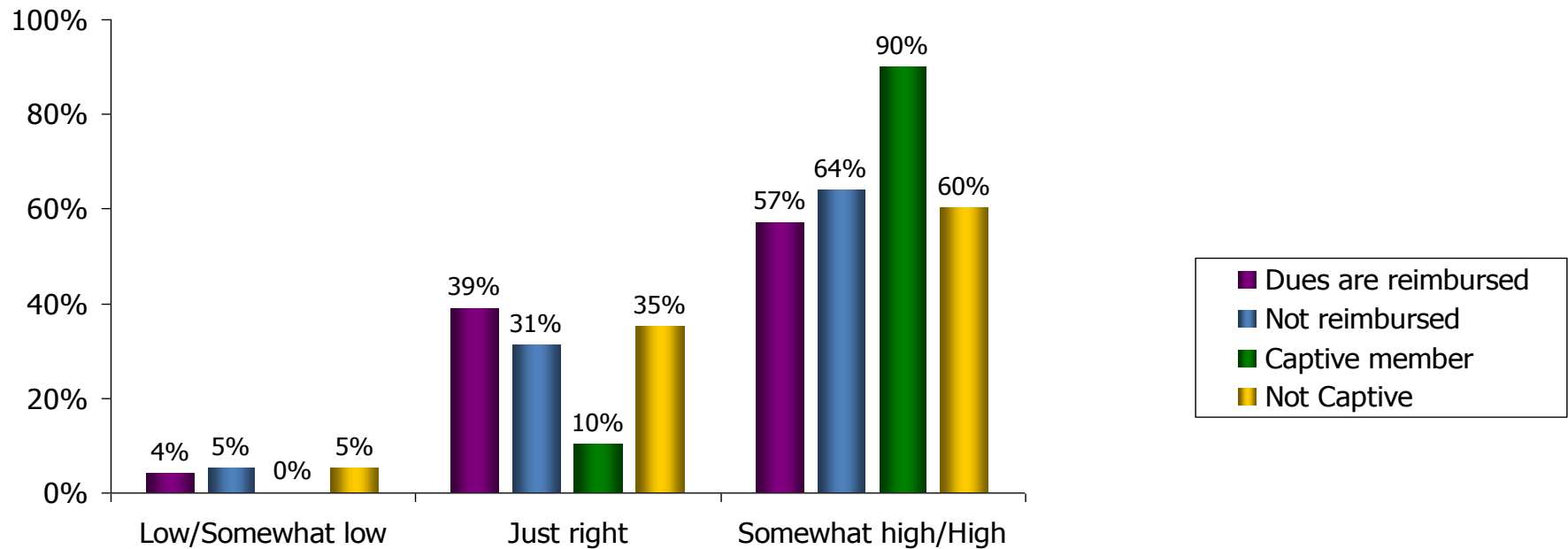
Membership Dues

- Membership dues is the second strongest driver of membership value for both the individual and institutional member segments.
- The following pages show how various member segments perceive the cost of their dues, and how dues reimbursement affects the perception of individual member dues.

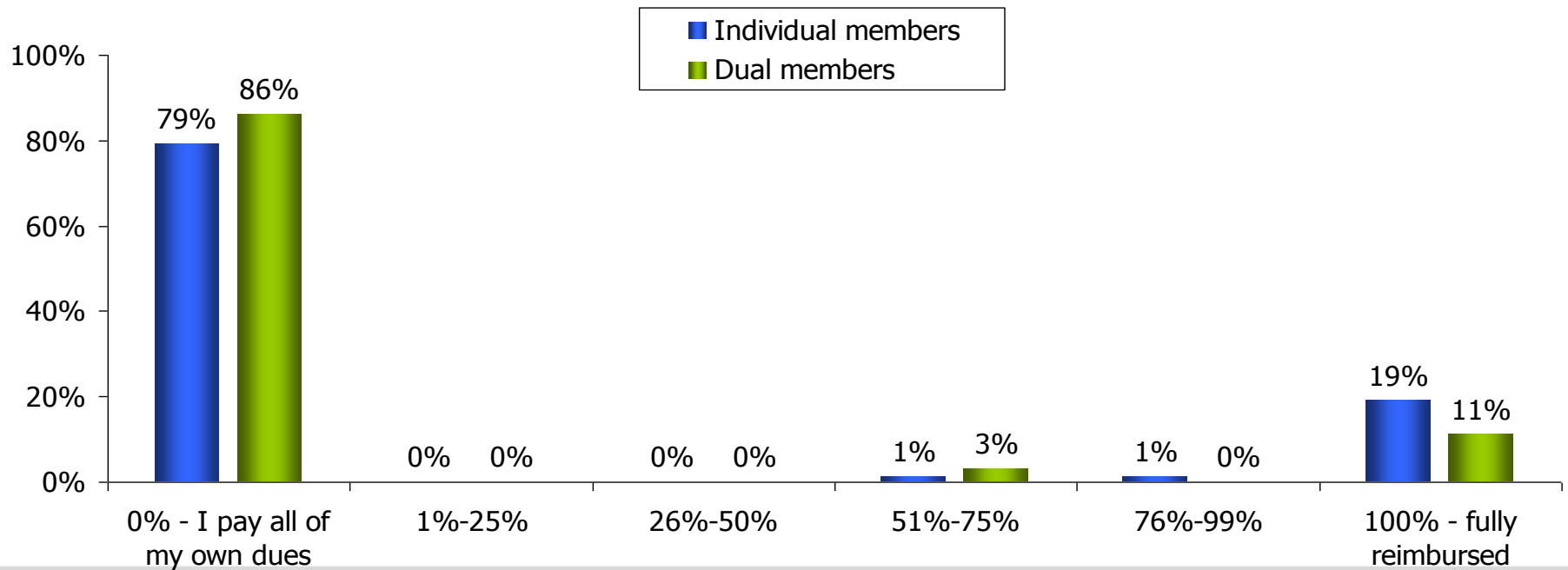
- Most respondents believe that the cost of individual dues is high or somewhat high.
- Sixty percent (60%) of dual members believe the cost of institutional dues is low or just right, compared to 46% of institutional members who believe their dues are low or just right.



- Individual members whose dues are reimbursed rate their dues about the same as members who pay their own dues. Typically, members who pay their own dues have a more positive perception of their dues compared to those whose dues are reimbursed.
- As to be expected, captive members have a more negative perception of their dues than individuals who are not captive. By definition, captive members rate the value of their membership as marginal or poor.

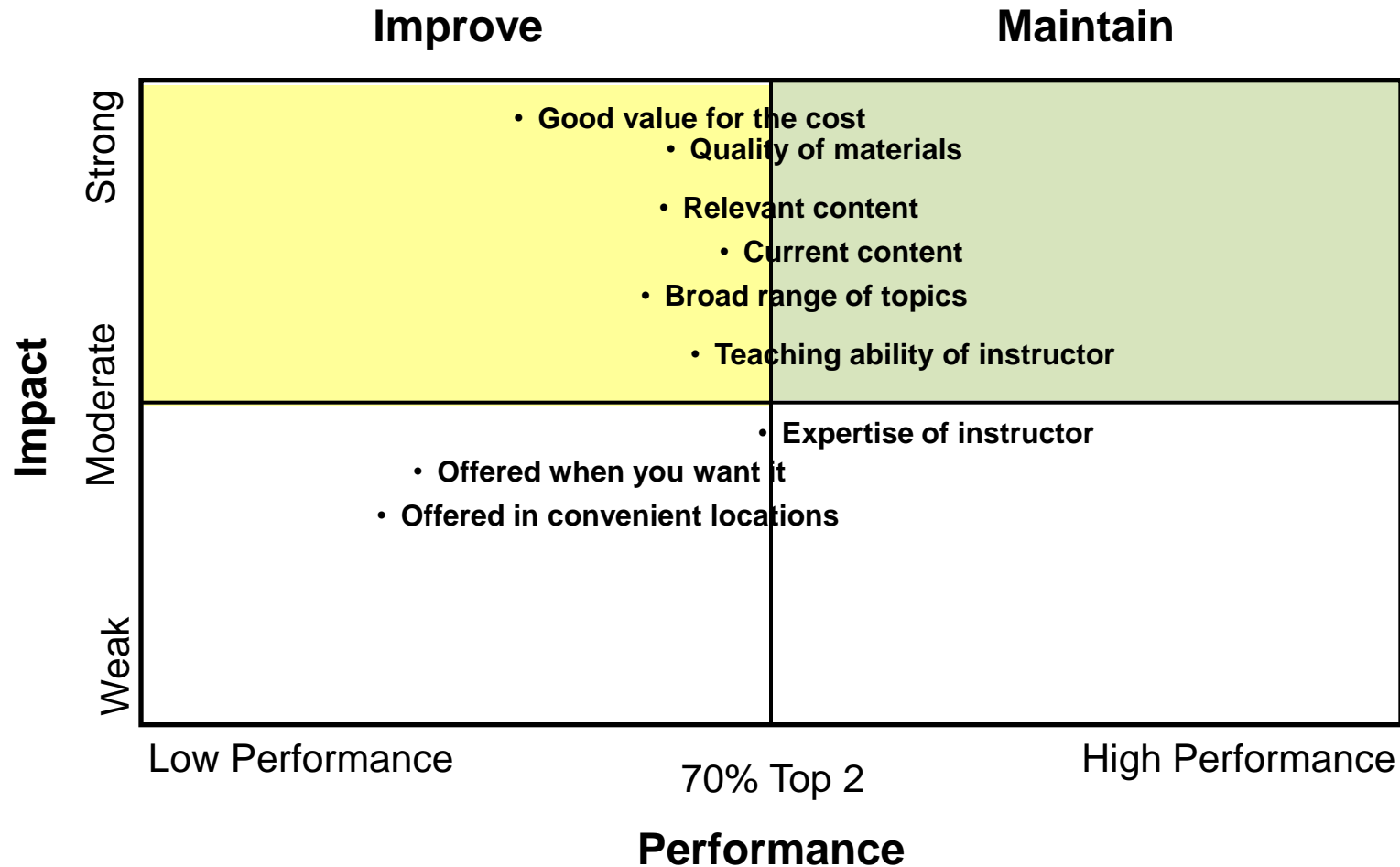


- Only 21% of individual members and 14% of dual members receive any dues reimbursement.

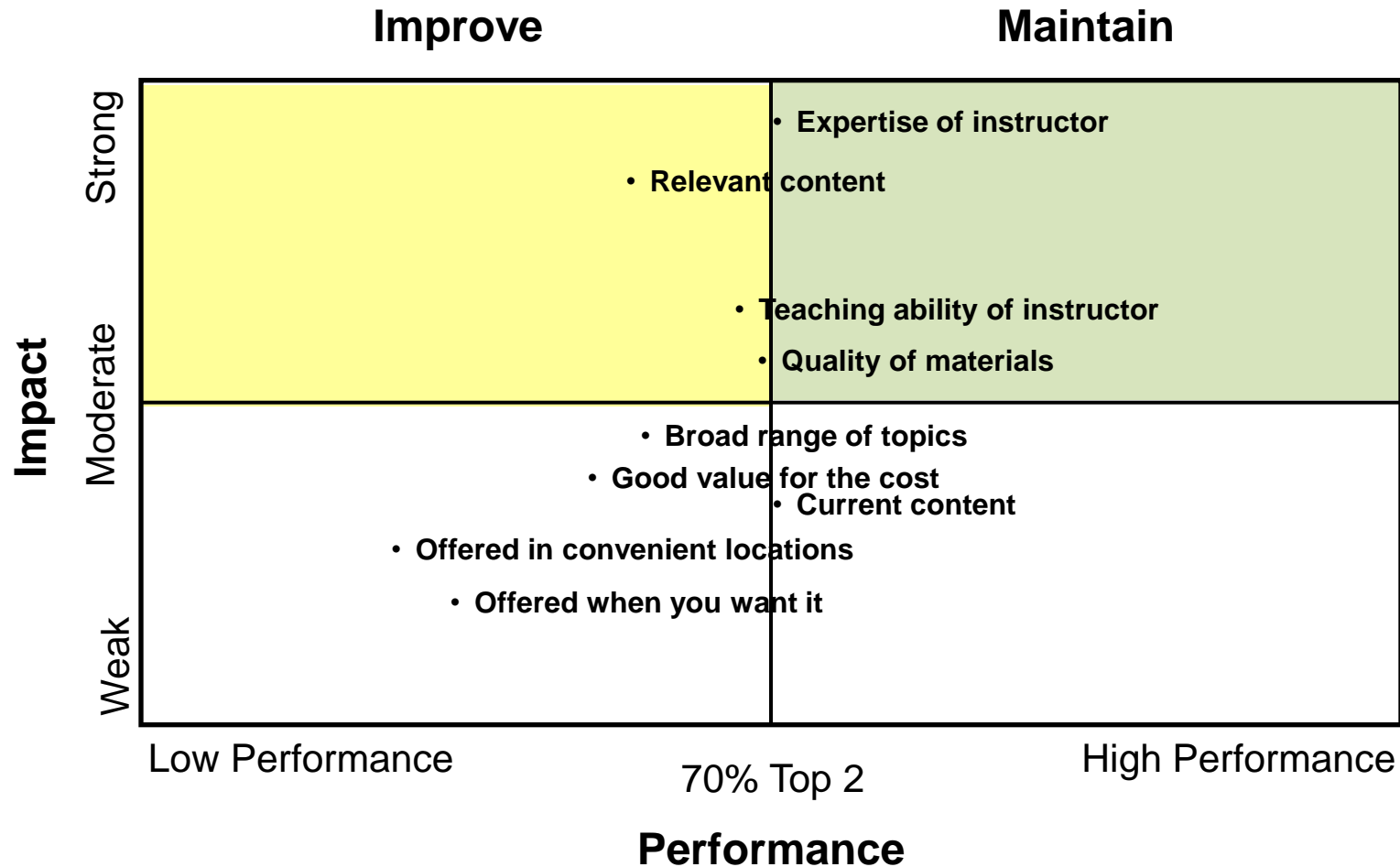


Continuing Education

- Continuing education is a strong driver of membership value for individual members, but not for institutional members.
- For individual members, the overall quality of SAA's continuing education programs is driven by six factors: (1) being a good value for the cost, (2) quality of materials, (3) content that is relevant, (4) content that covers current topics, (5) having a broad range of topics, and (6) the teaching ability of the instructor.
- For institutional members, the quality of SAA's continuing education programs is driven by four factors: (1) the expertise of the instructor, (2) content that is relevant, (3) the teaching ability of the instructor, and (4) quality of materials.

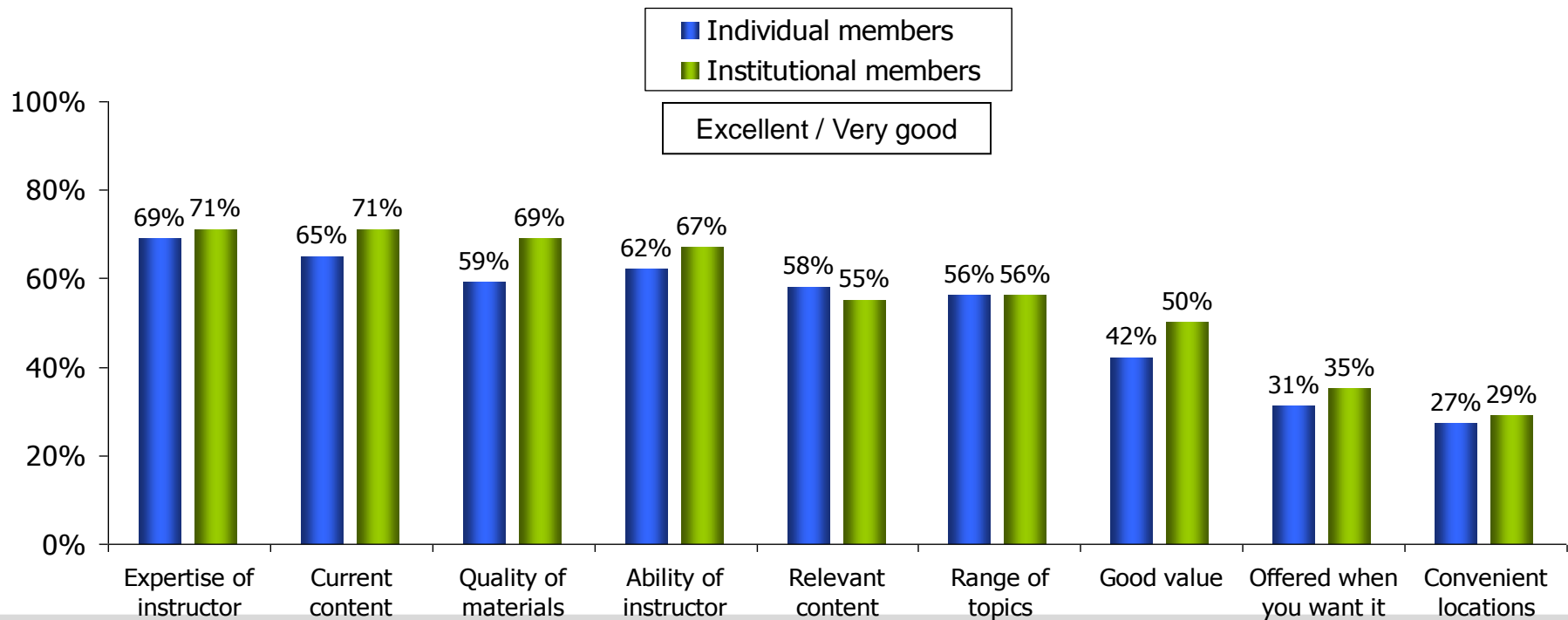


Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.

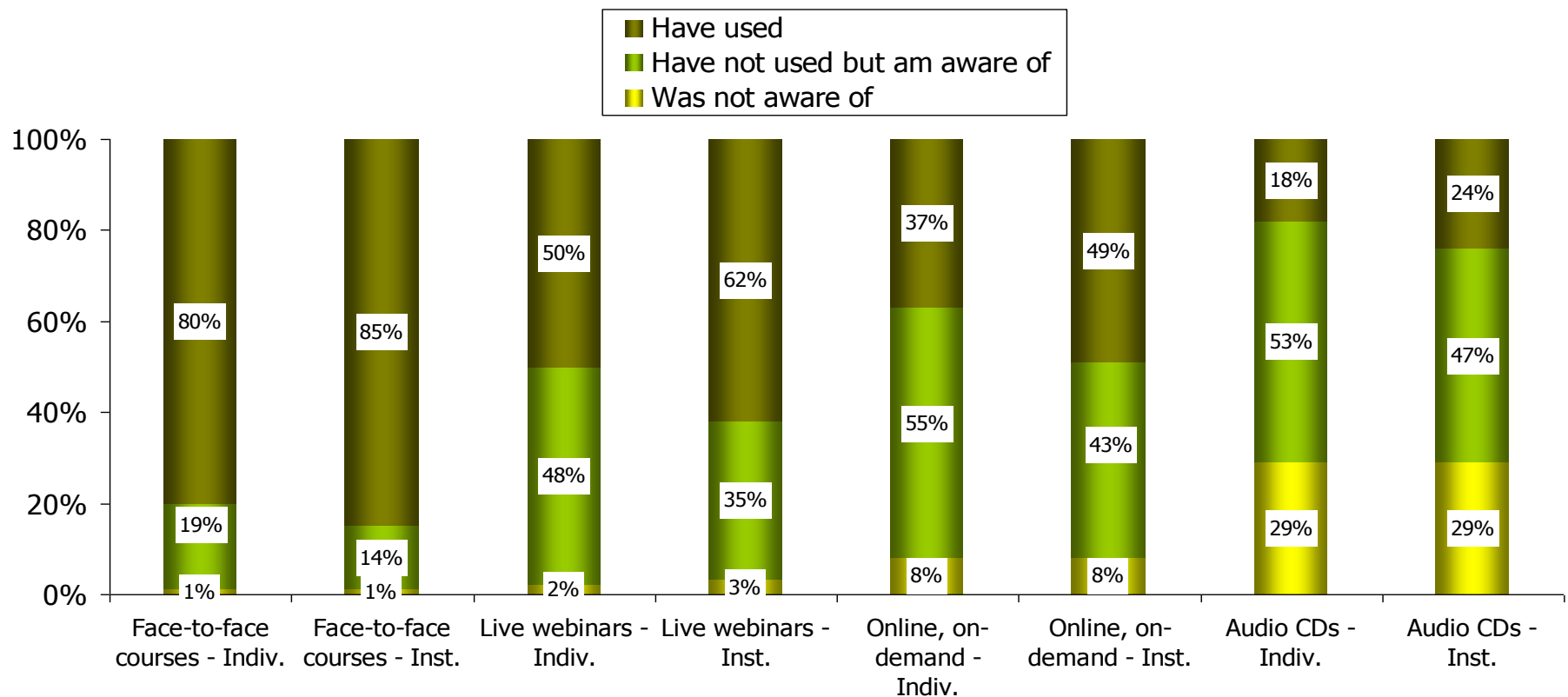


Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.

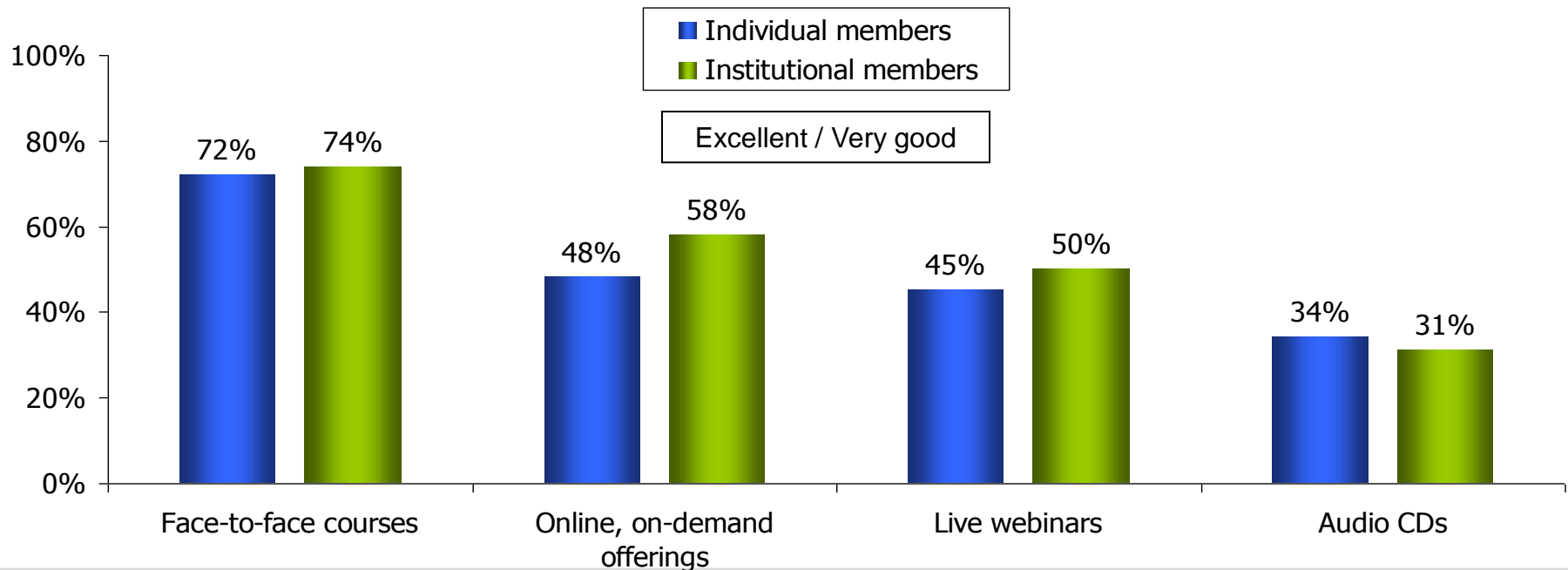
- In general, the percentage of institutional members who rate the attributes of SAA's continuing education programs as excellent or very good was as high or higher than the percentage of individual members who gave the same ratings.



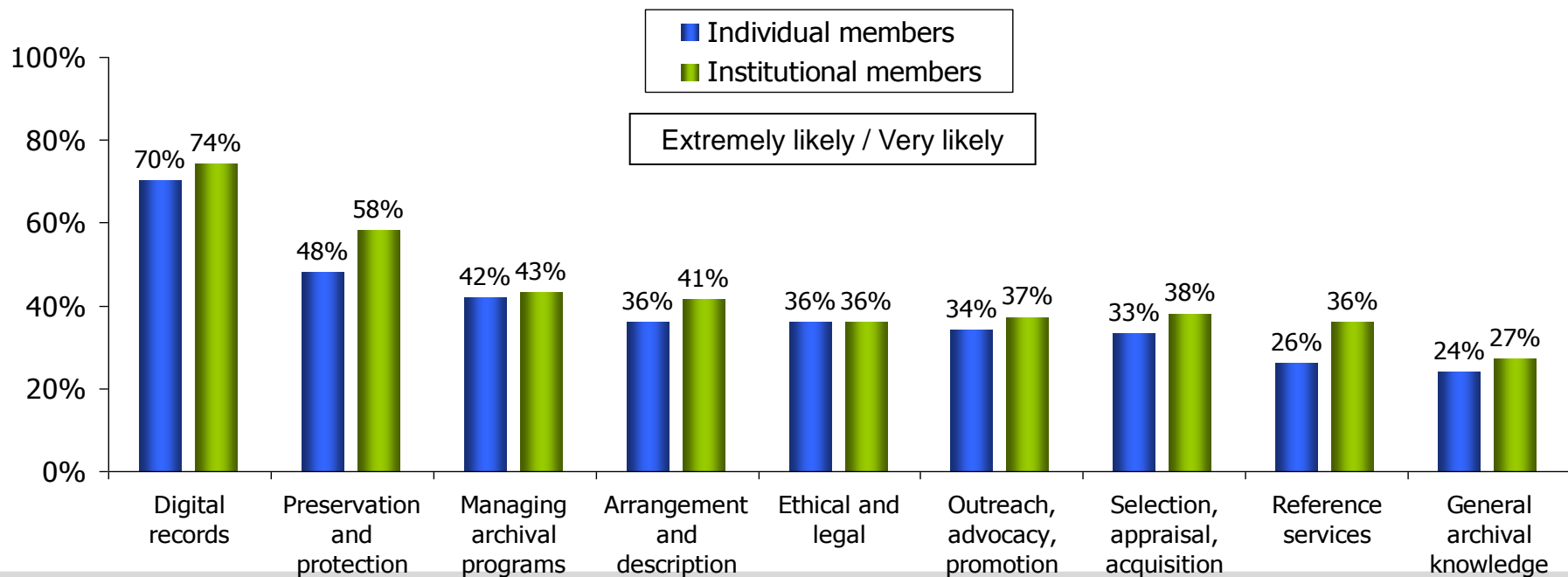
- The graph below shows the levels of use and awareness of each of the various formats for delivering educational programs by individual members and institutional members.
- The formats are presented below in pairs (individual and institutional) for ease of comparison.



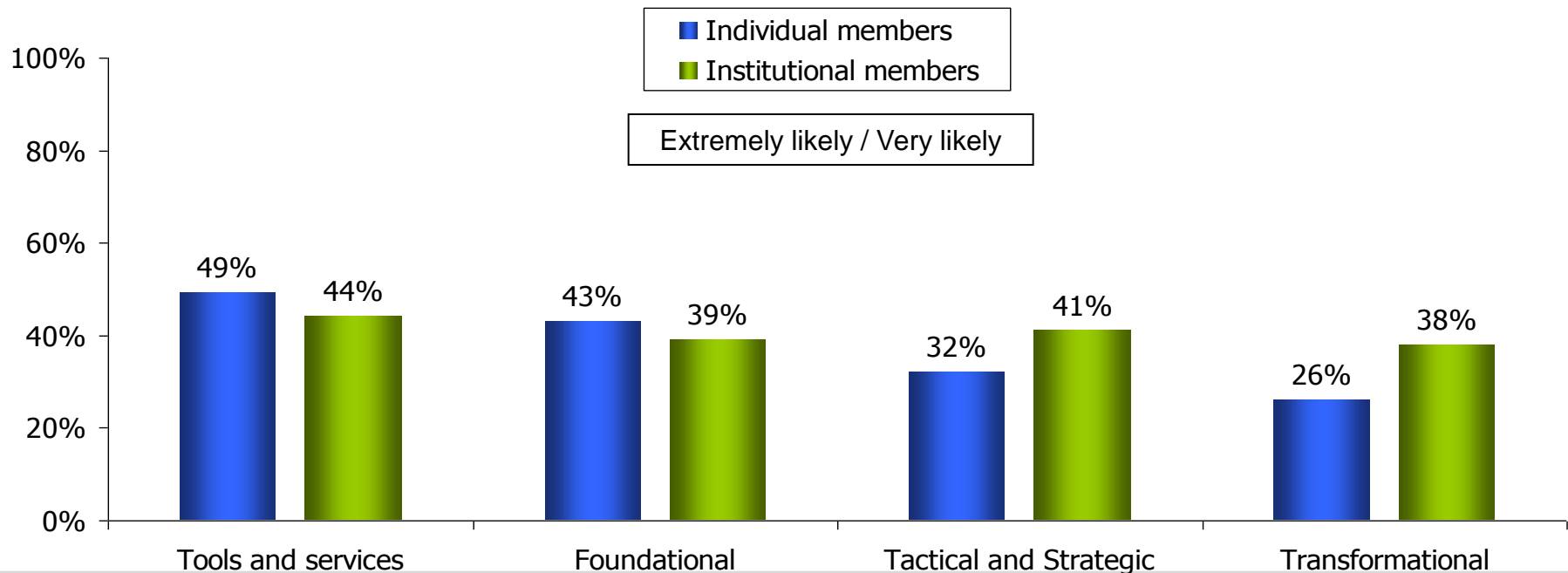
- Respondents who have experienced each of the following educational delivery formats provided a value rating. The percentages below represent the percentage of individuals who rated each format as excellent or very good.



- Individual and institutional members were asked their likelihood of pursuing various topics of instruction from SAA.
- Digital records received the highest percentage of individual and institutional member respondents who indicated that they would be extremely likely or very likely of pursuing this type of education from SAA.

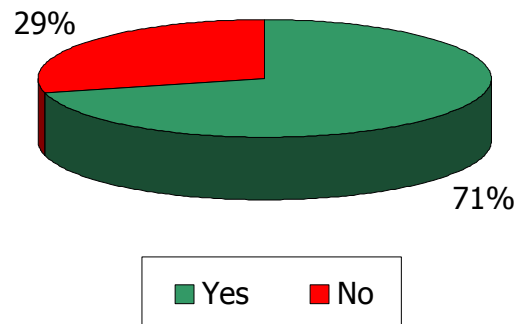


- Four types of courses were also tested for members' likelihood of pursuing these from SAA.
- Tools and services received the highest percentage of extremely likely or very likely responses.

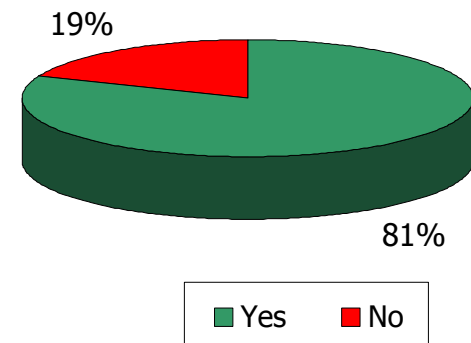


- Seventy-one percent (71%) of individual member respondents and 81% of institutional member respondents have participated in an SAA workshop, webinar, or on-demand course and were able to provide a quality rating.

Individual Members

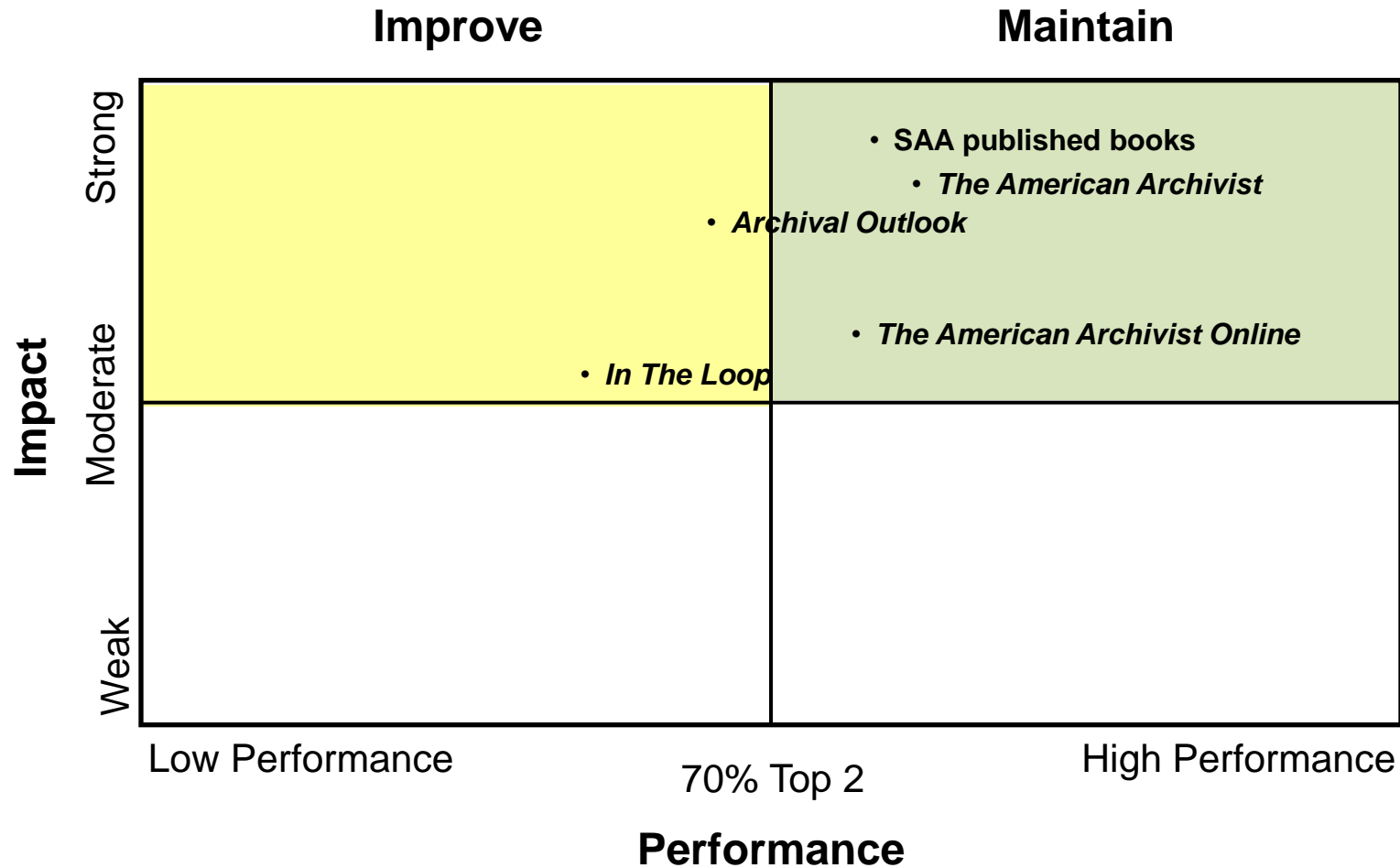


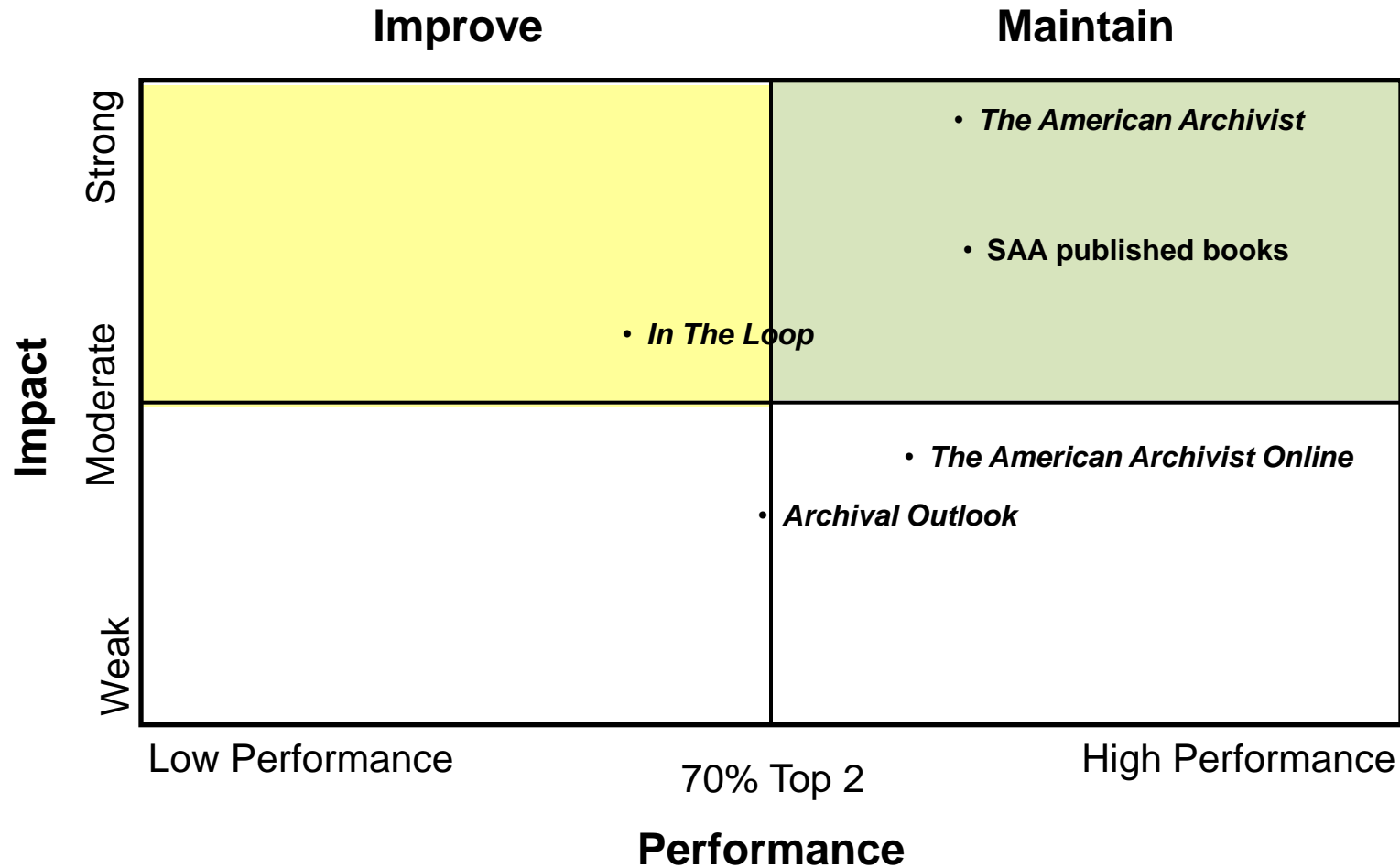
Institutional Members



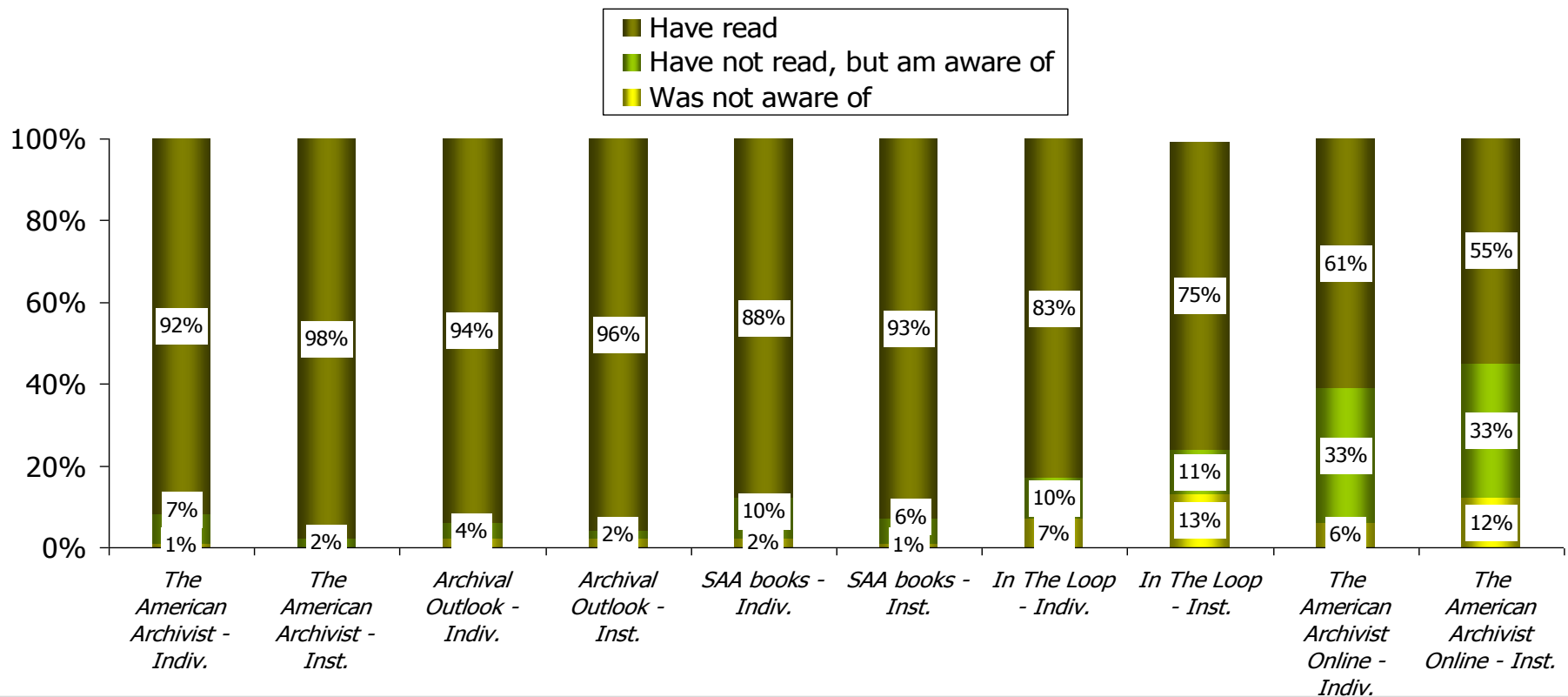
Publications

- The matrices on the following pages show that all of SAA's publications are key drivers of the overall perception of publications for individual members, while the key drivers of publications for institutional members are *The American Archivist*, SAA's published books, and *In The Loop*.
- All of the attributes tested for *The American Archivist* are key drivers of the overall perception of the journal for individual members. For institutional members, the key drivers of the journal are (1) the expertise of the authors, (2) having content that reflects current theory and practice, and (3) content that is relevant to their needs.
- Similarly, all of the attributes tested for *Archival Outlook* are key drivers of the overall quality of the newsletter for individual members. For institutional members, the key drivers of the newsletter are (1) expertise of the authors, (2) covers a broad range of topics, (3) the quality of the writing, and (4) content that is relevant to their needs.
- All underperforming key drivers (in the yellow quadrant), should be considered for improvement. Those in the green region are performing adequately at this time, and those in the white region do not have a strong impact on overall quality perceptions at this time.

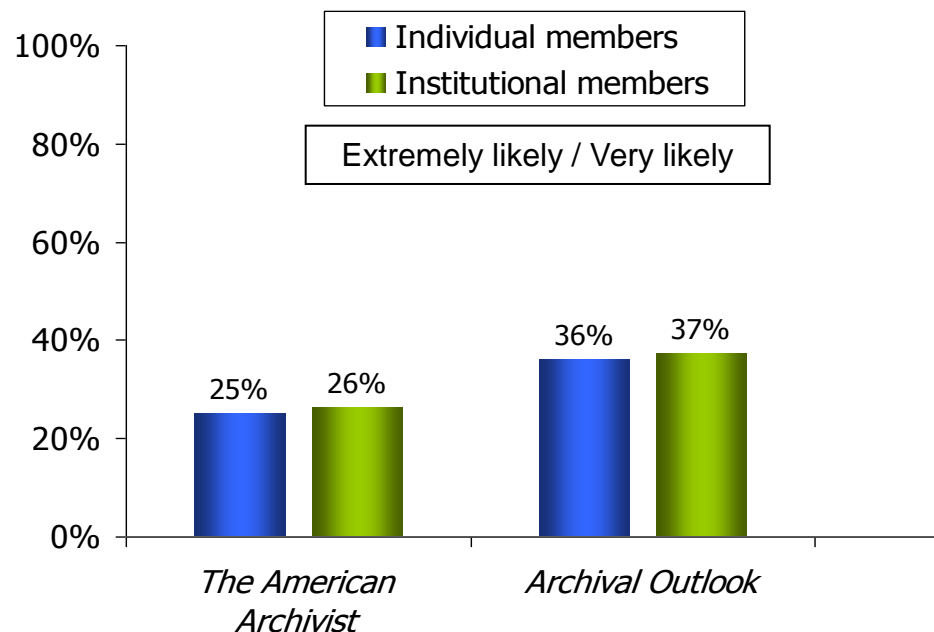


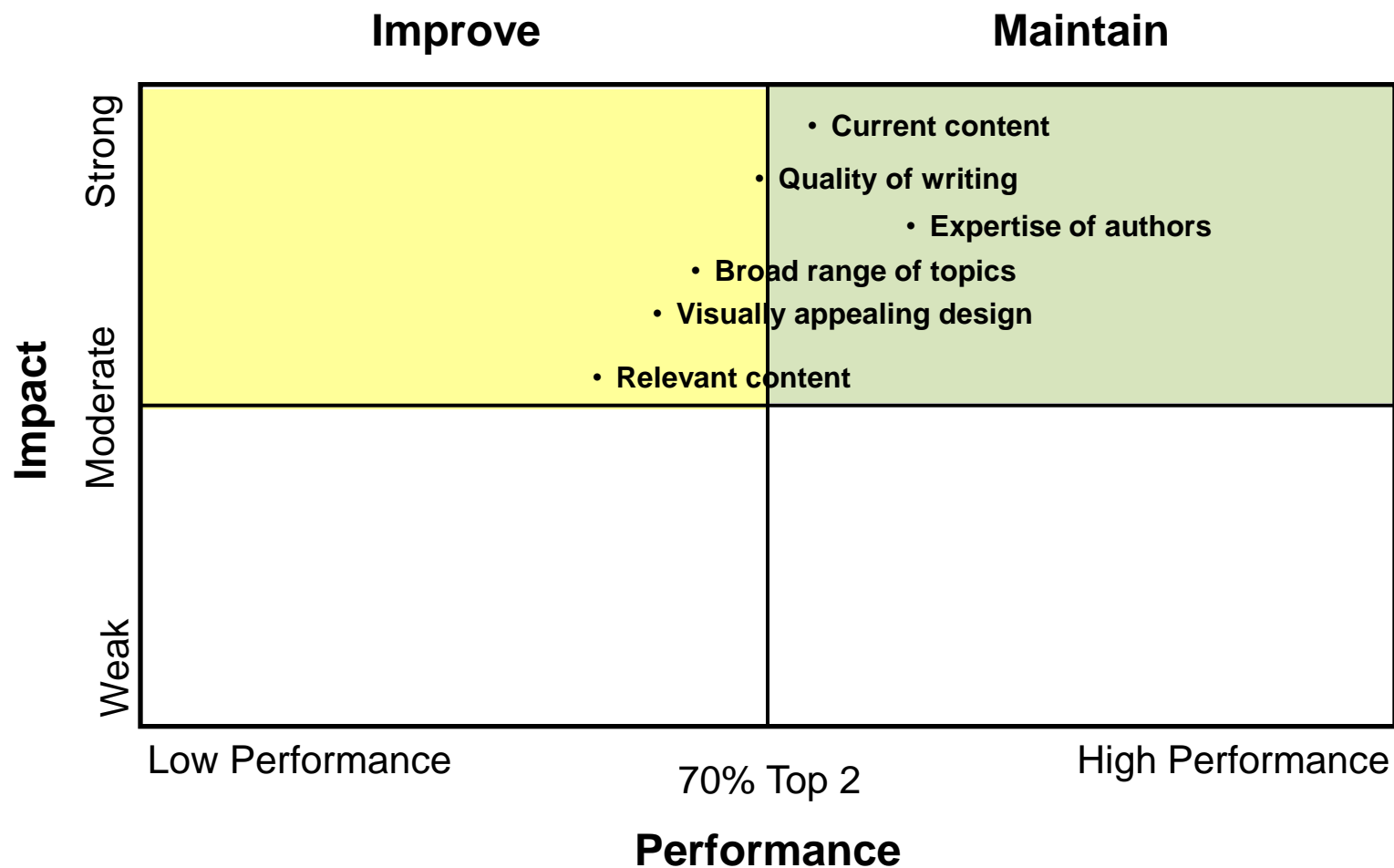


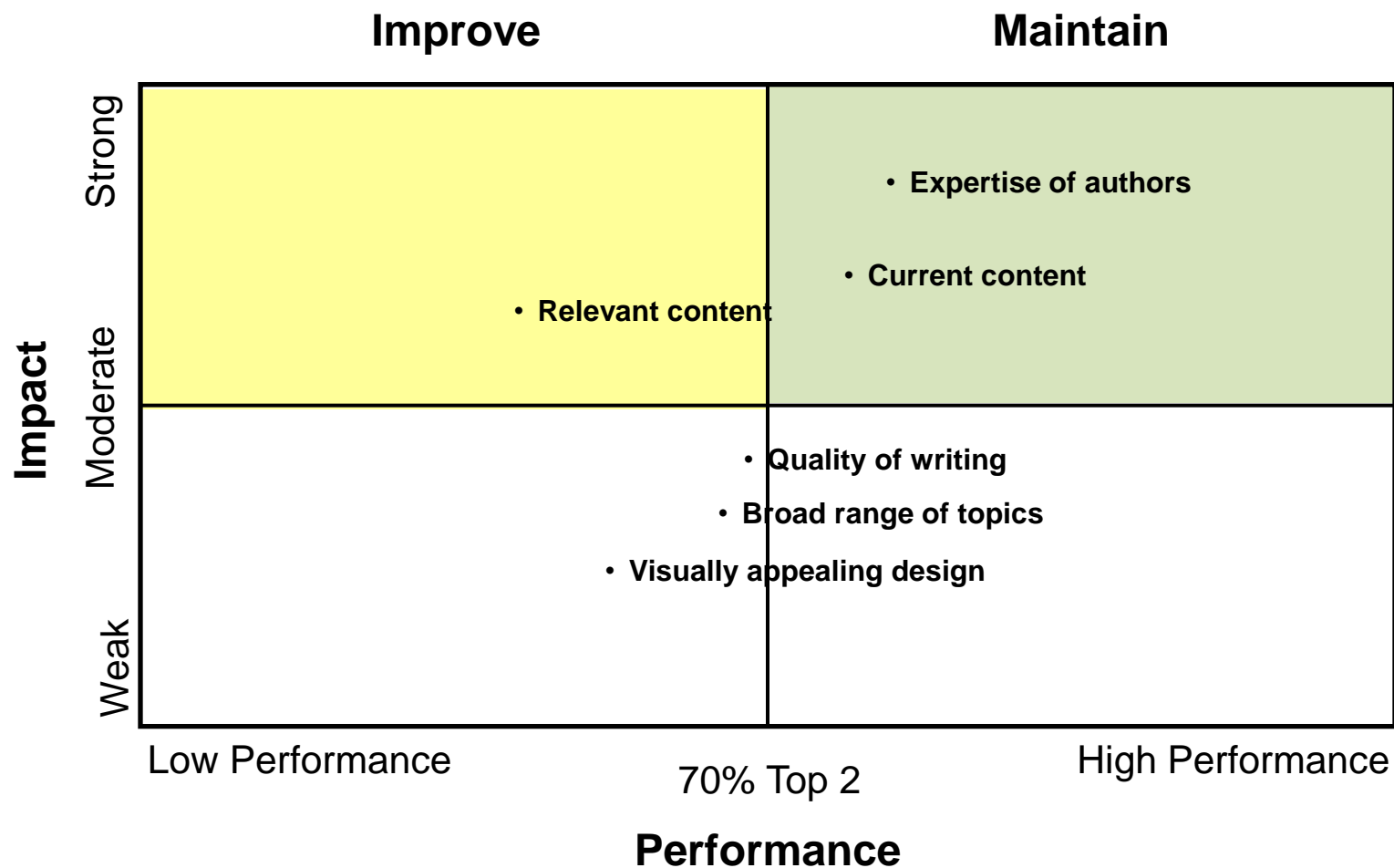
- The graph below shows the level of awareness and readership for each publication for individual members and institutional members.
- The publications are arranged from left to right (in pairs) from those most read by individual members to those least read by individual members.



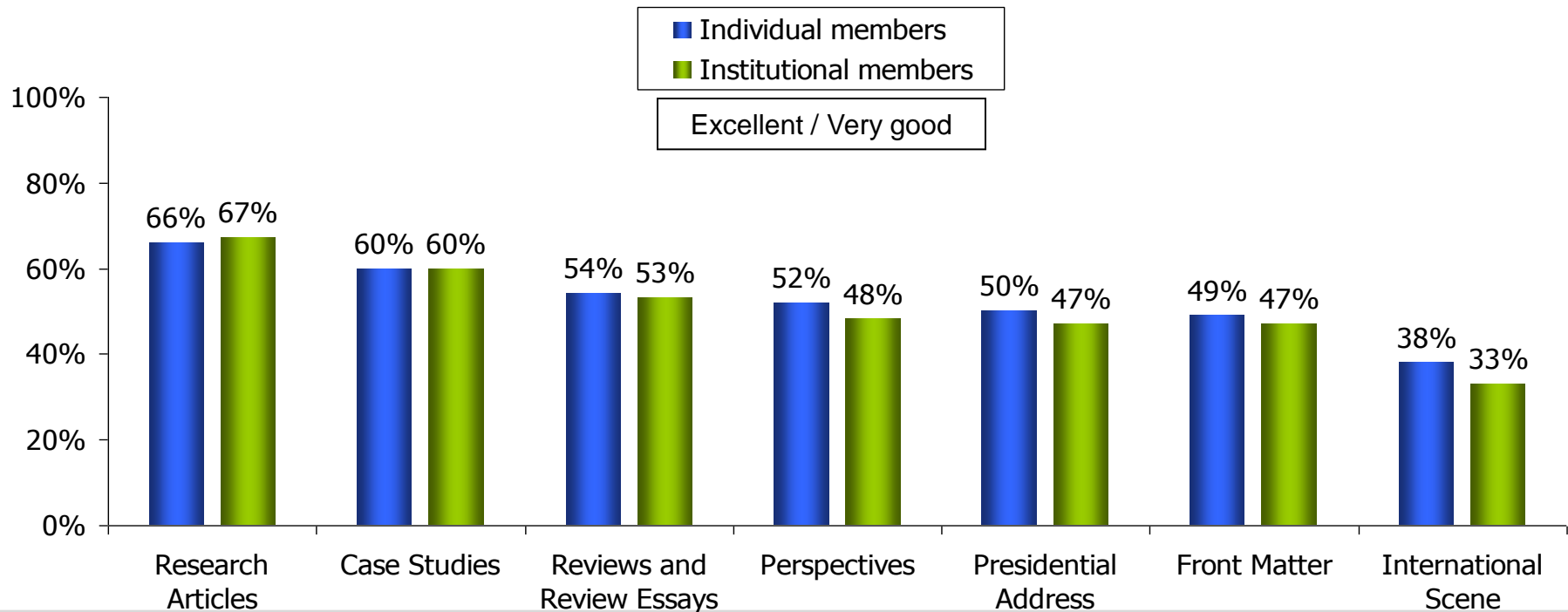
- When respondents were given the choice of opting out of print copies of the journal and the newsletter and switching to online copies exclusively, about one quarter of all respondents indicated that they would be extremely likely or very likely to exercise that option for the journal.
- Slightly more than one-third of all respondents indicated that they would be extremely likely or very likely to exercise that option for the newsletter.



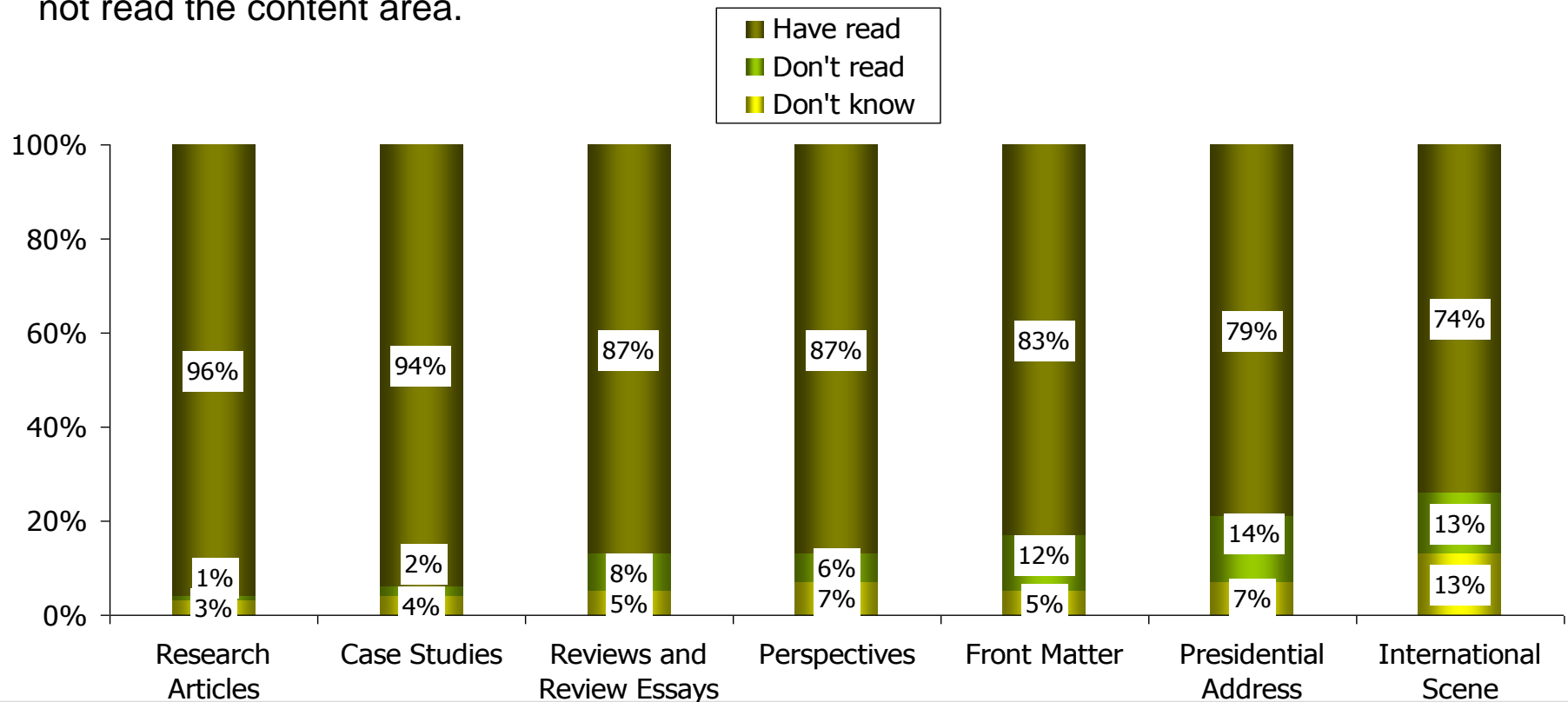




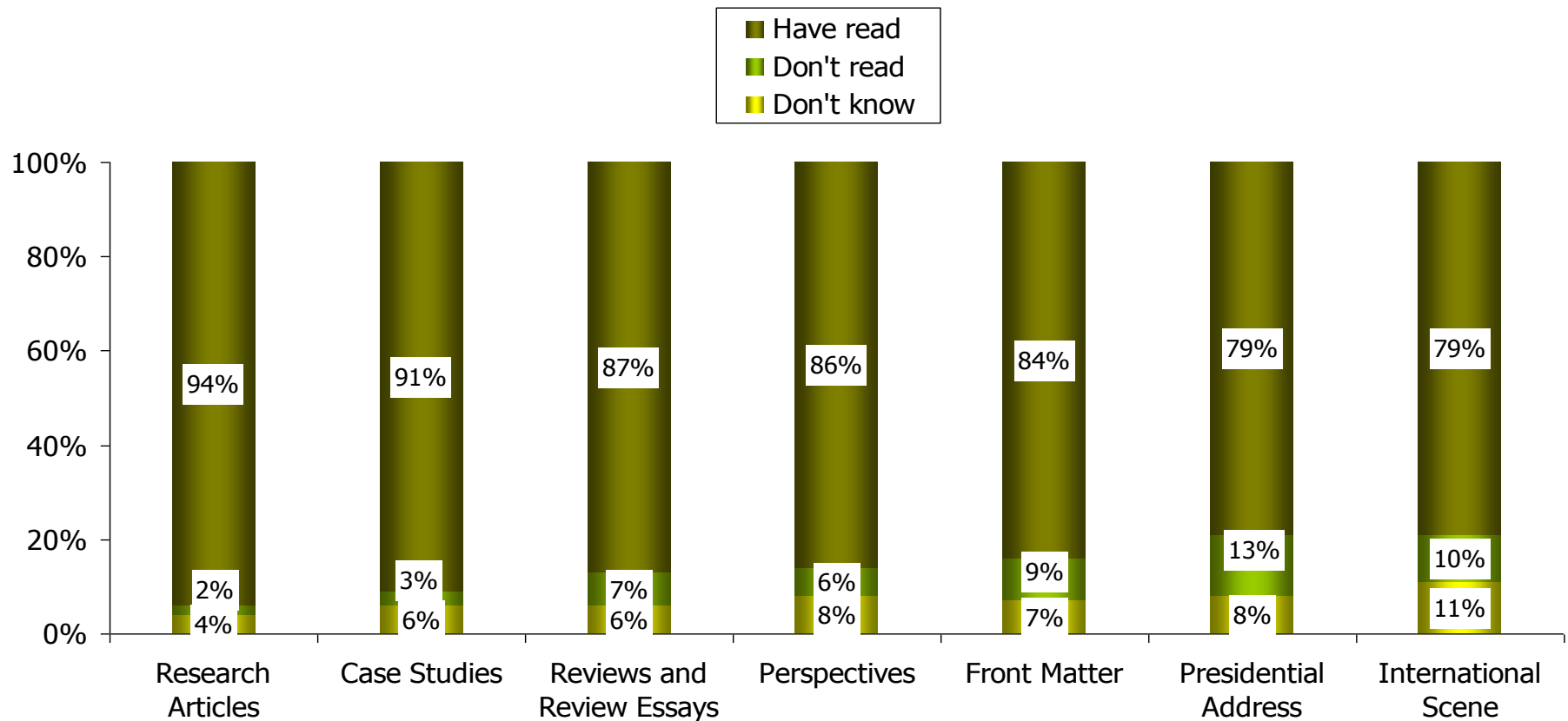
- The graph below shows the top 2 scores (percentage who reported excellent or very good) for each of *The American Archivist's* content areas.
- Research articles received the highest quality rating by both types of members, and the International Scene received the lowest ratings by both member segments.

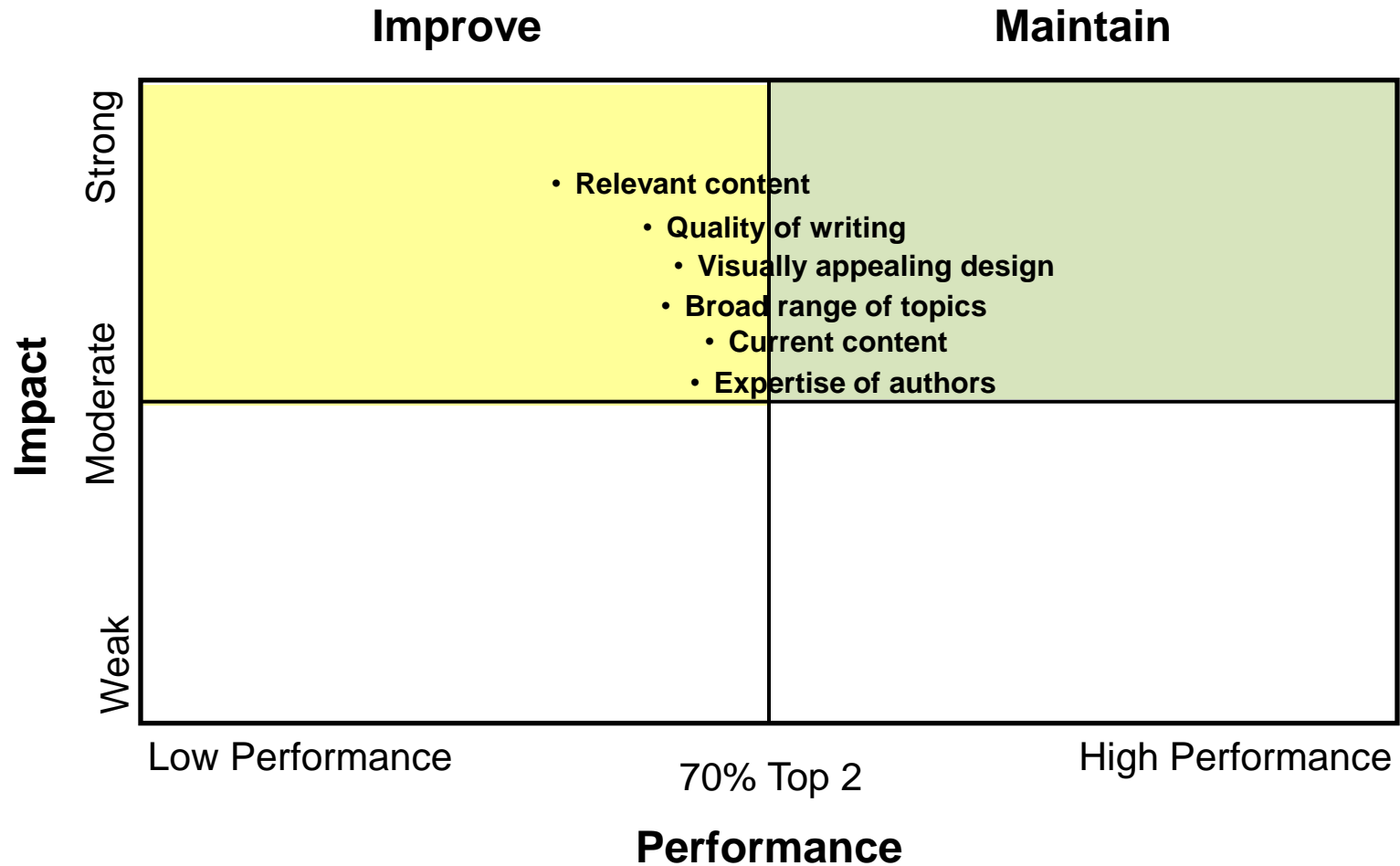


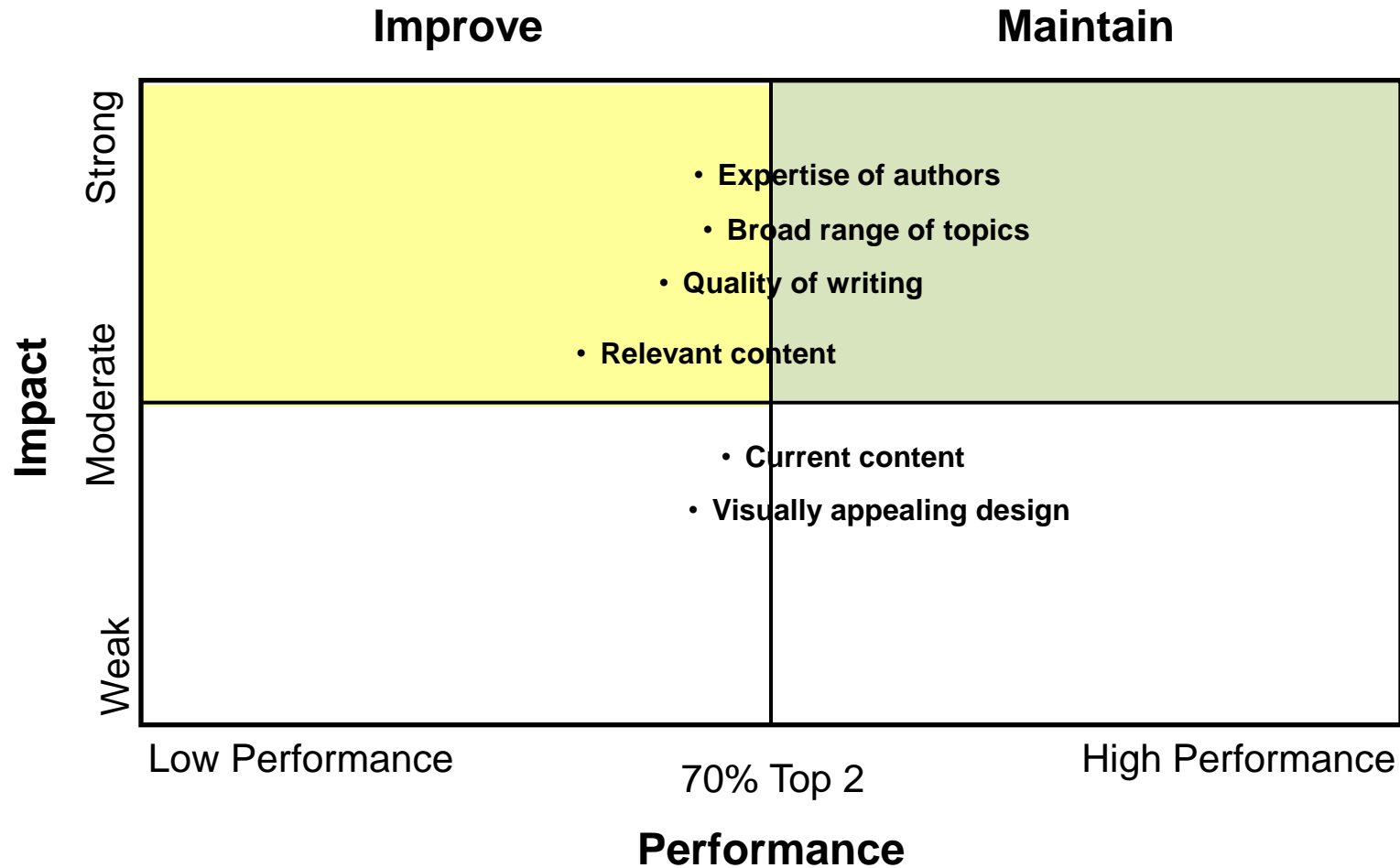
- The graph below shows the percentage of individual members who reported reading each of *The American Archivist's* content areas. They are arranged from left to right from those most read to those least read.
- The middle (bright green) section of each bar shows the percentage of respondents who have not read the content area.



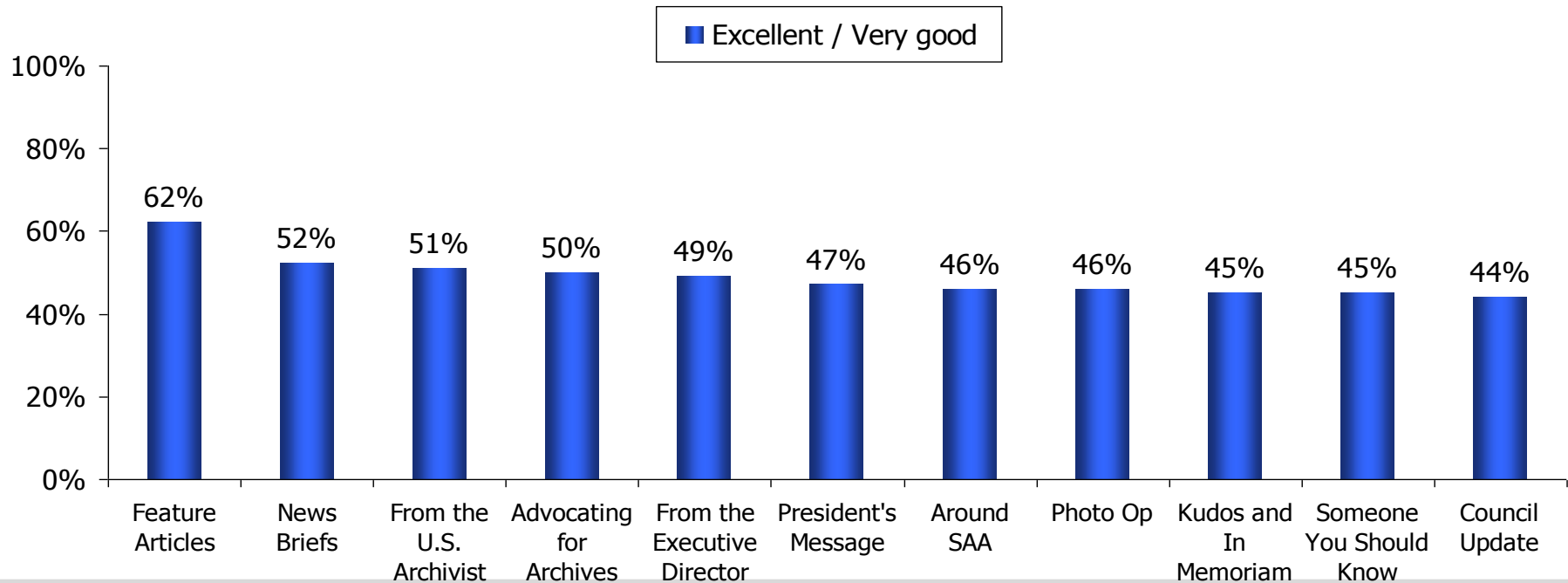
- At least 79% of all institutional respondents have read the various areas within *The American Archivist* and have an opinion of the quality of the content.



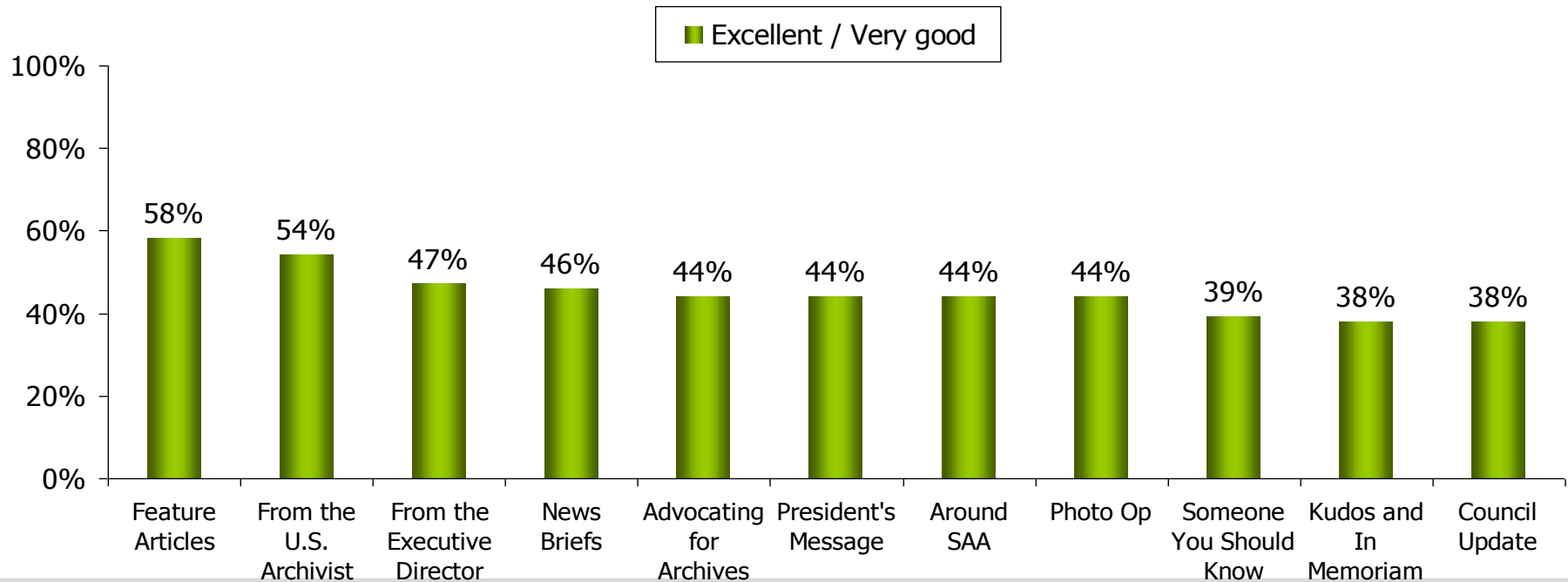




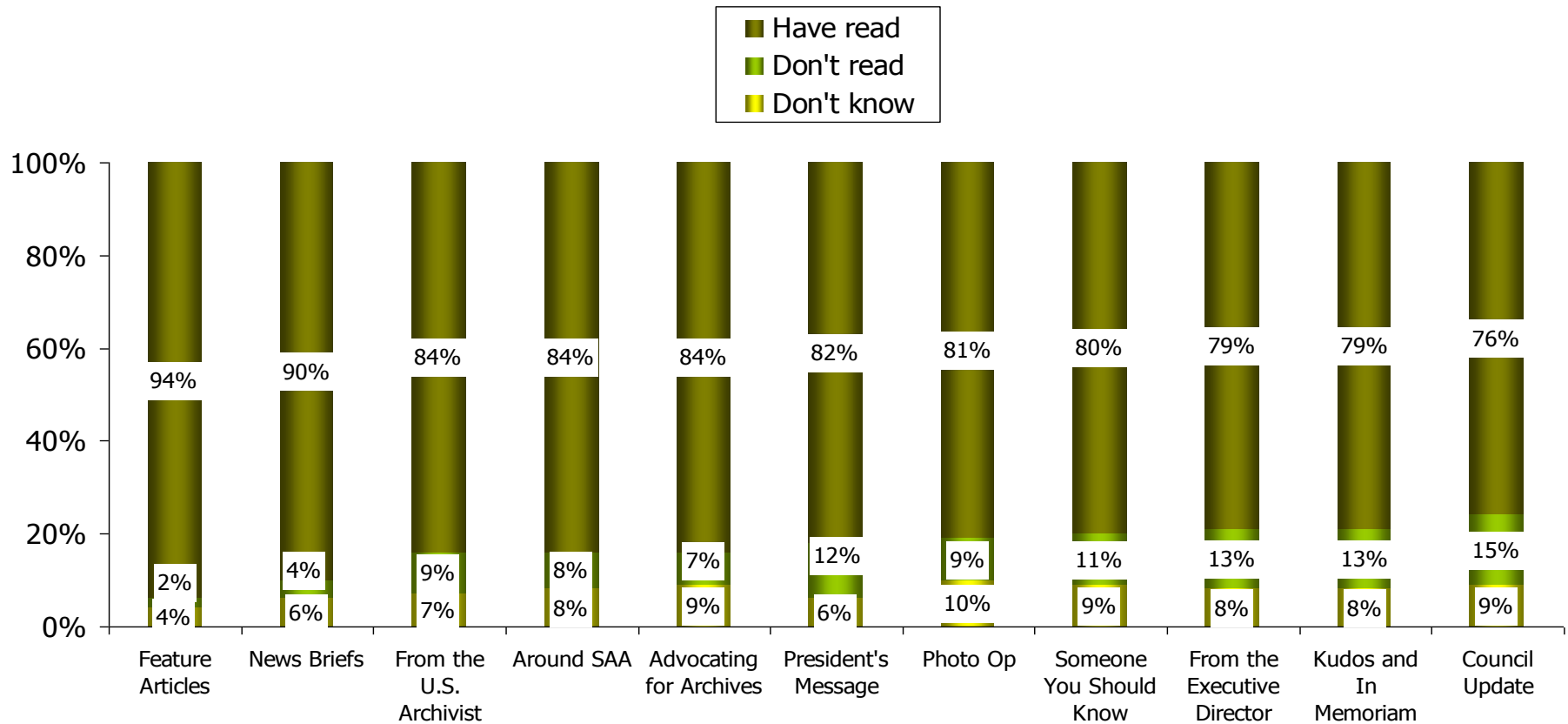
- This graph provides the quality ratings given by individual member respondents of the content areas of *Archival Outlook*.
- Individual members give the highest quality rating to *Archival Outlook*'s feature articles and the lowest rating to Council Update.



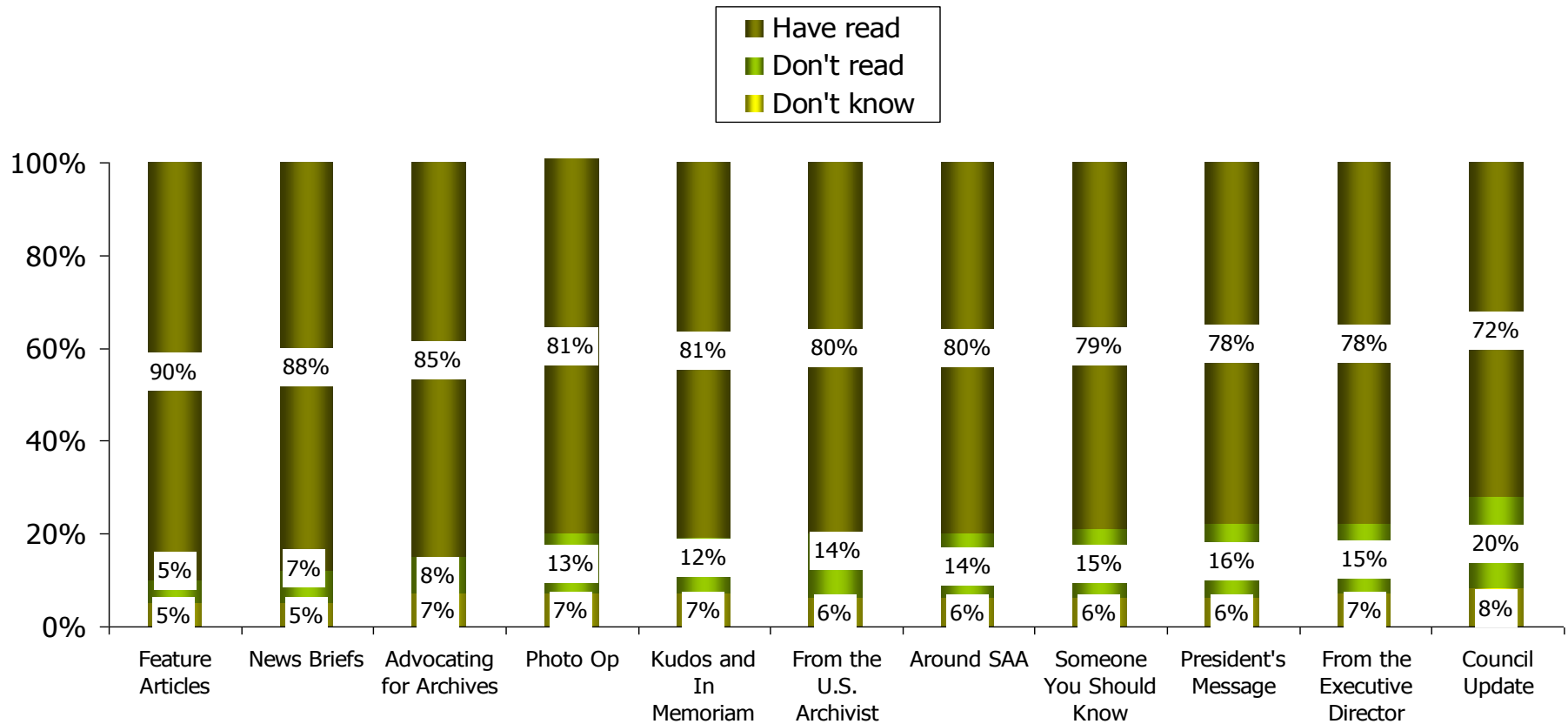
- This graph provides the quality ratings given by institutional member respondents of the content areas of *Archival Outlook*.
- Institutional members also give their highest quality ratings to *Archival Outlook*'s feature articles and the lowest ratings to Council Update, although individual members tend to give higher ratings across the board than do institutional members.



- For five of the eleven content areas listed below, the percentage of individual members who report not reading that area is in the double digits.

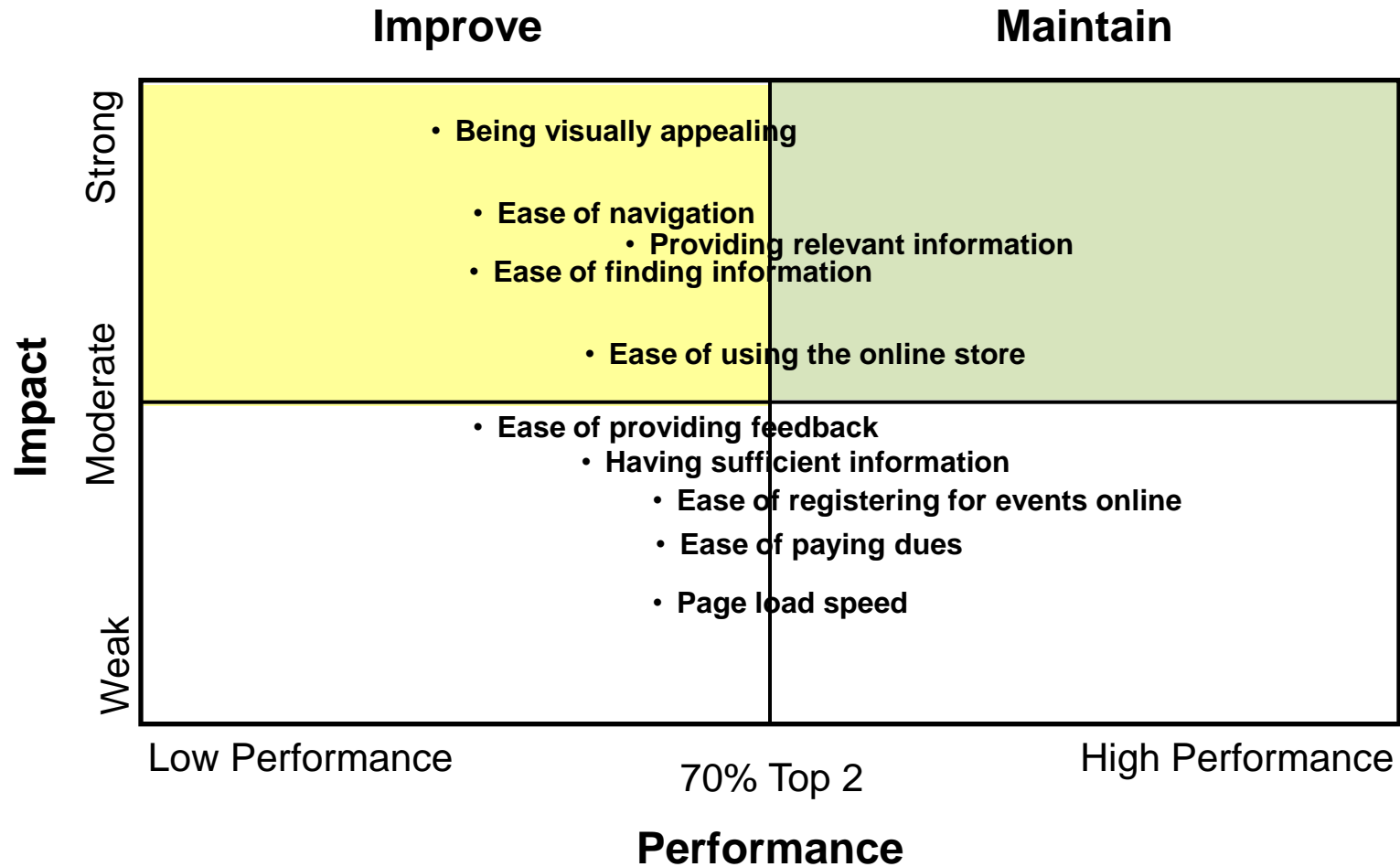


- For institutional member respondents, eight of the eleven content areas of *Archival Outlook* listed below have double digit percentages of “non-readership”.

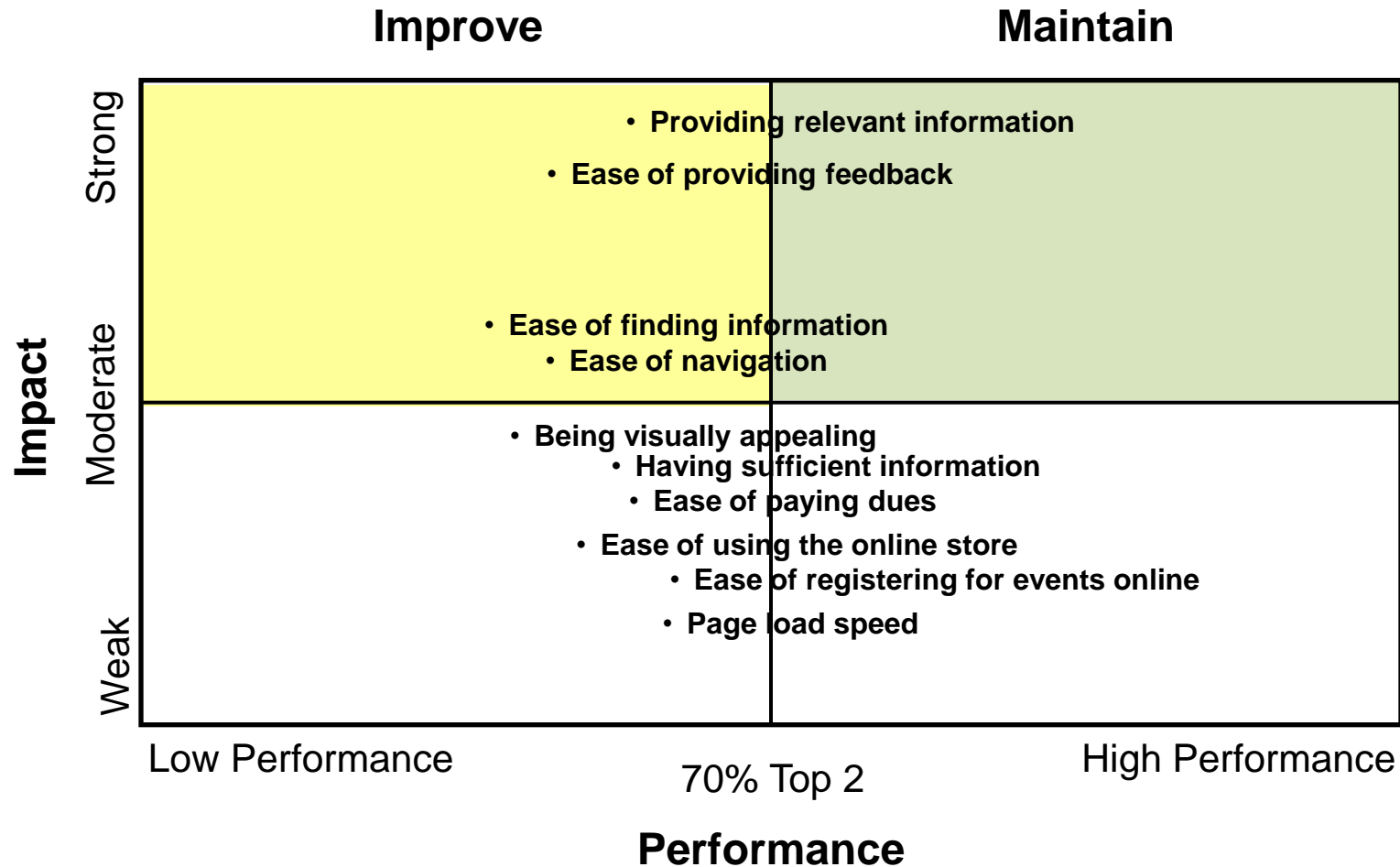


SAA Website

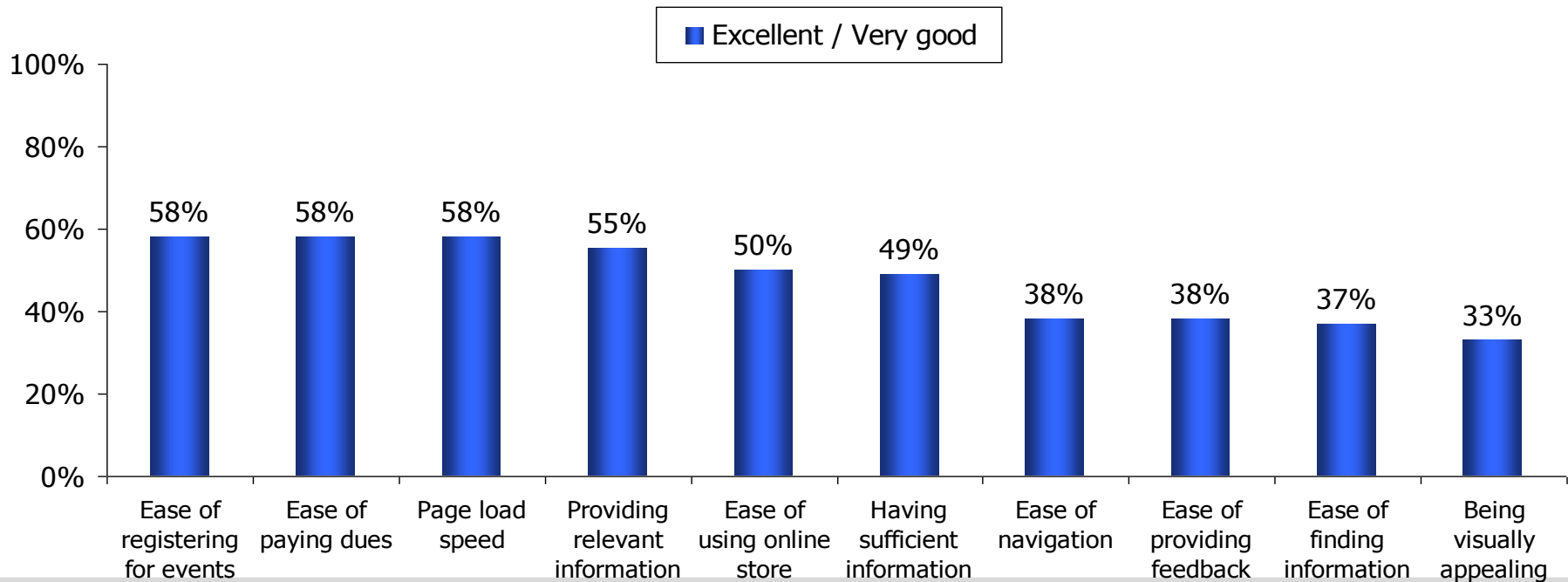
- The matrices on the two following pages show which of the website's attributes are the key drivers of members' overall perception of the website. Improving the underperforming key drivers (those in the yellow quadrant) should improve the overall perception of the website.
- The key drivers for individual members are (1) being visually appealing, (2) ease of navigation, (3) providing relevant information, (4) ease of finding information, and (5) ease of using the online store.
- For institutional members, the key website drivers are (1) providing relevant information, (2) ease of providing feedback, (3) ease of finding information, and (4) ease of navigation.
- The key drivers of the website that are common to both member types are (1) ease of navigation, (2) providing relevant information, and (3) ease of finding information.
- The top 2 ratings (percentage of excellent and very good ratings) for all of the website's key drivers are currently below 70%.



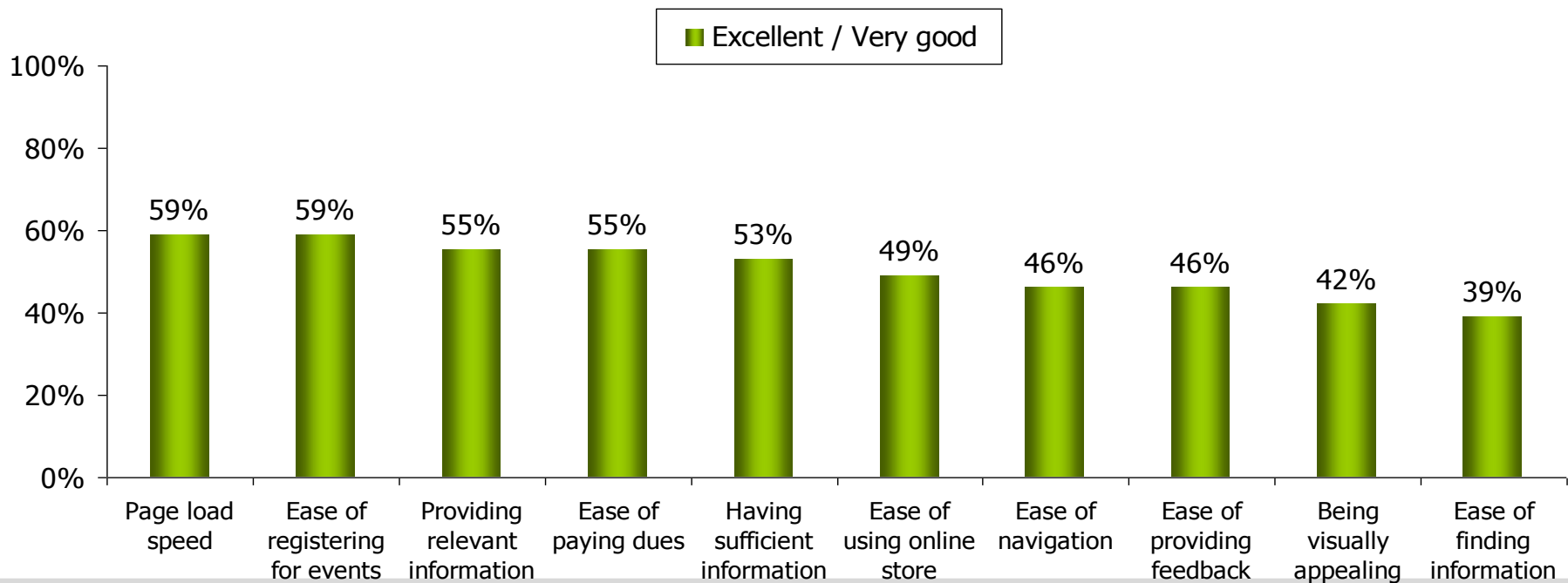
Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.



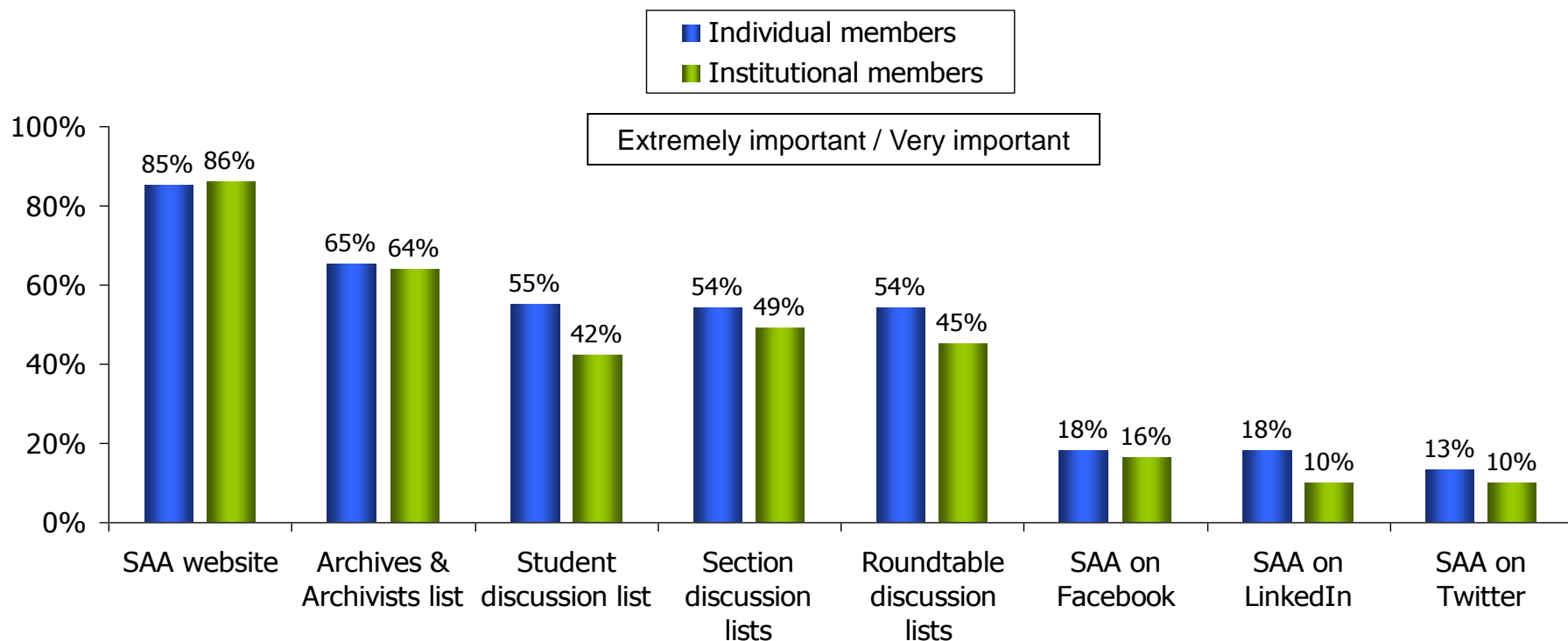
- The graph below provides the top 2 performance ratings of all website attributes given by individual member respondents.
- This graph, along with the preceding website matrix for individual members, can be used to prioritize areas for improving the overall performance of the website, from the perspective of individual members.



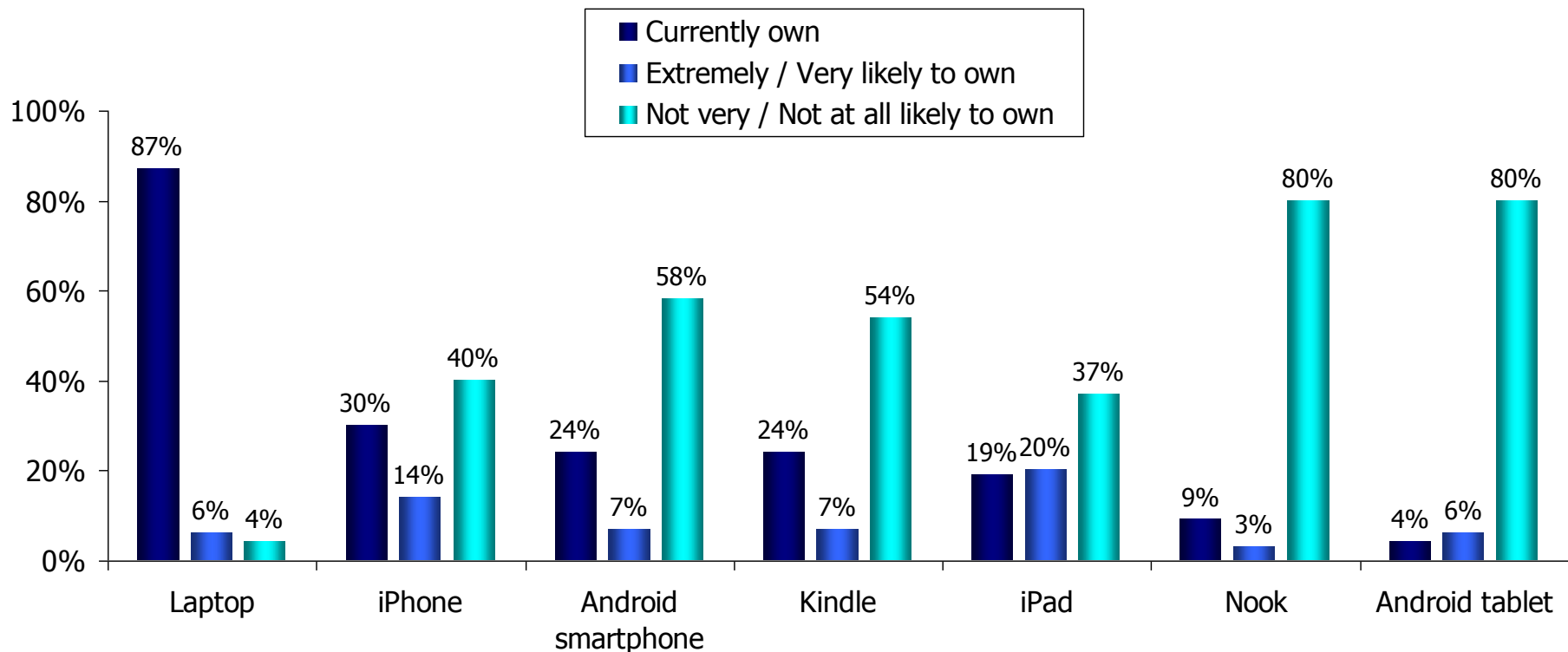
- The graph below provides the top 2 performance ratings of all website attributes given by institutional member respondents.
- The ratings given by institutional members do not differ significantly from those ratings given by individual members.



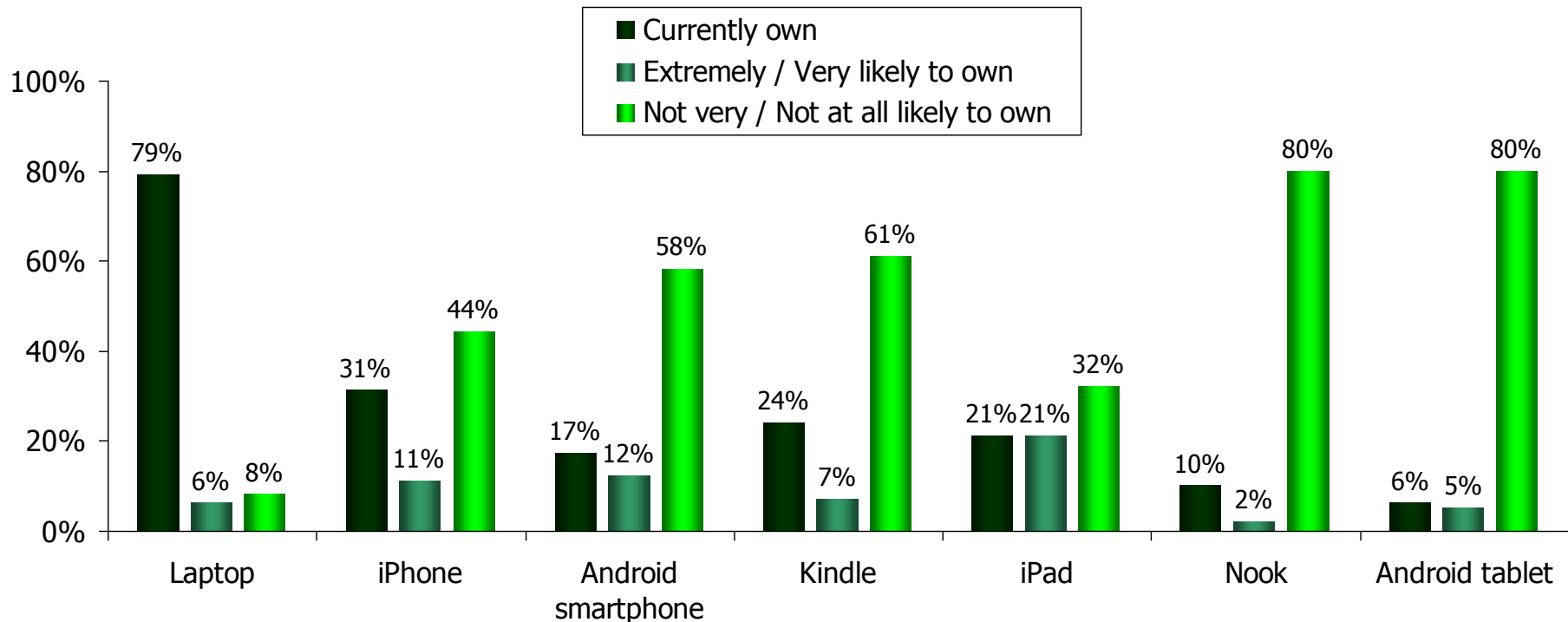
- Individual and institutional members agree that the SAA website is the most important area where SAA should devote its improvement efforts.
- Both member segments also agree that it is less important to devote resources to improving SAA's social networking among the big three networking sites at this time. This could signal that members are satisfied with the work that SAA has already done in these three areas.



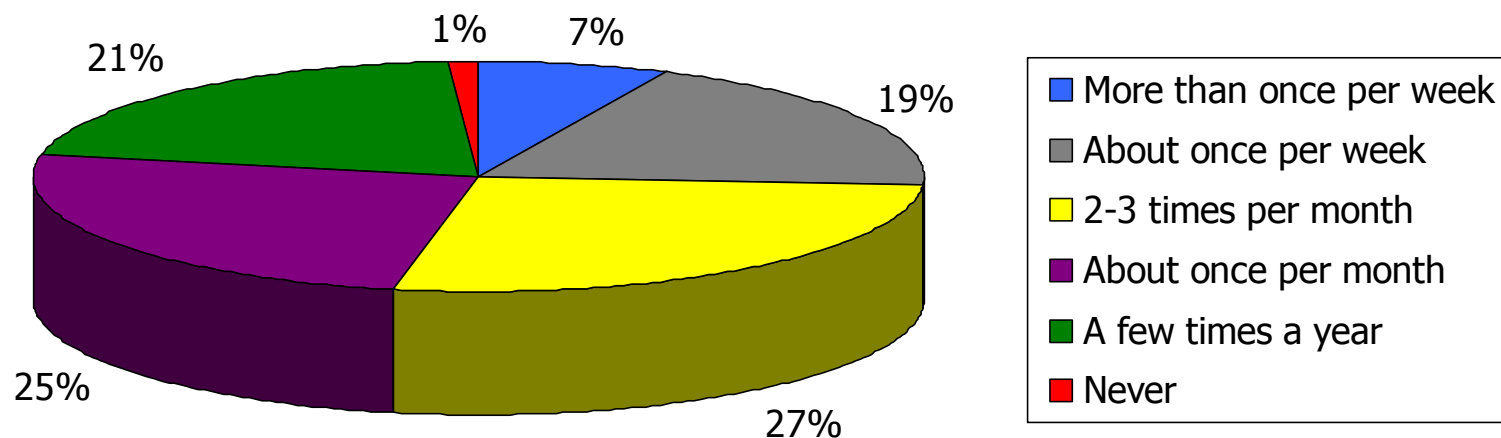
- Most individual member respondents have a laptop and most do not expect to purchase an Android smartphone or Android tablet, a Kindle or a Nook in the next three years.
- Twenty percent (20%) of individual member respondents indicate that they are extremely likely or very likely to purchase an iPad within the next three years.



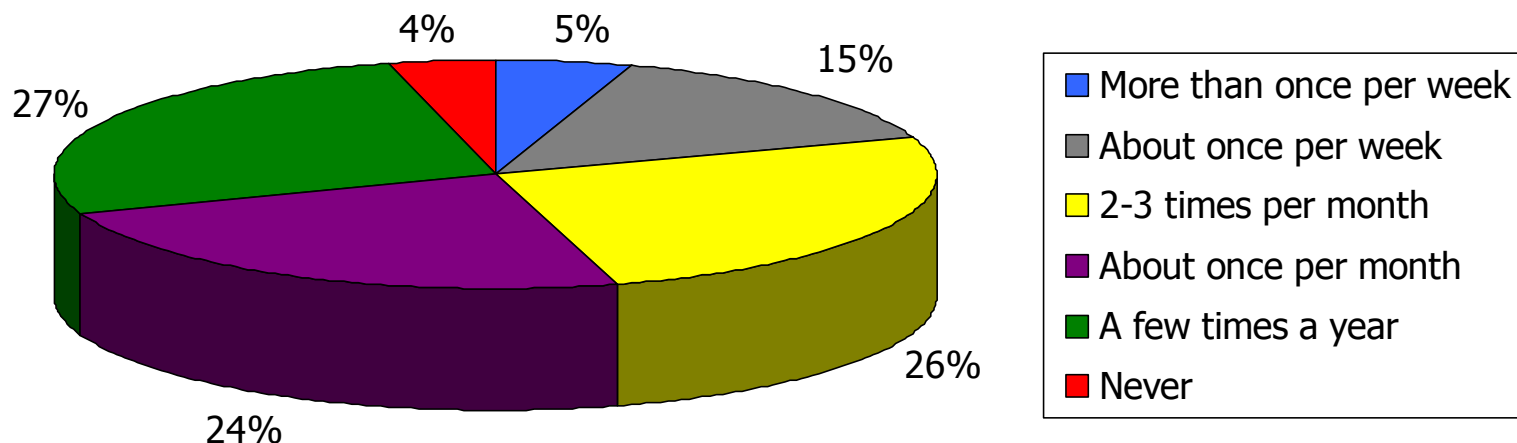
- The majority of institutional member respondents have the same ownership and expectations of ownership as the individual member respondents, i.e. the majority own laptops and the majority do not expect to purchase an Android smartphone or Android tablet, or a Kindle or Nook within the next three years.
- Additionally, 21% of institutional member respondents expect to purchase an iPad within the next three years.



- Seventy-eight percent (78%) of individual member respondents report visiting the SAA website at least once per month.
- Twenty-six percent (26%) of these respondents report visiting the website at least once per week.
- Only 1% of individual member respondents never visit the website.

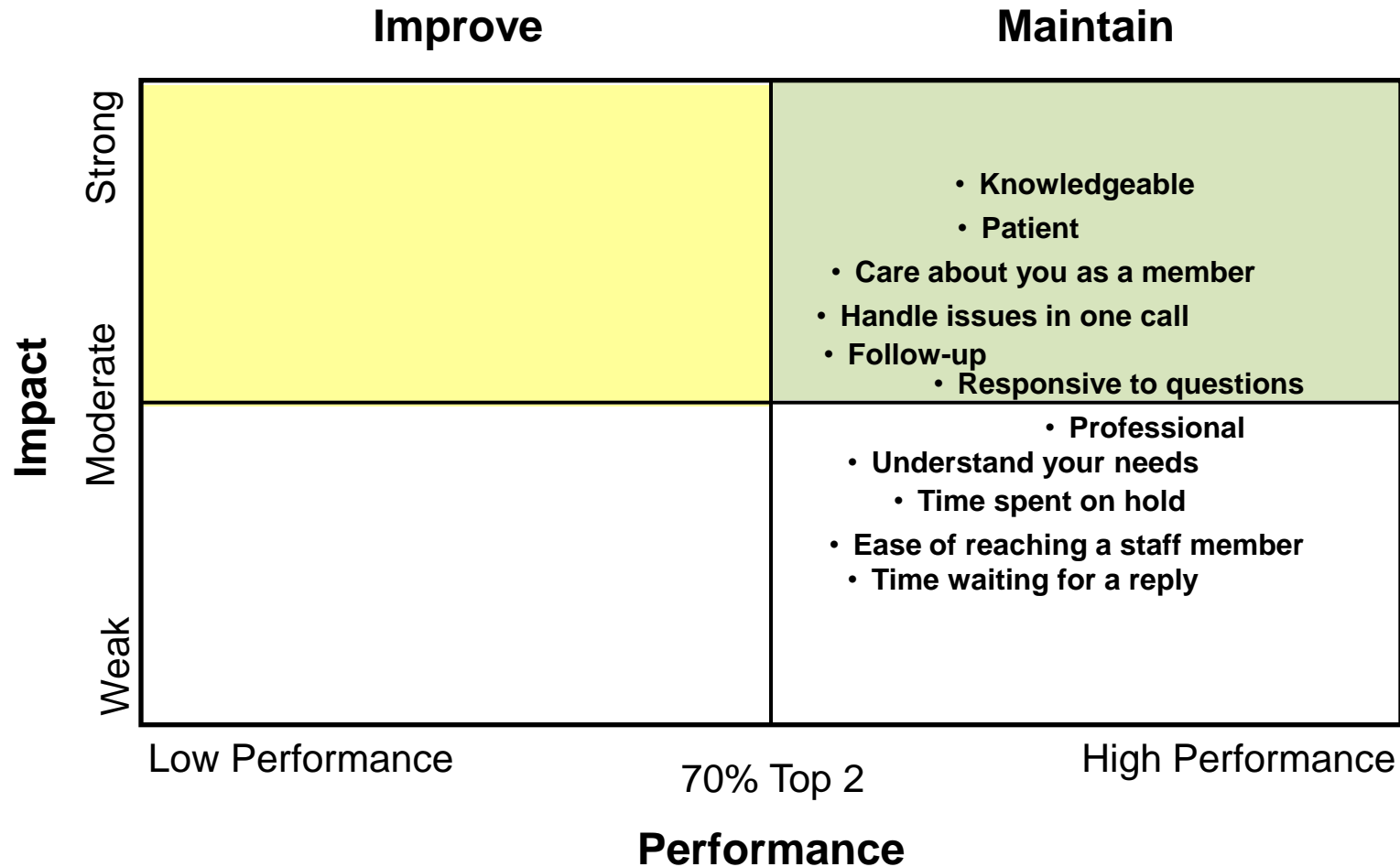


- Sixty-nine percent (69%) of institutional member respondents report visiting the SAA website at least once per month. This percentage is significantly lower than the 78% of individual members who visit the site with the same frequency.
- The 20% of institutional members who visit the SAA website at least once per week is not significantly different from the 26% of individual member respondents who visit the site weekly.

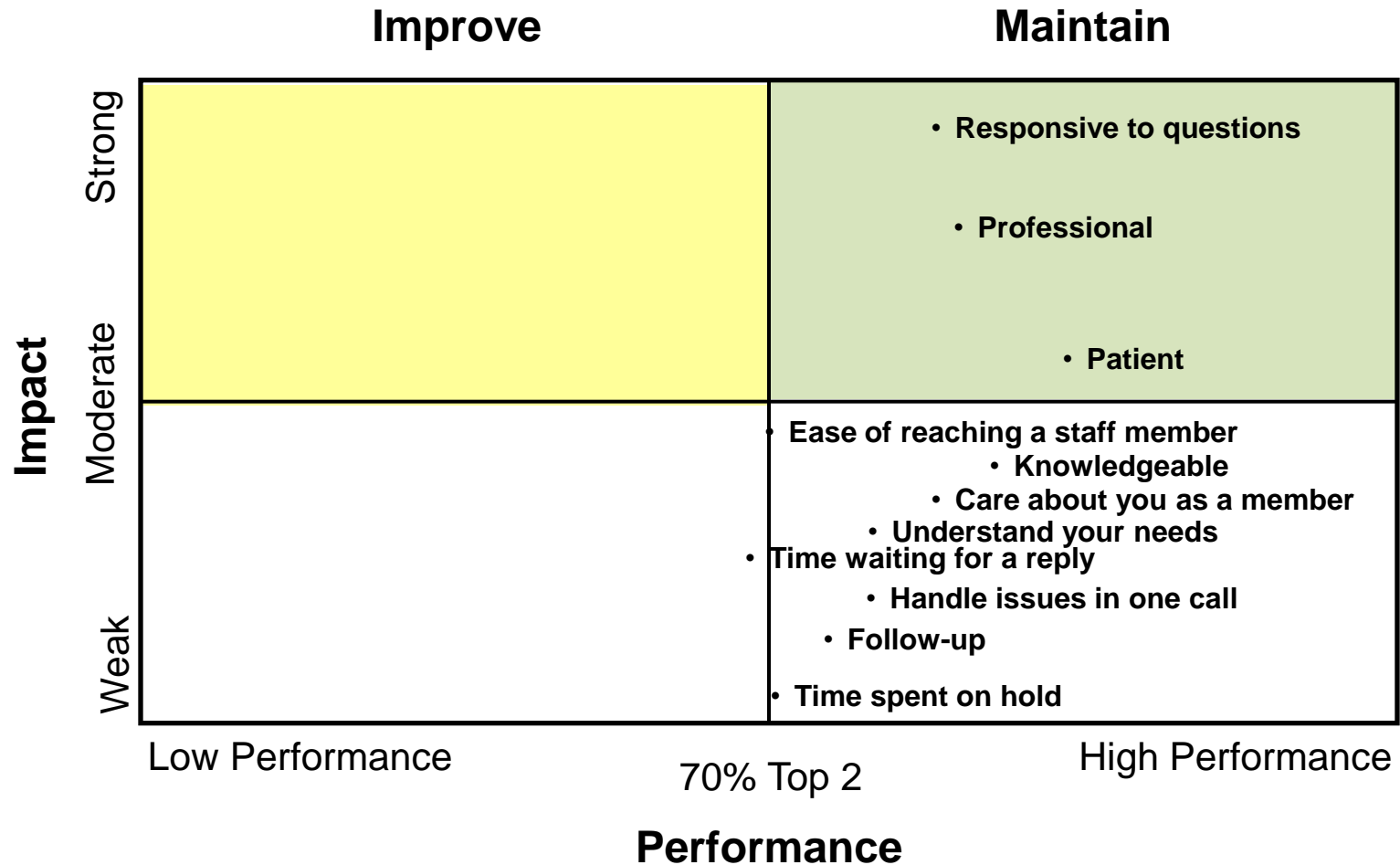


SAA Staff

- The SAA staff is not a key driver of membership value for either individual members or institutional members. Both types of members give very high performance ratings to the SAA staff.
- For individual members, the overall quality of the SAA staff is driven by six factors: (1) being knowledgeable, (2) being patient, (3) caring about them as members, (4) handling issues in one call, (5) follow-up, and (6) being responsive to their questions. All of these attributes are performing at a very high level.
- For institutional members, the overall quality of the SAA staff is driven by only three factors: (1) being responsive to questions, (2) being professional, and (3) being patient. As with individual members, all of these key drivers receive very high ratings from institutional members.

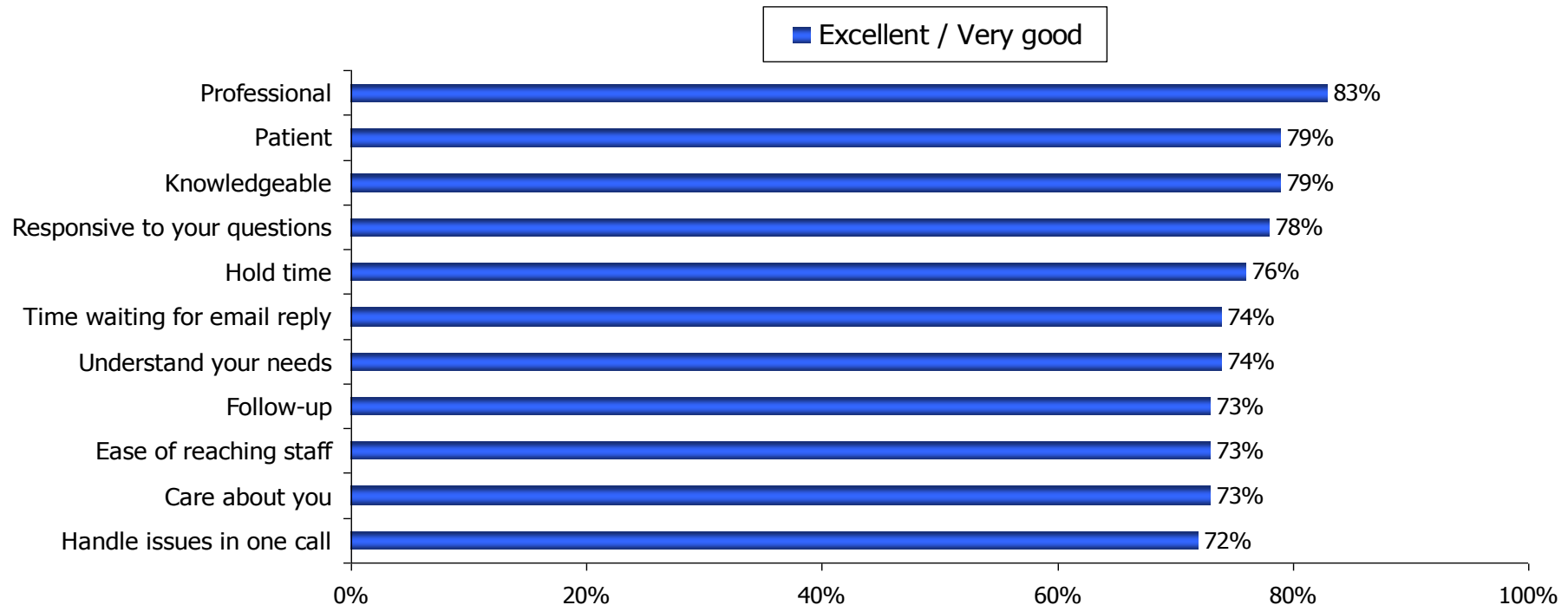


Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.

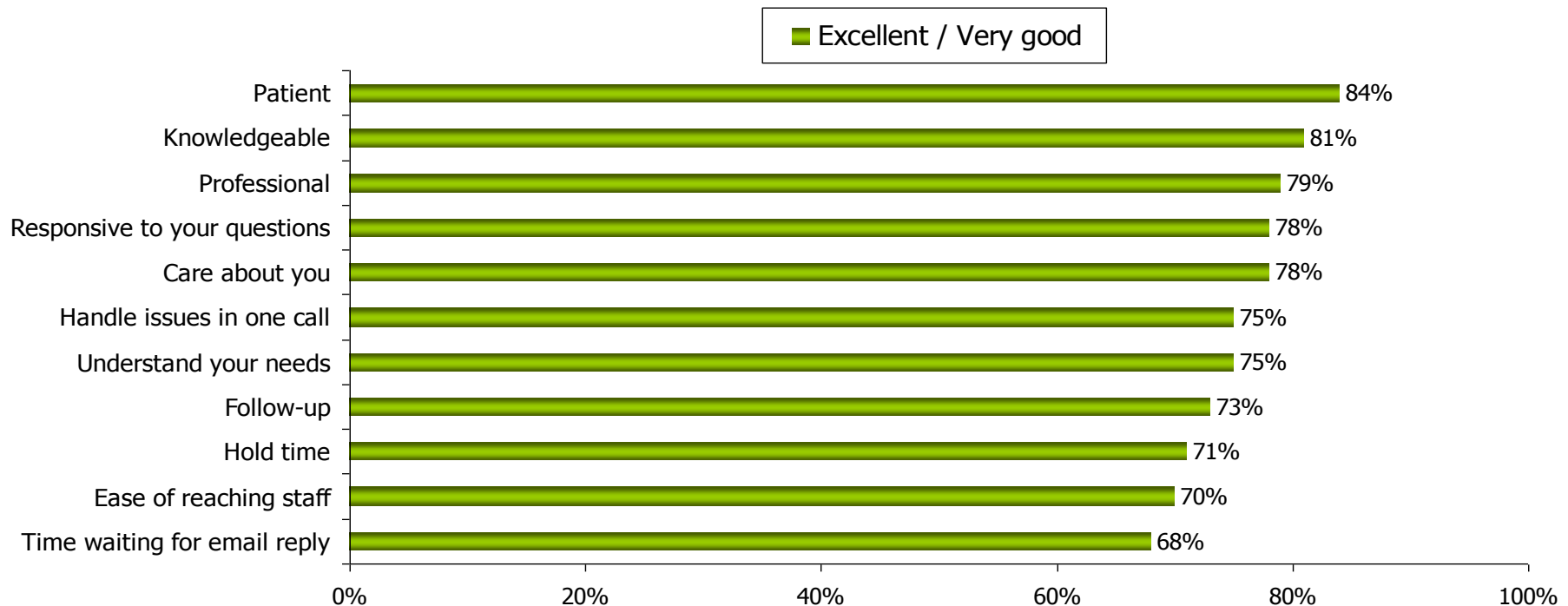


Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.

- The graph below provides the performance ratings given by individual members for the attributes of the SAA staff.
- All of the staff attributes receive top 2 ratings in excess of 70%.

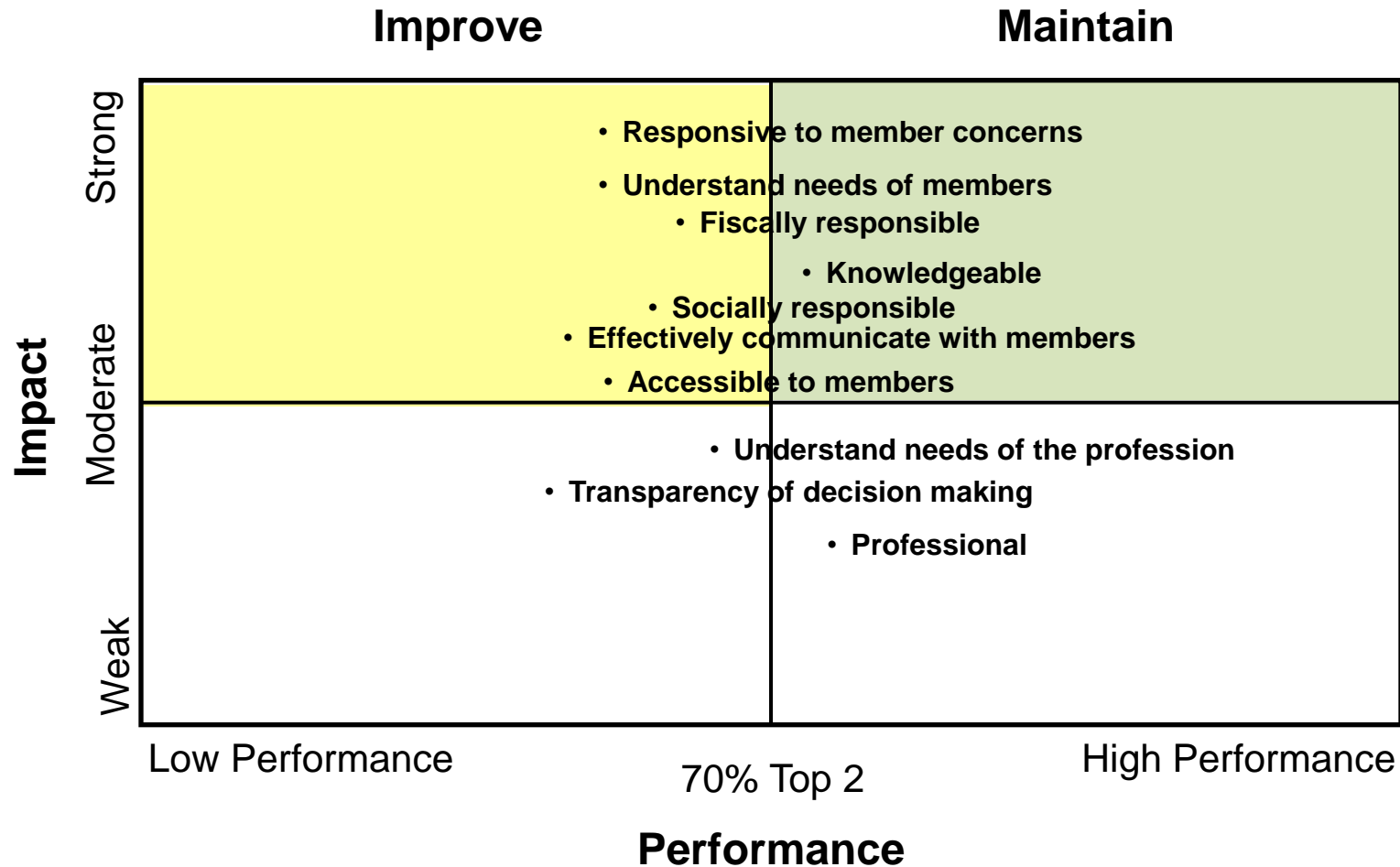


- The graph below shows the performance ratings for staff attributes given by institutional members.
- As with individual members, institutional members give the SAA staff very high evaluations.

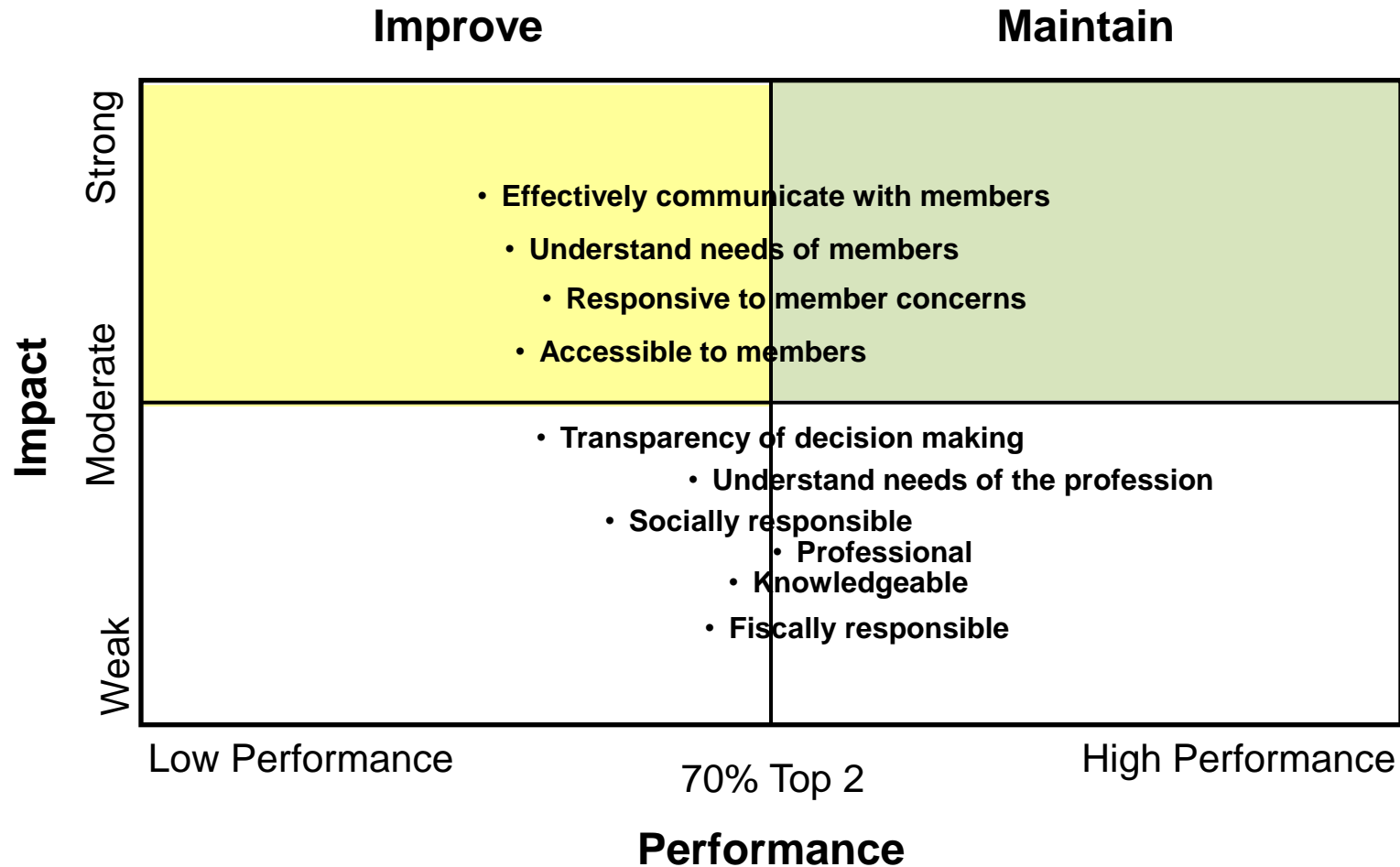


SAA Council

- The SAA Council is the third strongest driver of the value of an SAA membership for individual members, but is not a key driver at this time for institutional members.
- For individual members, the seven key attributes that drive the overall quality perception of the SAA council are: (1) being responsive to member concerns, (2) understanding the needs of members, (3) being fiscally responsible, (4) being knowledgeable, (5) being socially responsible, (6) effectively communicating with members, and (7) being accessible to members.
- For institutional members, the four key attributes of the SAA Council are: (1) effectively communicating with members, (2) understanding the needs of members, (3) being responsive to member concerns, and (4) being accessible to members.

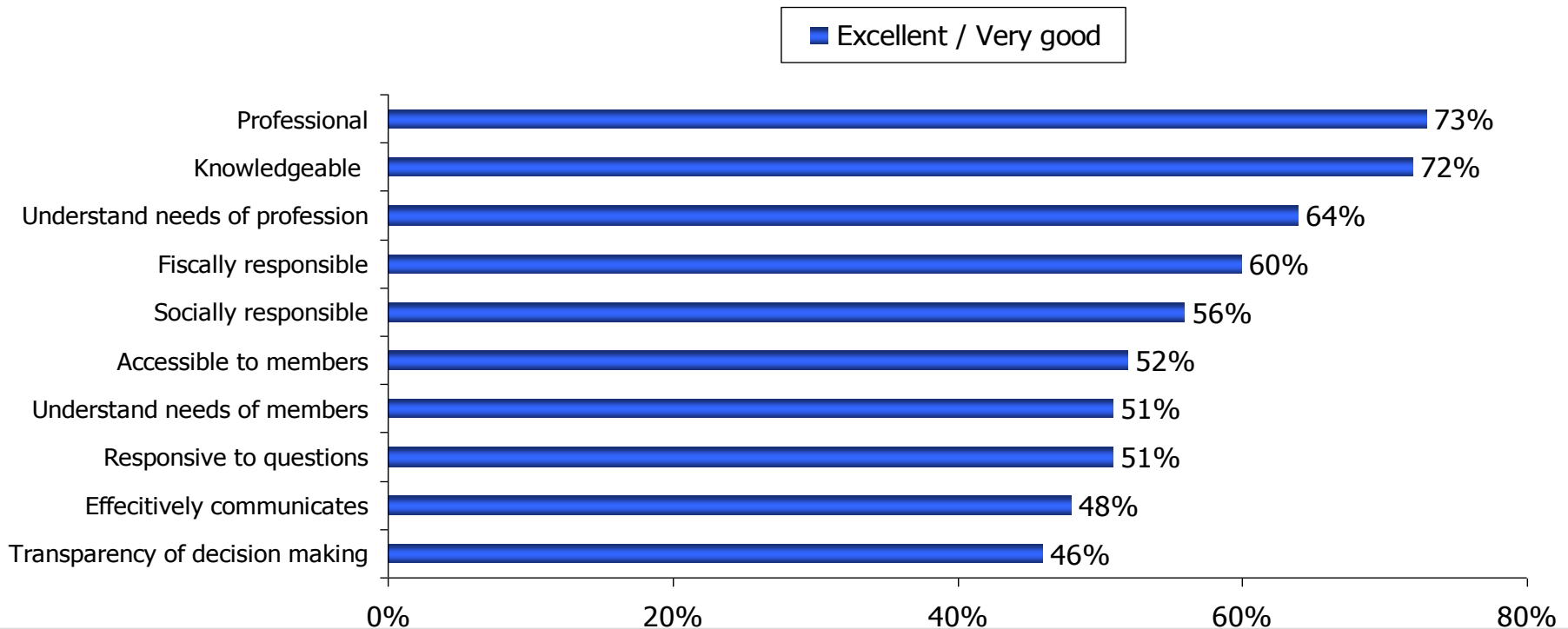


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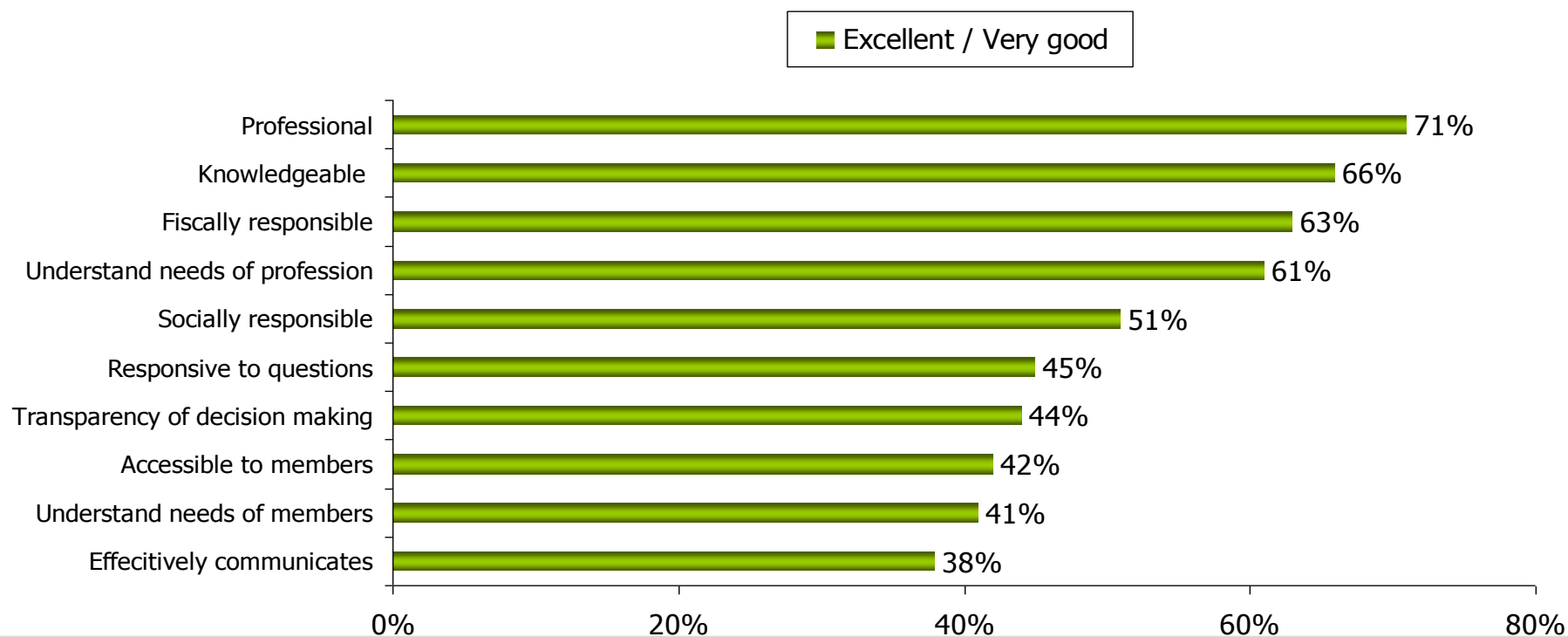


Items in the yellow quadrant should be improved, and items in the green quadrant should be maintained.

- The graph below shows the percentage of individual member respondents who gave an excellent or very good rating for each of the SAA Council's attributes.
- Being professional and being knowledgeable received the largest percentage of excellent or very good responses.

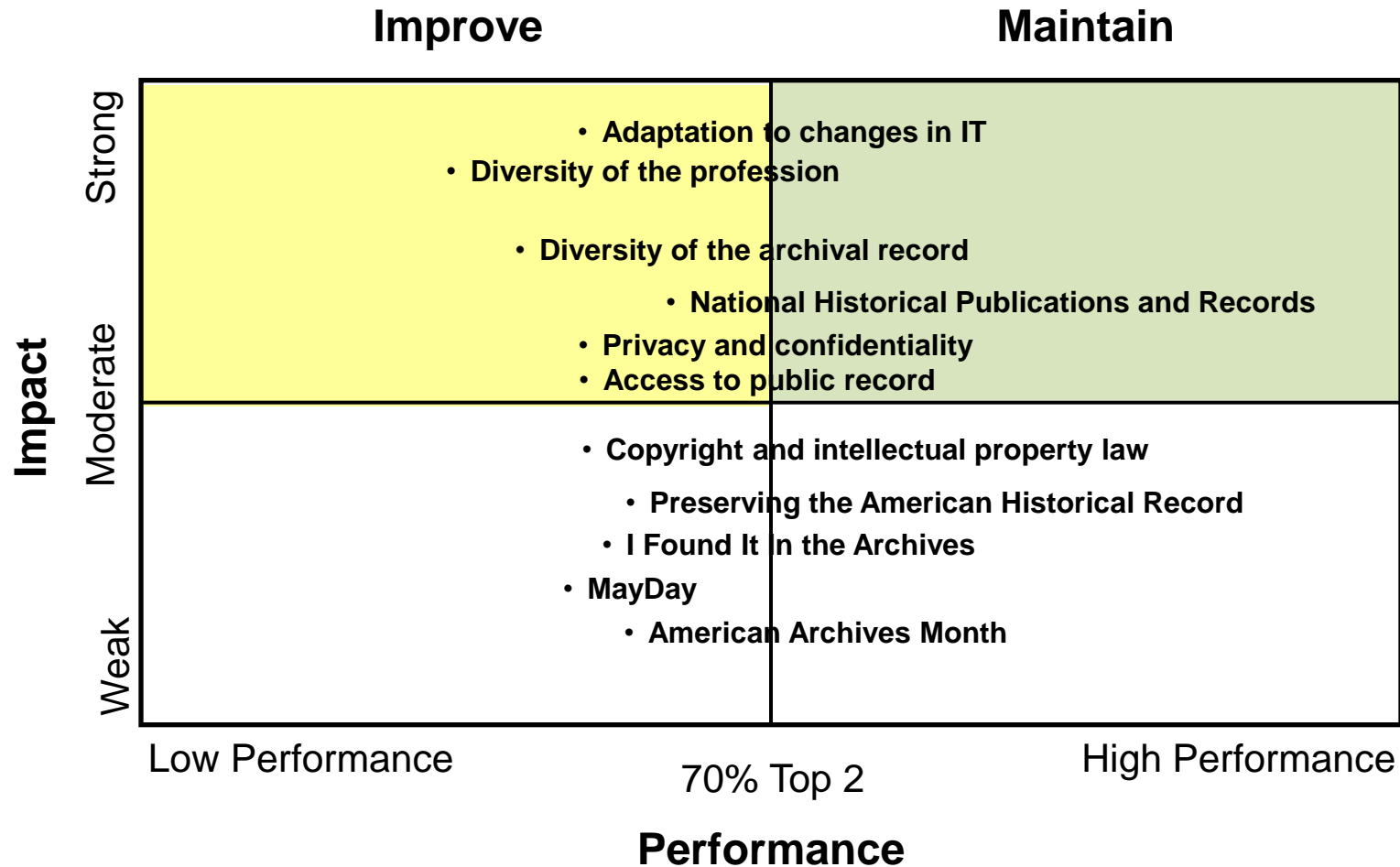


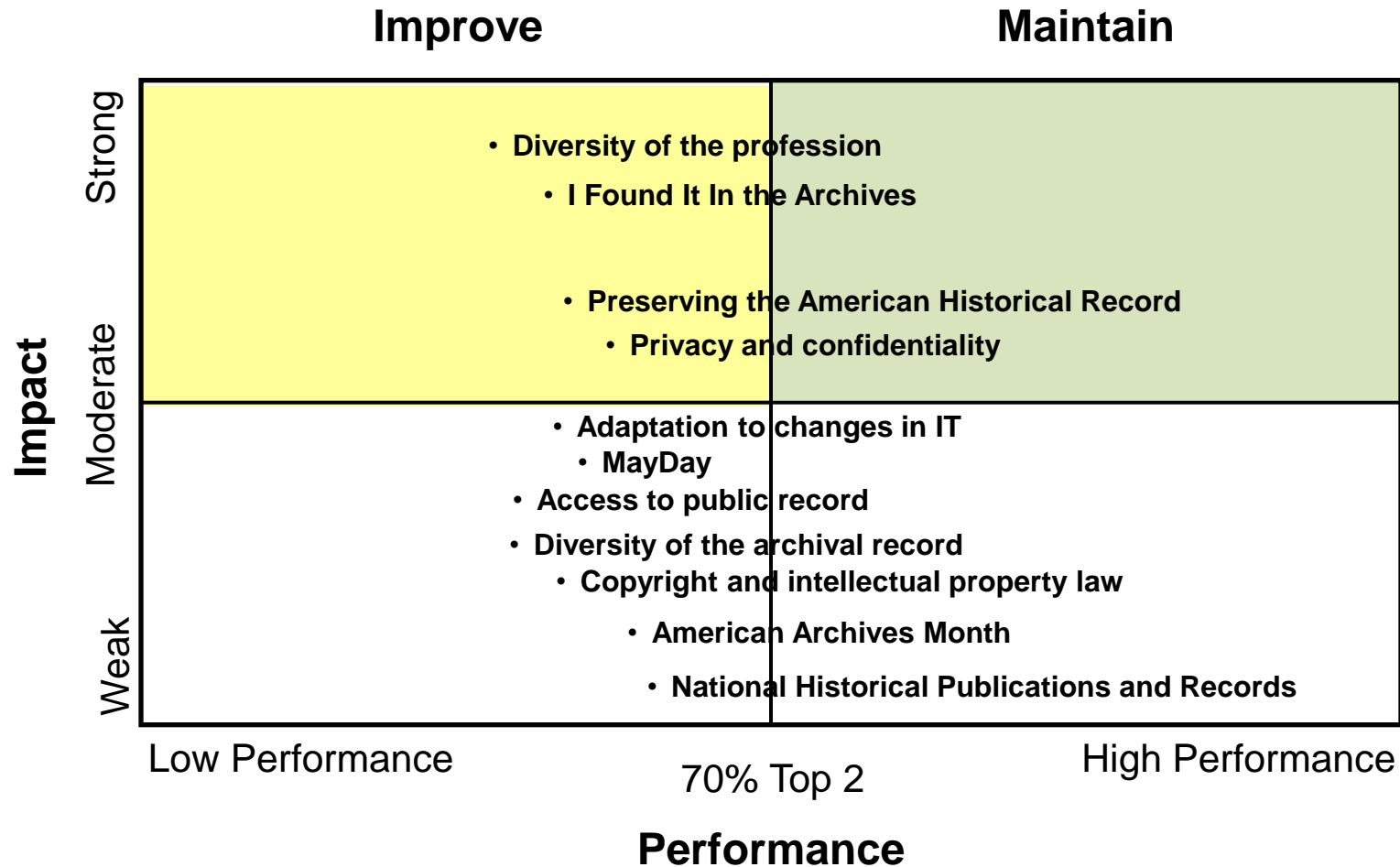
- Institutional members' evaluations of the various Council attributes is slightly lower than those given by individual members. This could be the result of institutional members' actual experiences with Council members or perhaps they have higher expectations than individual members have.



SAA's Strategic Initiatives

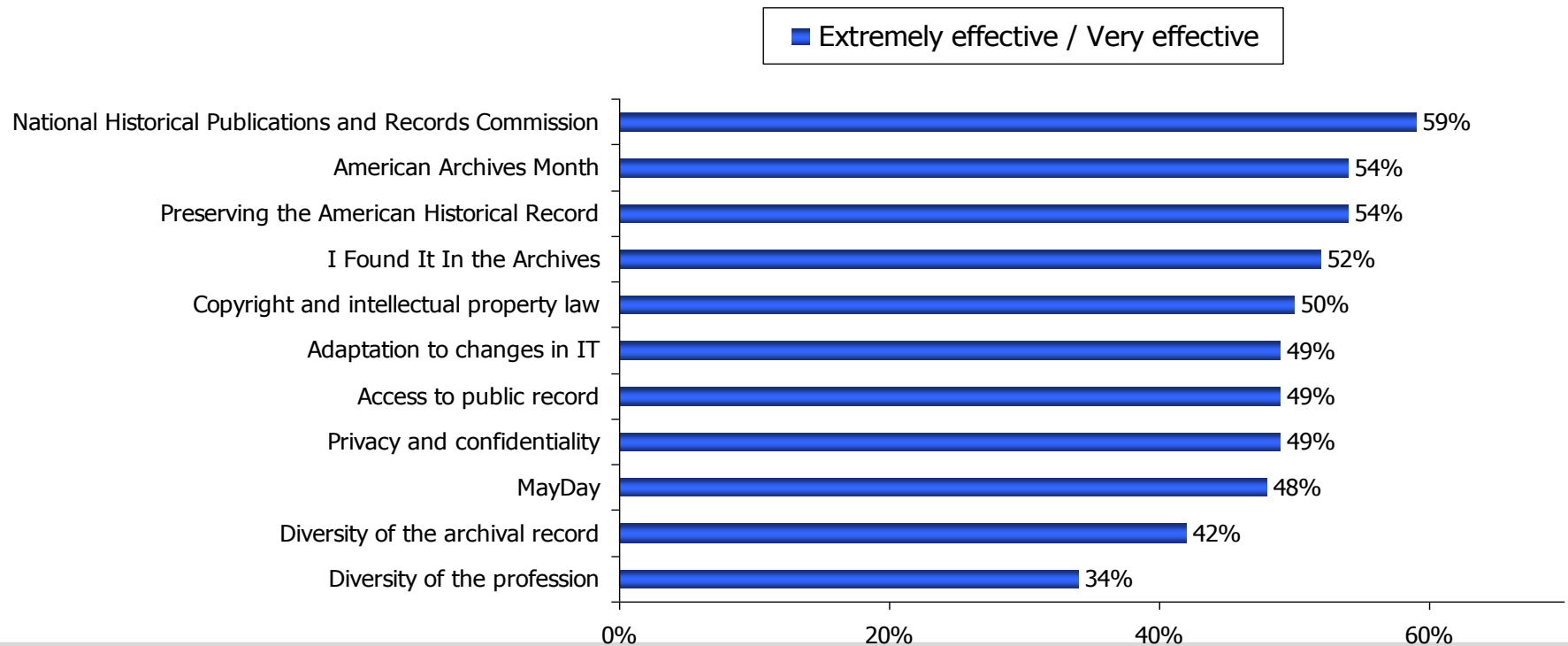
- SAA's strategic initiatives is not a key driver of membership value for individual members, but it is the third strongest driver for institutional members, trailing only member benefits and membership dues in impact on the value of an SAA institutional membership.
- There are six initiatives that drive individual members' overall perception of SAA's strategic initiatives: (1) adaptation to changes in information technology, (2) diversity of the profession, (3) diversity of the archival record, (4) National Historical Publications and Records Commission, (5) privacy and confidentiality, and (6) access to public record.
- For institutional members, the overall perception of SAA's strategic initiatives is driven by only four factors: (1) diversity of the profession, (2) I Found It In the Archives, (3) Preserving the American Historical Record, and (4) privacy and confidentiality.



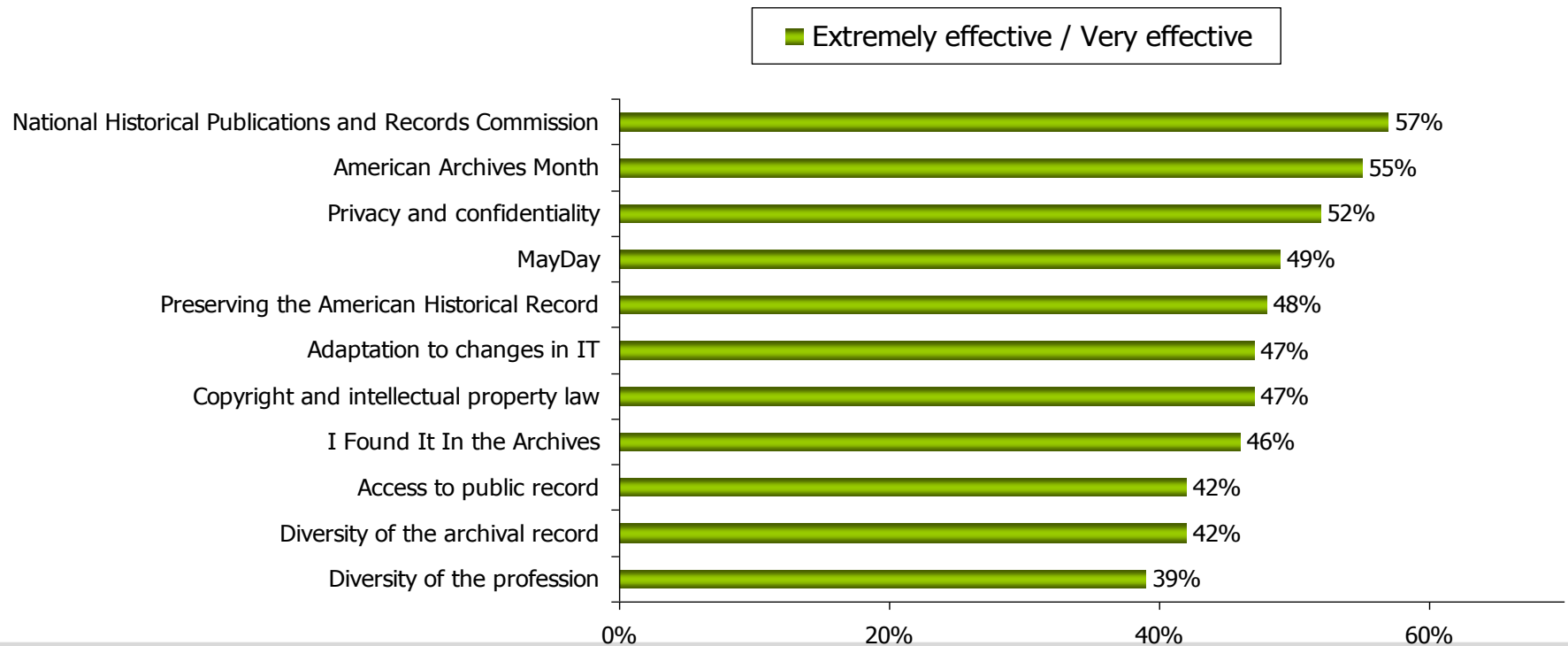


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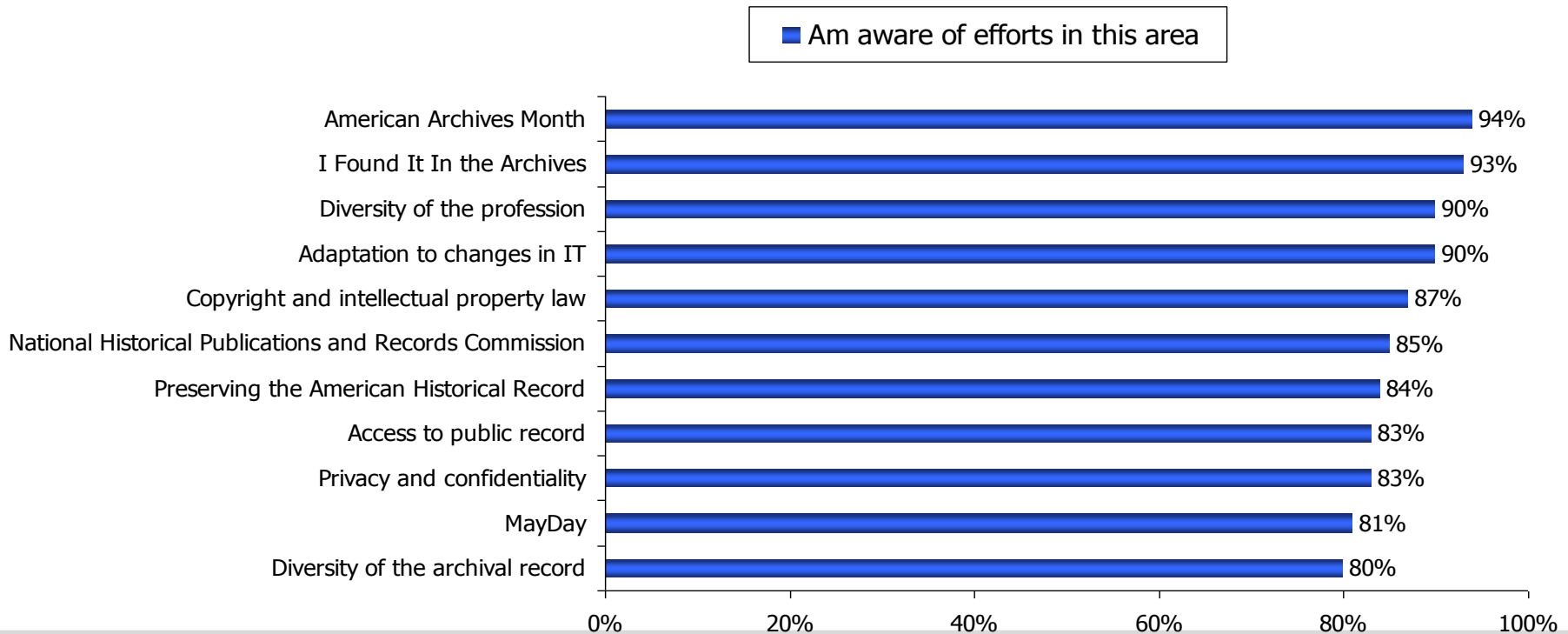
- The graph below shows the percentages of individual member respondents who rated SAA's efforts in the area as being extremely effective or very effective.



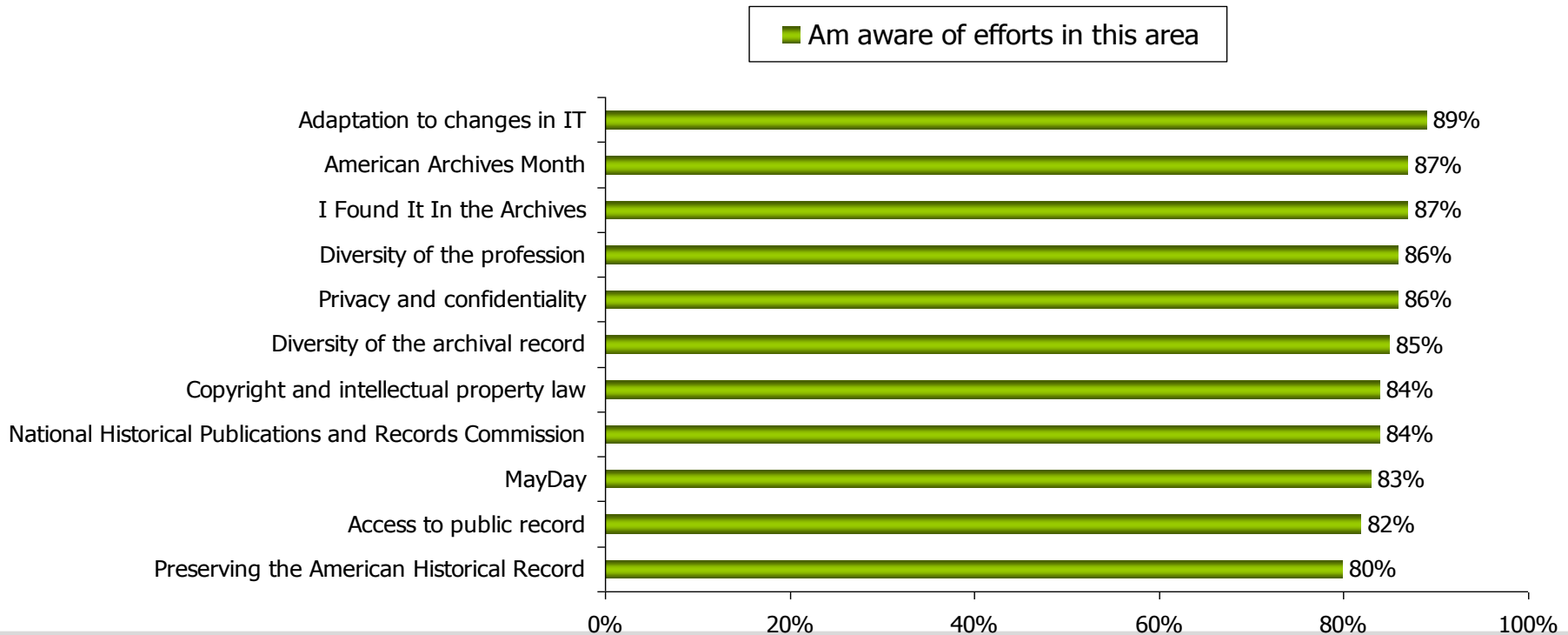
- The graph below shows the percentages of institutional member respondents who rated SAA's efforts in the area as being extremely effective or very effective.



- The graph below shows the percentages of individual member respondents who were aware of SAA's work in these areas prior to taking the survey.
- Only individuals who were aware of the initiative prior to taking the survey provided an effectiveness rating.

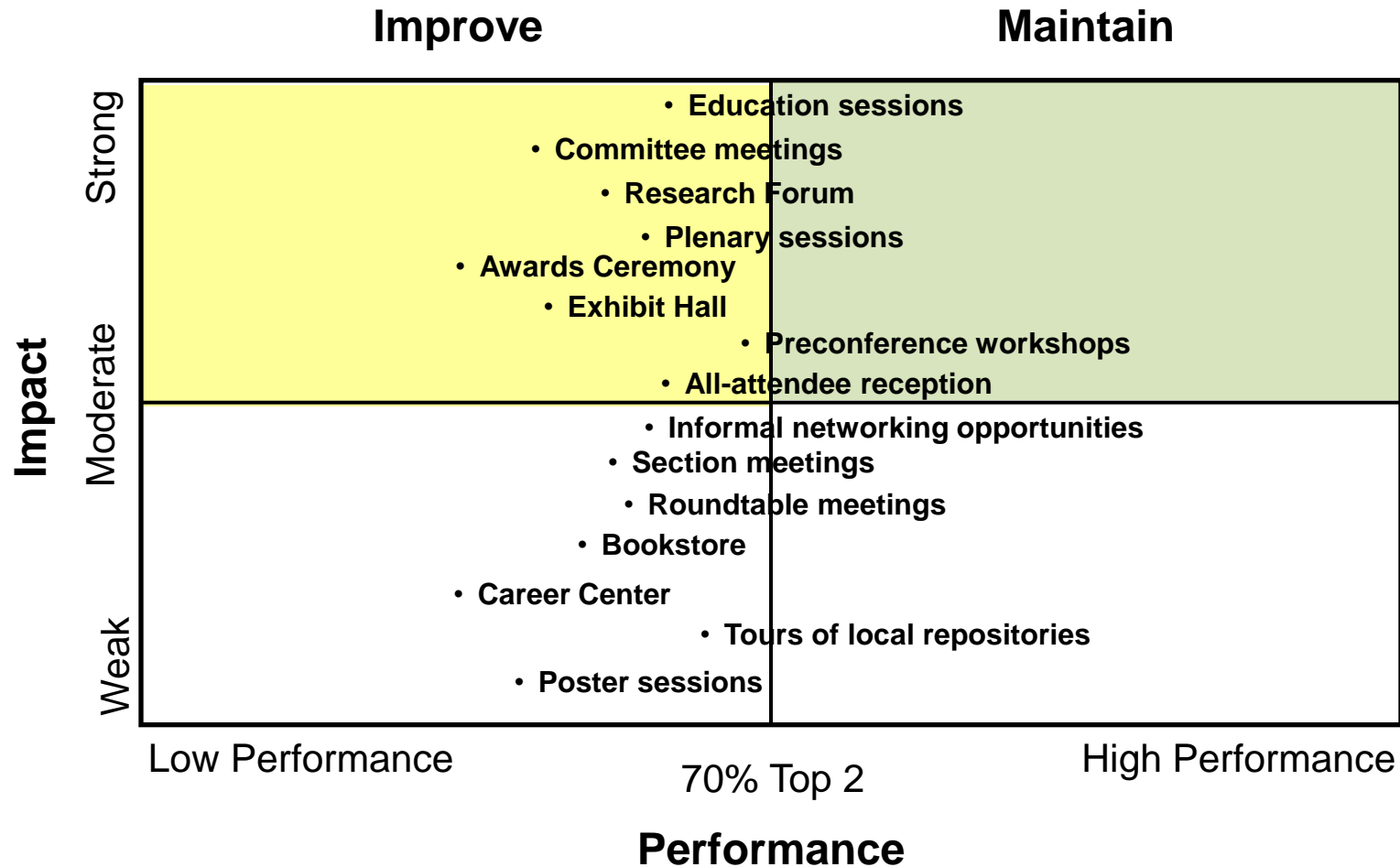


- The graph below shows the percentages of institutional member respondents who were aware of SAA's work in these areas prior to taking the survey.
- Only individuals who were aware of the initiative prior to taking the survey provided an effectiveness rating.



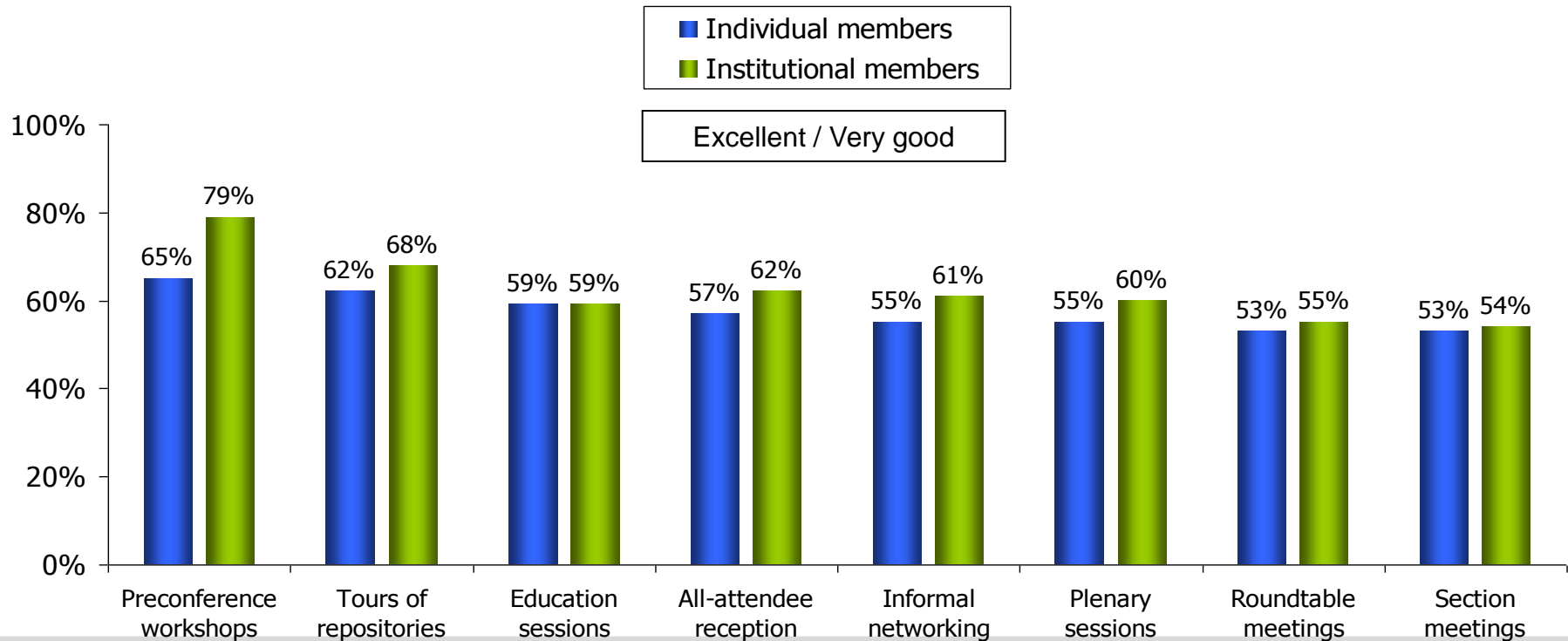
SAA's Annual Meeting

- The SAA Annual Meeting is a key driver for both individual and institutional members.
- Because of the relatively small number of institutional members who have attended an SAA Annual Meeting in the past five years, the institutional members who have attended were combined with the individual members in the driver analysis. The matrix on the following page is the result of the driver analysis of the combined member types.
- For all SAA member respondents, the overall perception of the quality of an SAA Annual Meeting is driven by eight factors at this time: (1) education sessions, (2) committee meetings, (3) Research Forum, (4) plenary sessions, (5) awards ceremony, (6) exhibit hall, (7) preconference workshops, and (8) all-attendee reception.

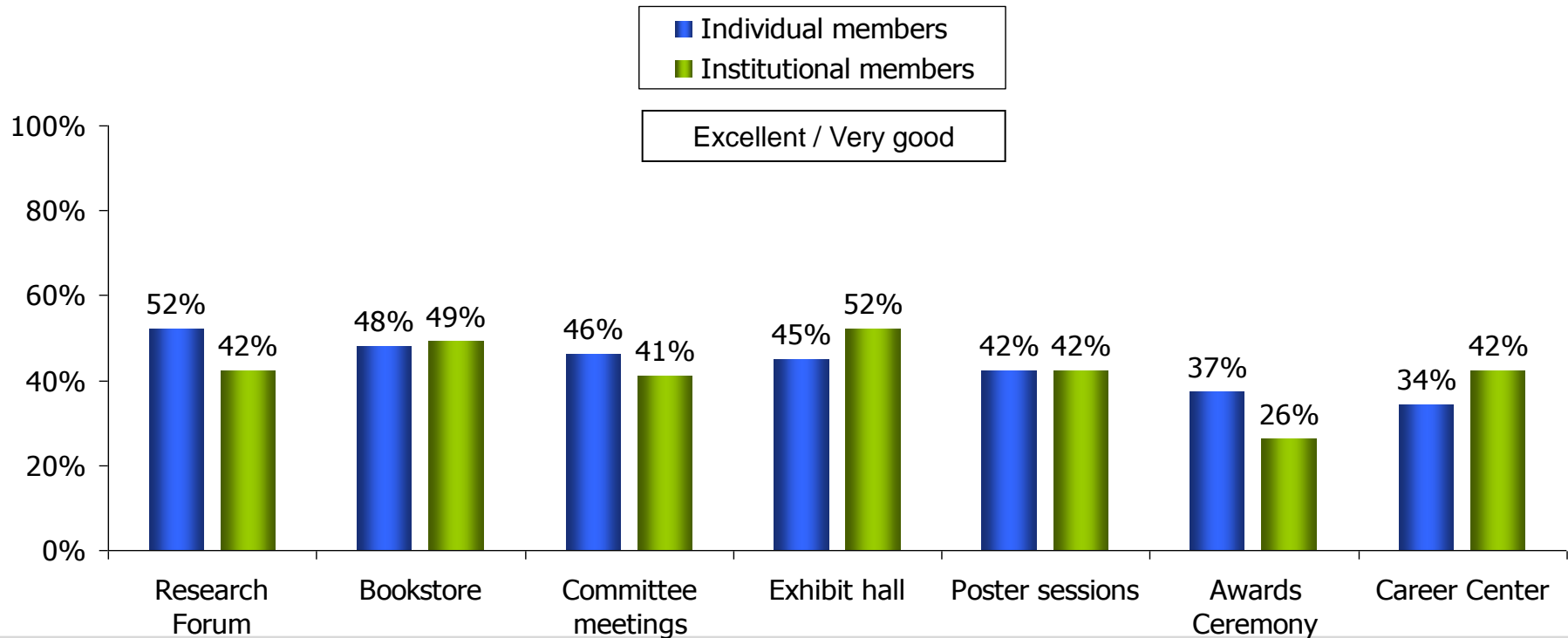


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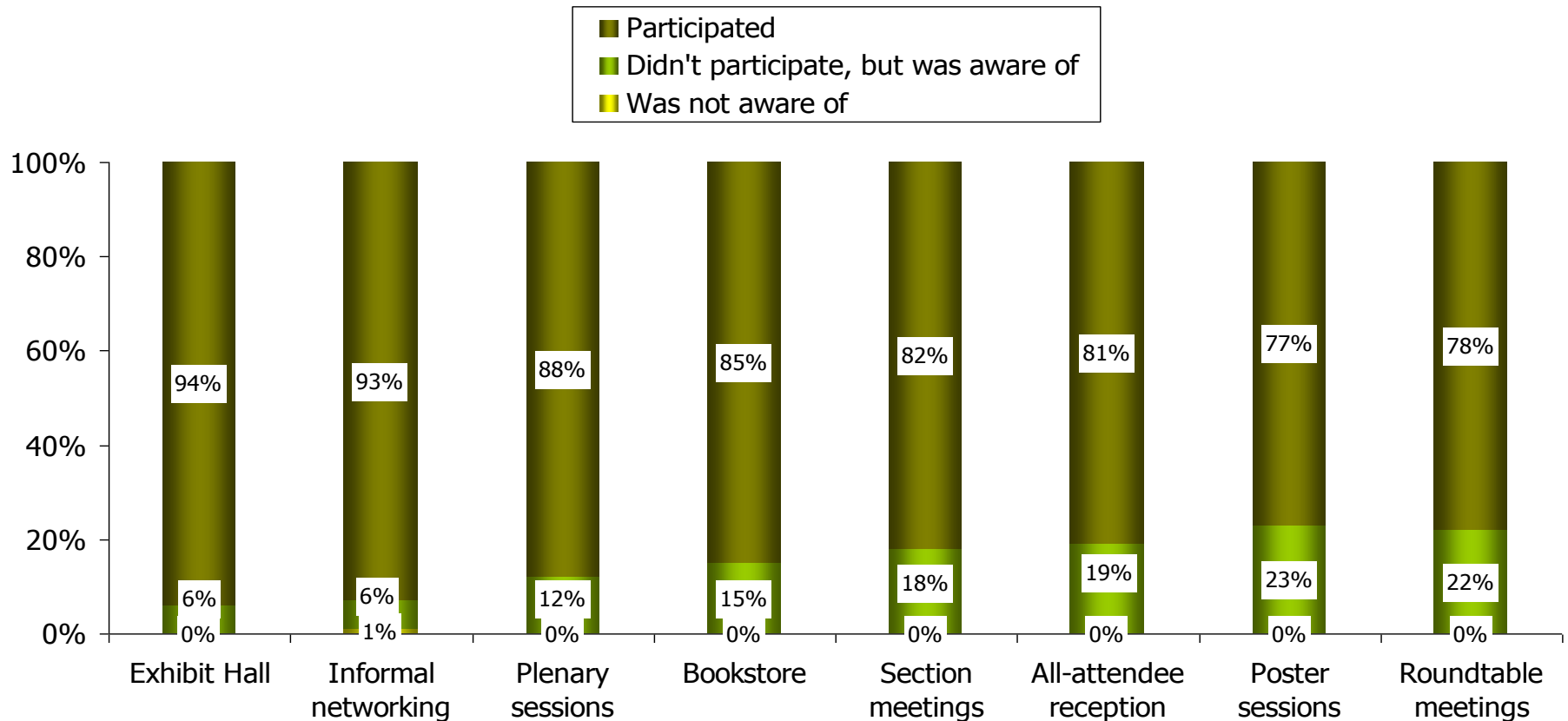
- Even though there were too few institutional respondents to conduct a driver analysis for this member segment, there are enough respondents to conduct the performance analysis.
- Because of the large number of Annual Meeting attributes that were tested, the performance analysis is split into two pages.
- This page shows the performance ratings of the Annual Meeting attributes in the top half.



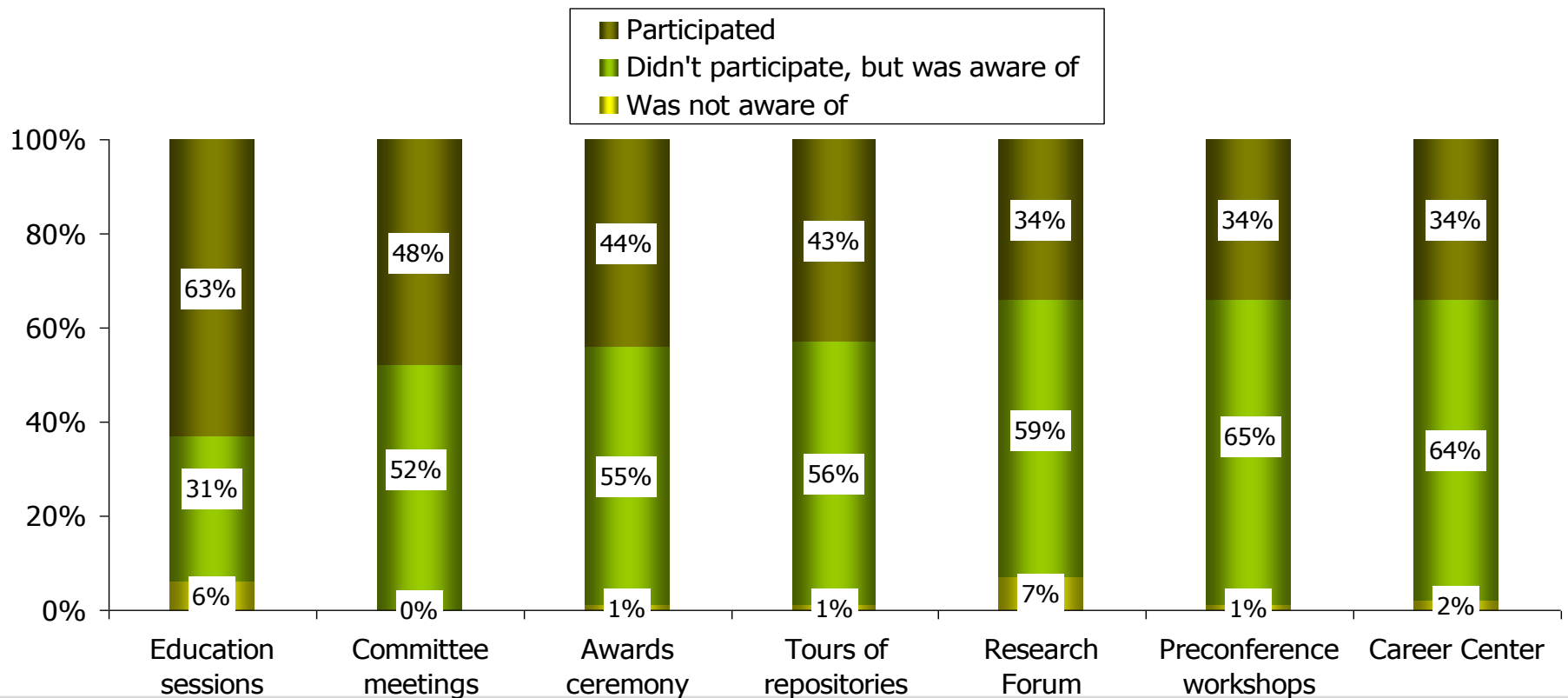
- The Annual Meeting attributes presented on this page represent the bottom half of respondents based on respondents' evaluations.



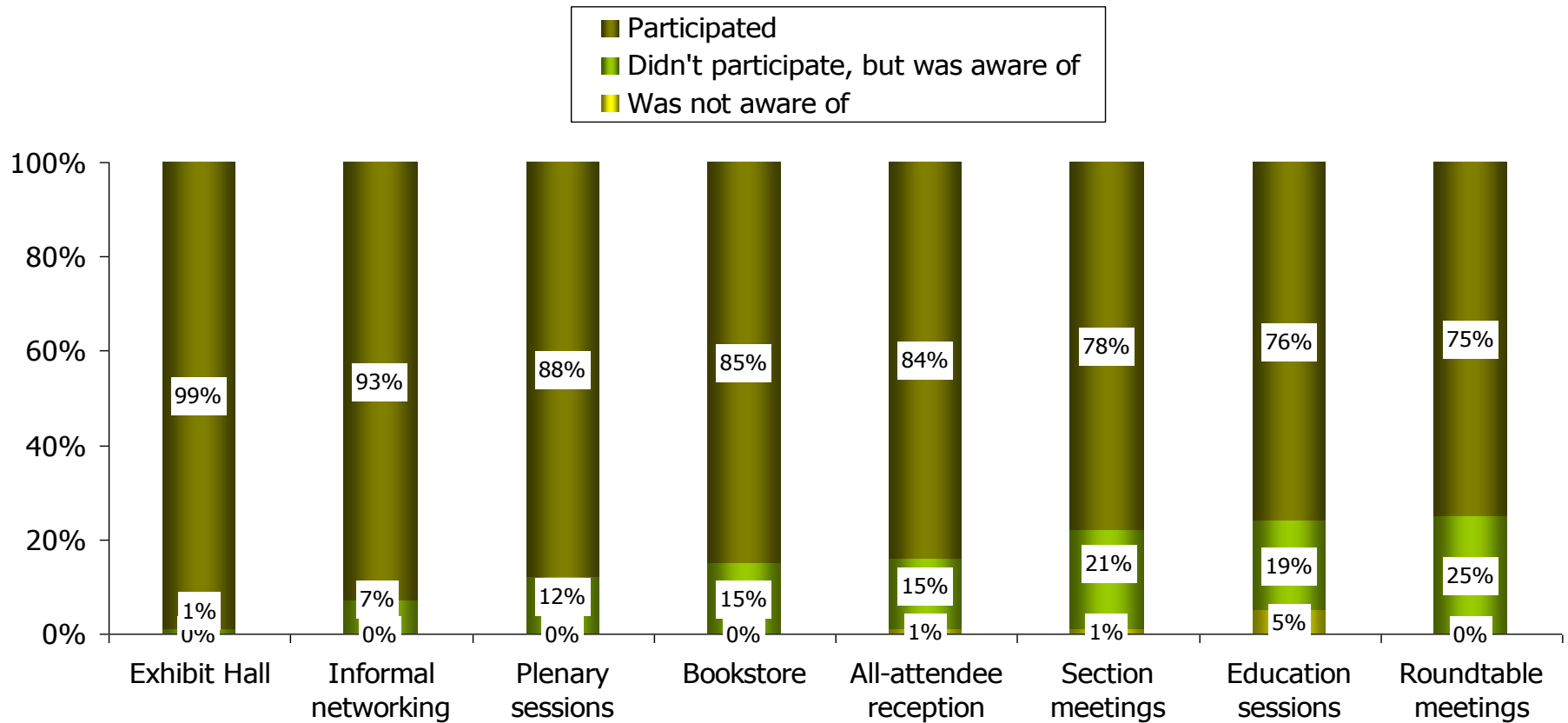
- This page and the following page shows the level of awareness and participation of various areas of the Annual Meeting by individual members.
- This page presents the areas that are in the top half based on members' level of participation.



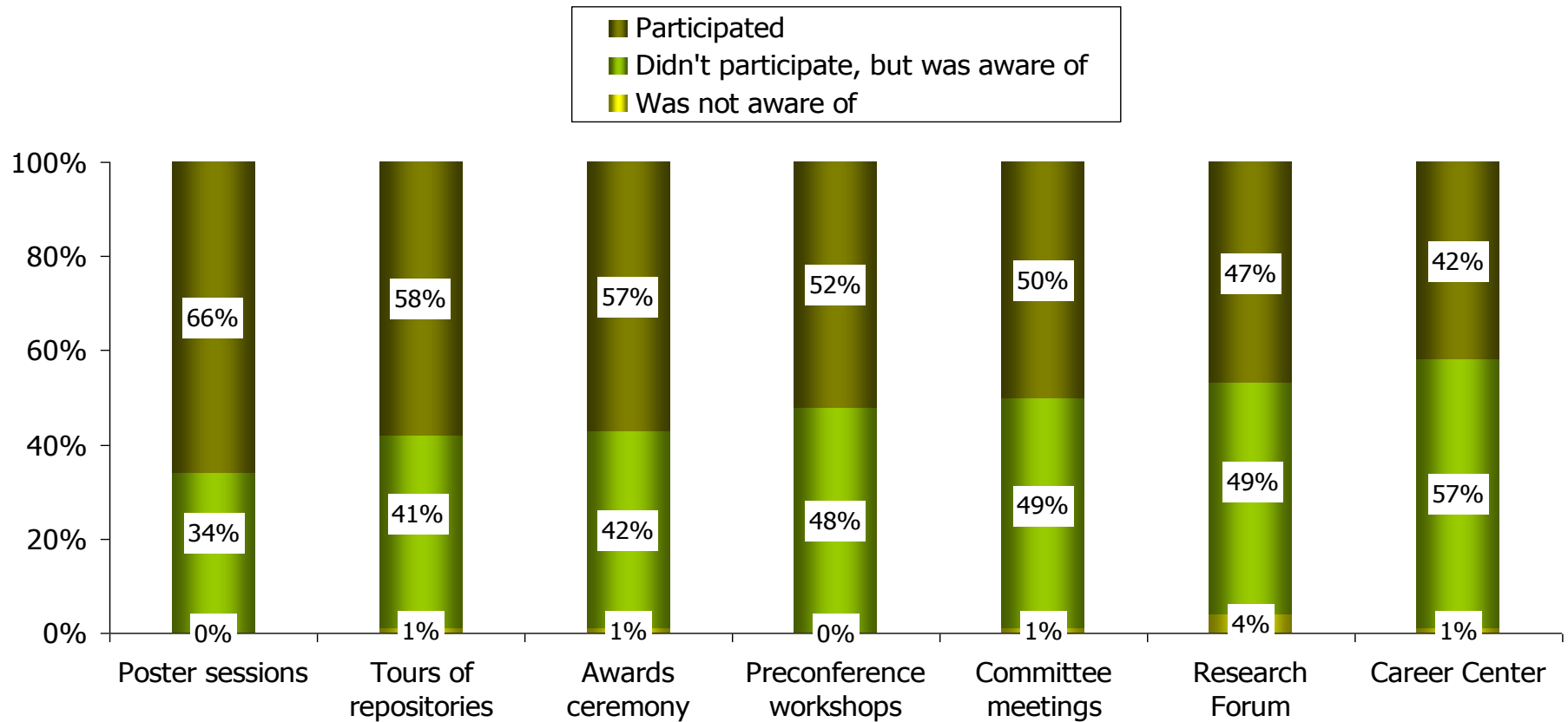
- This page presents the areas that are in the bottom half based on individual members' level of participation.
- Even though roughly half of the individual respondents did not participate in these areas, virtually every respondent was aware of the area prior to taking the survey.



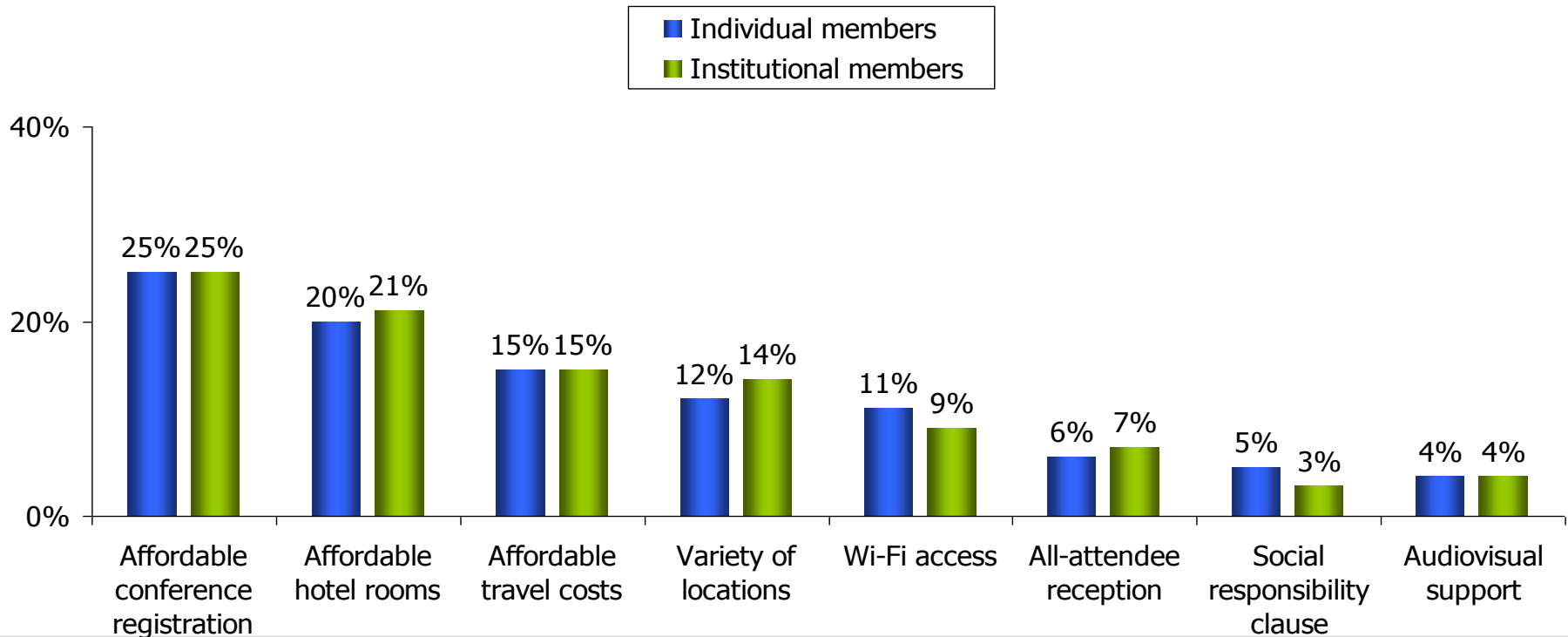
- This page and the following page shows the level of awareness and participation of various areas of the Annual Meeting by institutional members.
- This page presents the areas that are in the top half based on members' level of participation.



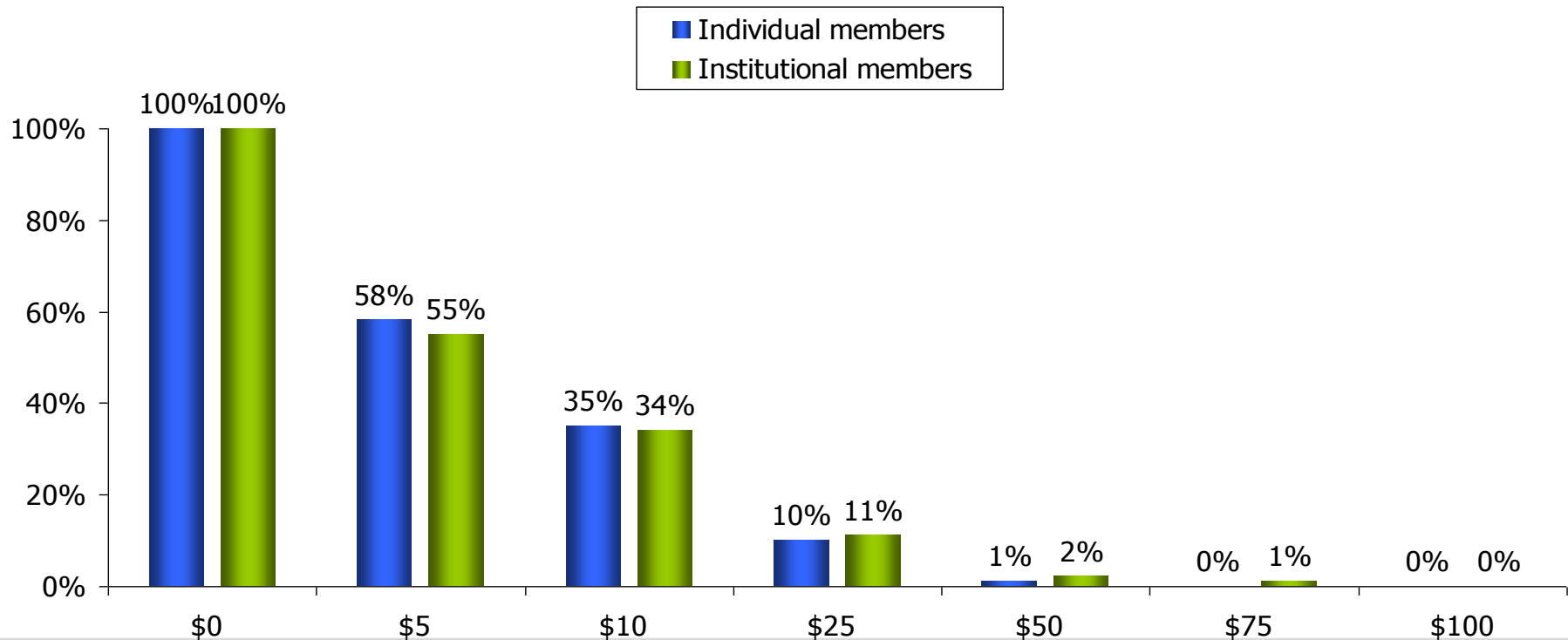
- This page presents the areas that are in the bottom half based on institutional members' level of participation.



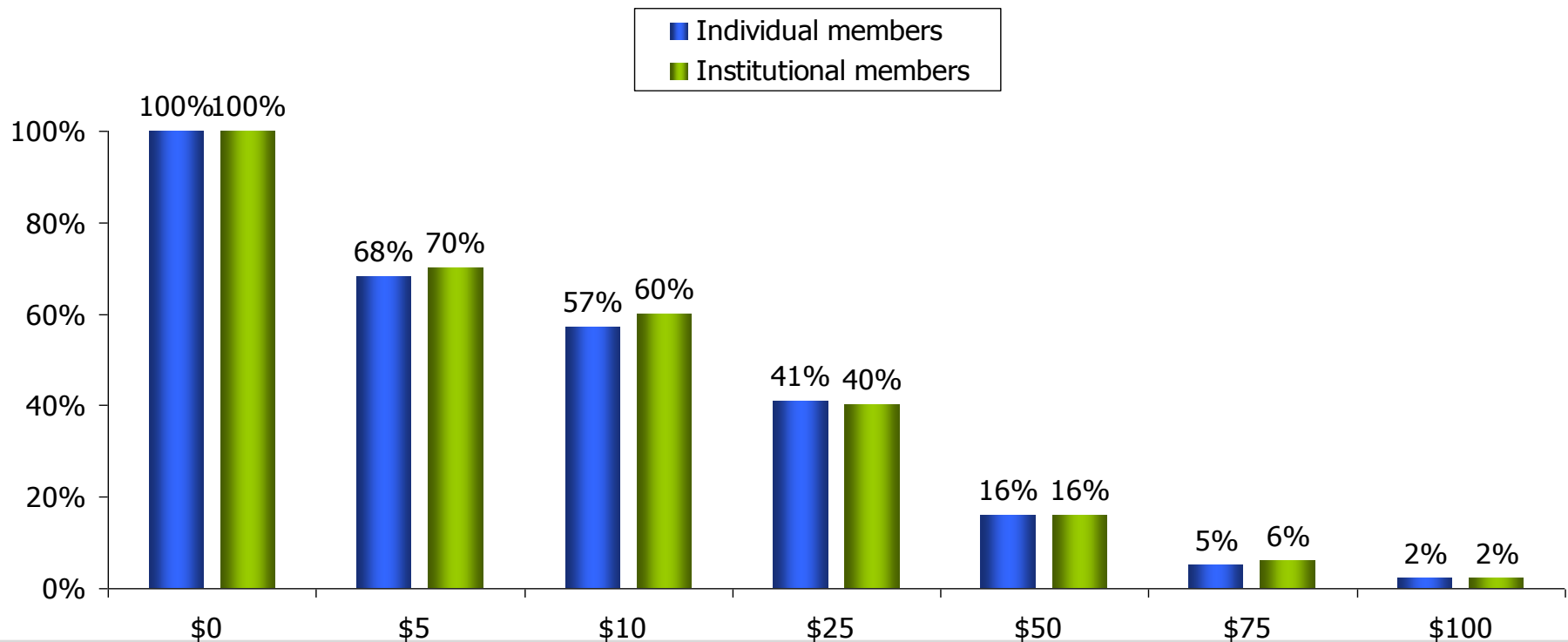
- Individual members allocated 60% of all points to keeping costs down.
- Institutional members allocated 61% of their points to keeping the Annual Meeting affordable as well.



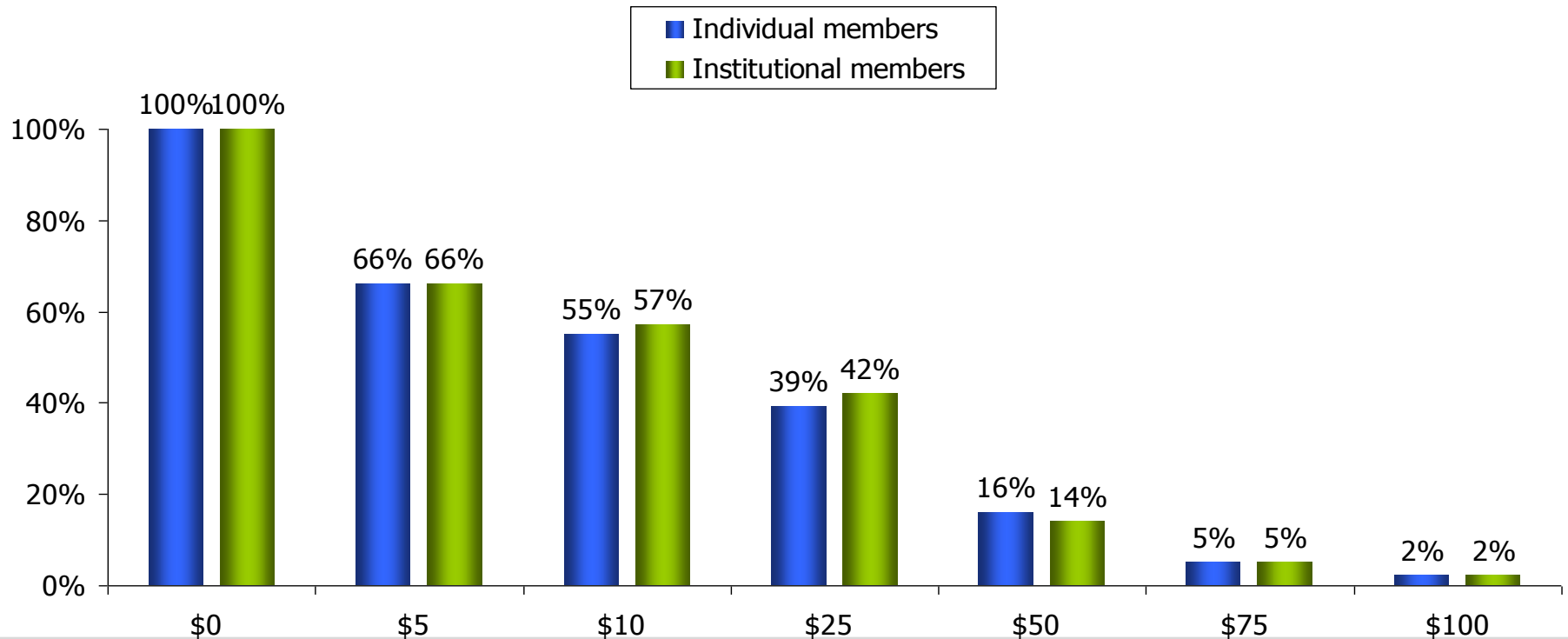
- Members were asked to provide the maximum price they would pay for Wi-Fi access throughout the conference hotel during an Annual Meeting.
- The percentage at each price point represents the percentage of respondents who would be willing to pay that price or more, thereby producing a rough demand curve.



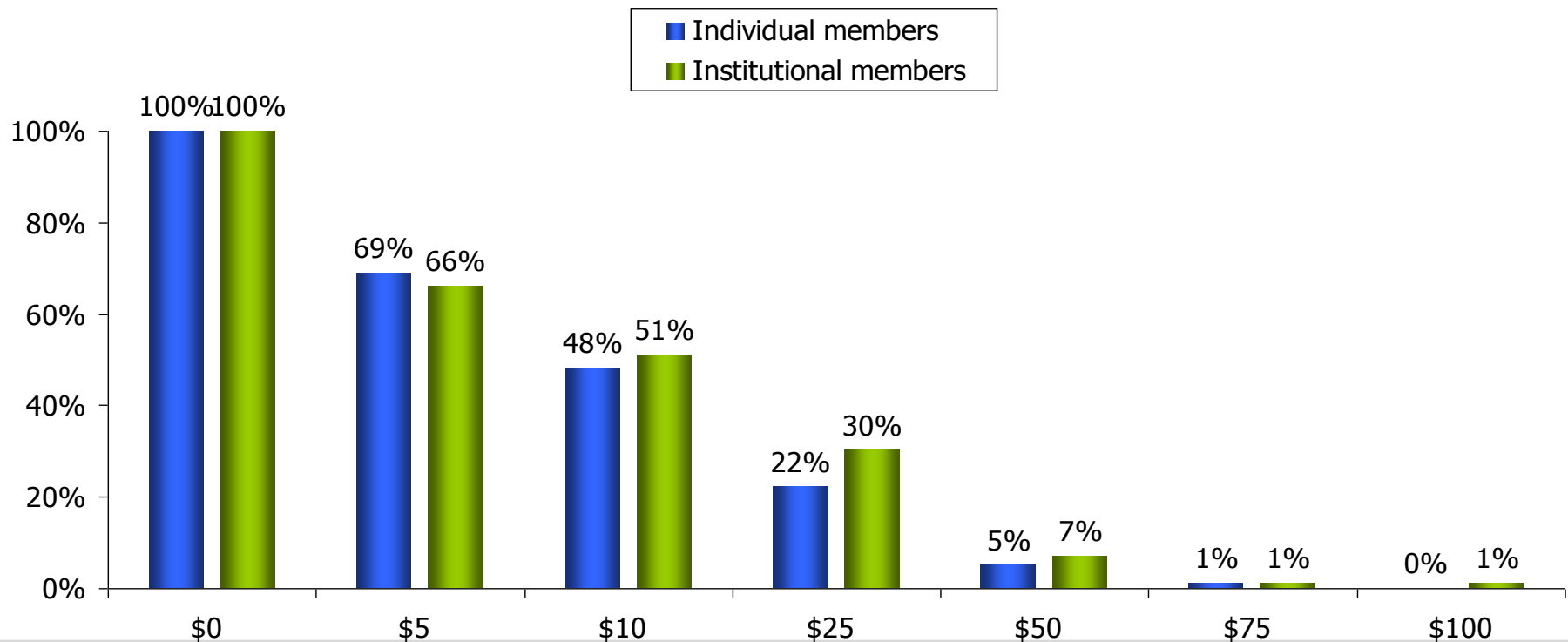
- The graph below provides a rudimentary demand curve for virtual participation in an education session of the Annual Meeting.



- Roughly the same percentage of individual and institutional members are willing to pay at the various price points for the participation in an online education session as they are for the virtual participation on the previous page.

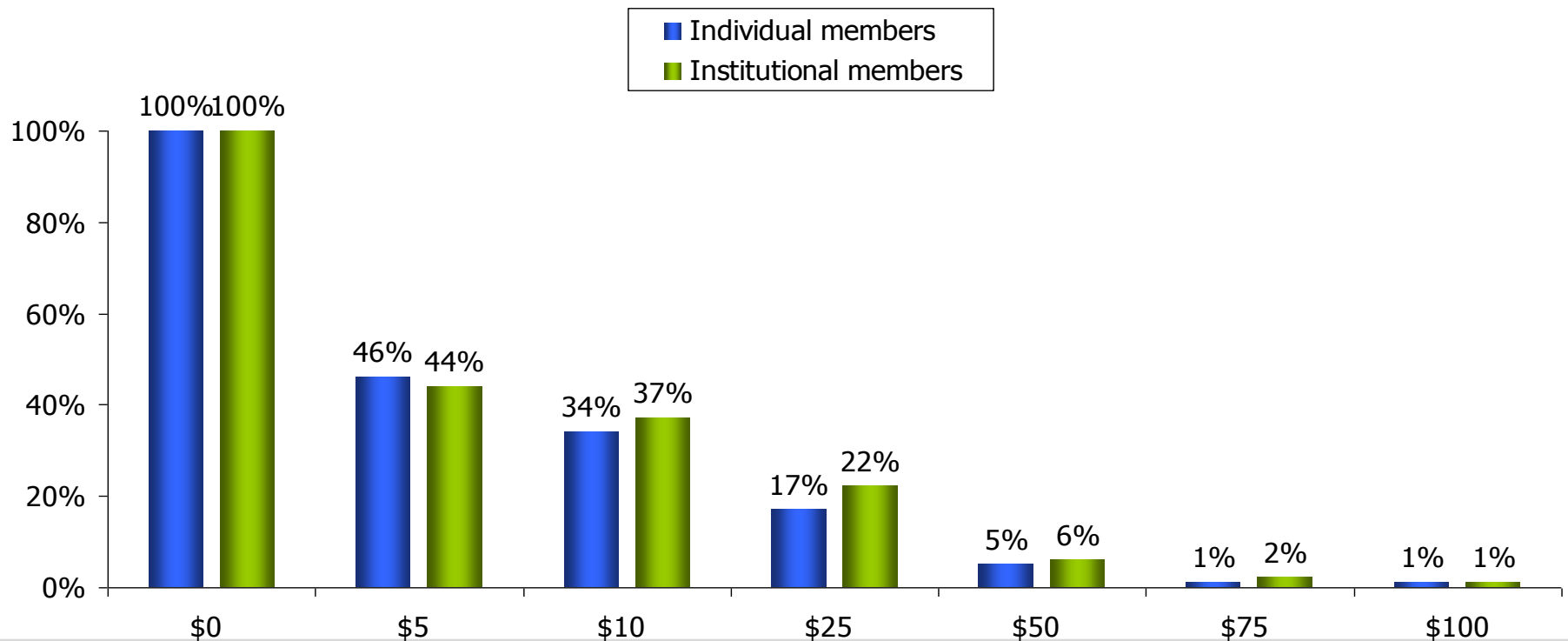


- Individuals are not willing to pay as much to download a recorded session as they are willing to pay to participate online in an education session.

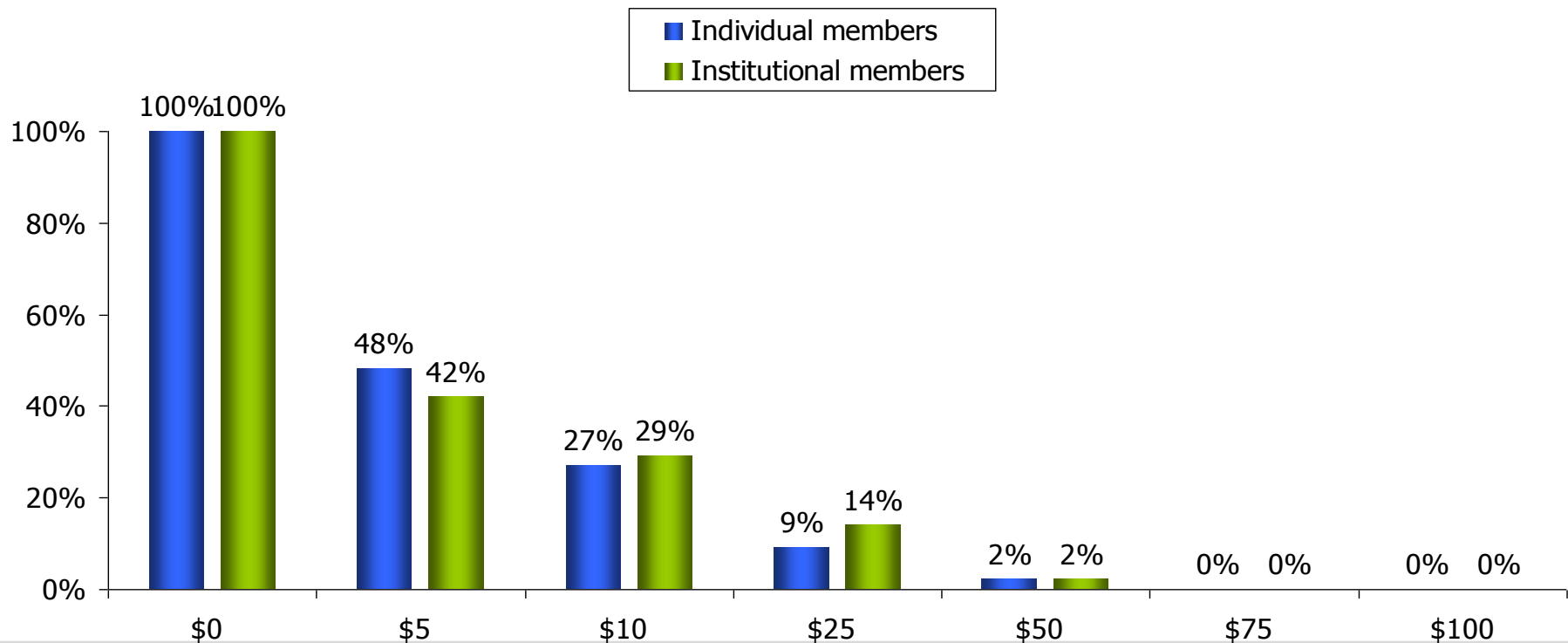


Amount Willing to Pay – Virtual Participation in a Live Plenary Session 195

- Fewer than half of the respondents would be willing to pay \$5 for virtual participation in a live plenary session.

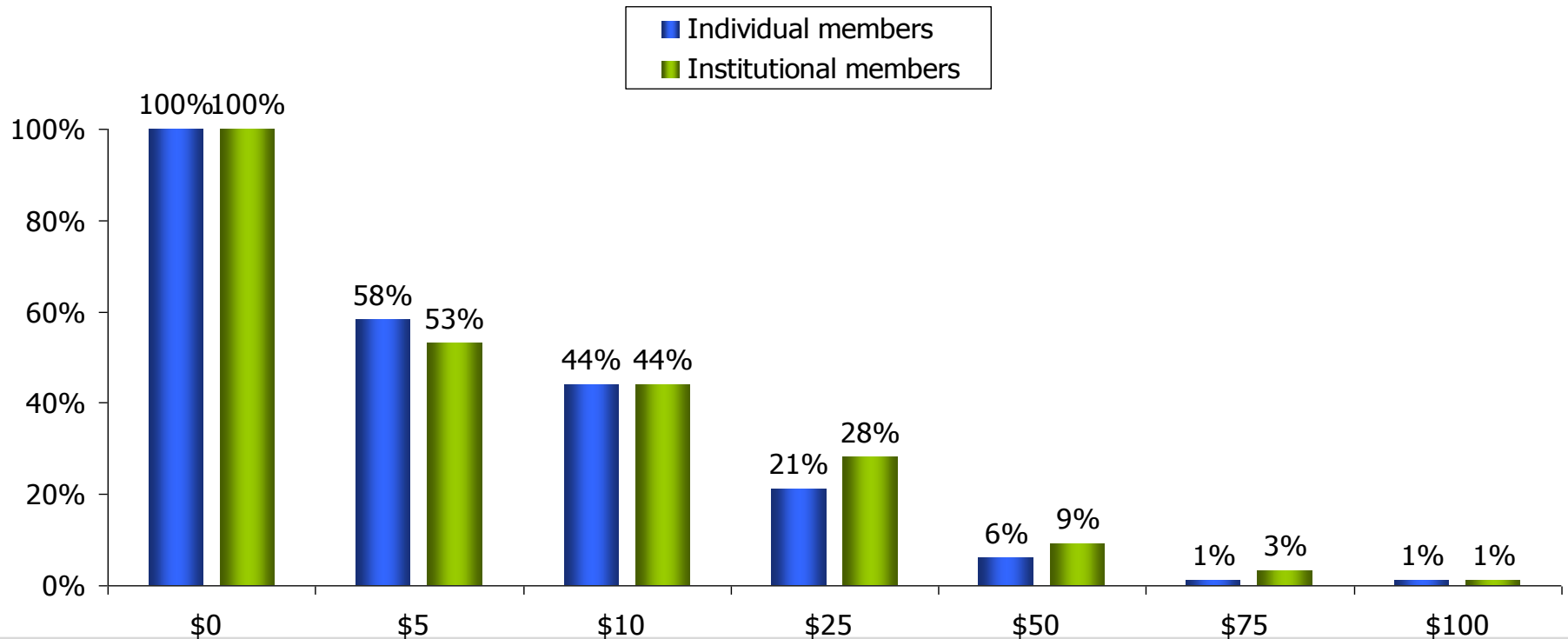


- Fewer than half of the respondents would be willing to pay \$5 to download a recorded plenary session.



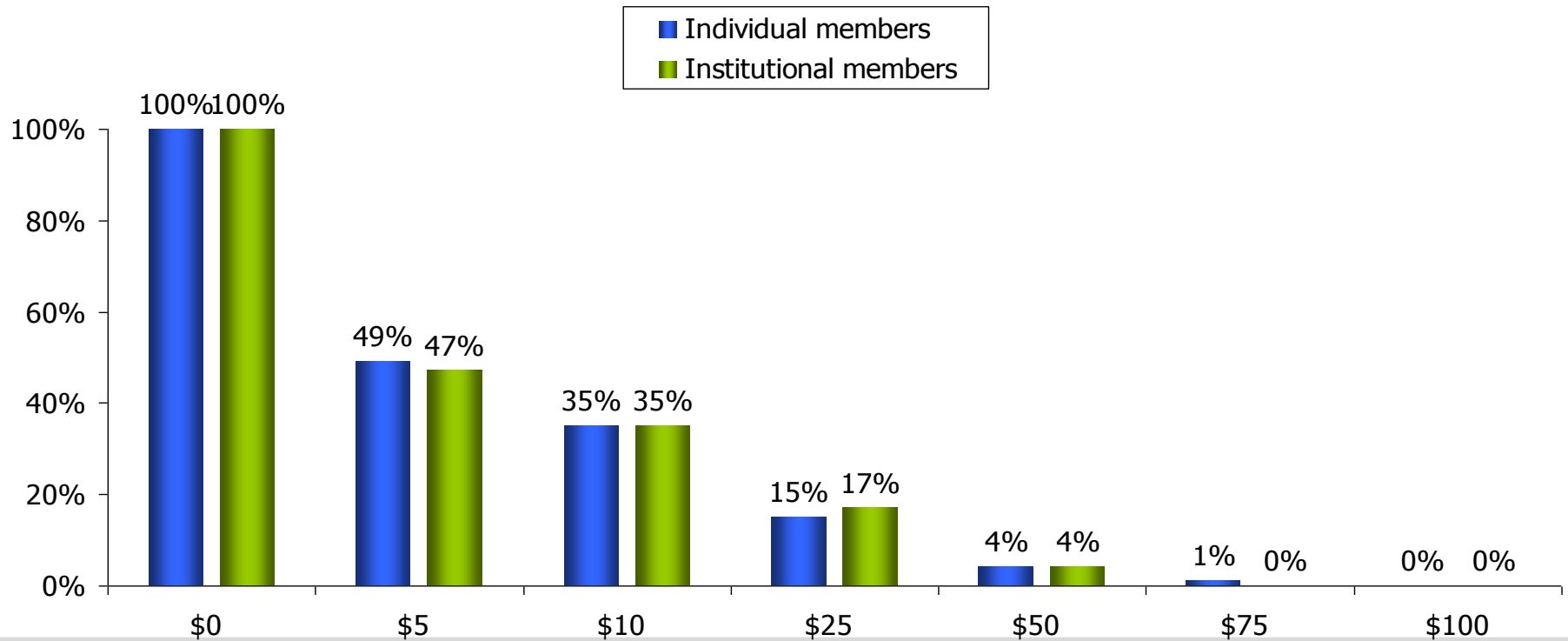
Amount Willing to Pay – Virtual Participation in Section/Roundtable Mtg. 197

- The bar graph below shows the percentage of individuals who would be willing to pay each given price, or more, for virtual participation in a section/roundtable meeting.



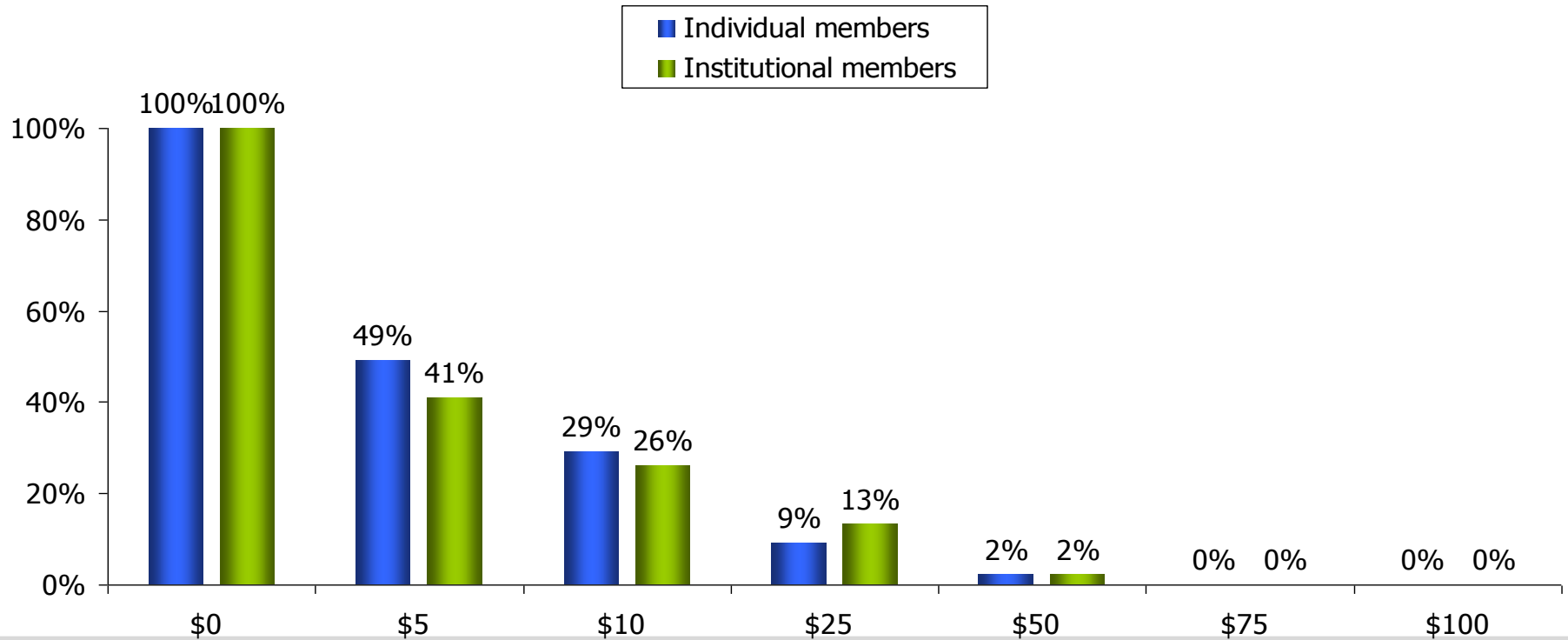
Amount Willing to Pay – Participation in Online Section/Roundtable Mtg. 198

- Roughly half of the respondents would be willing to pay \$5 for online participation in a section/roundtable meeting.



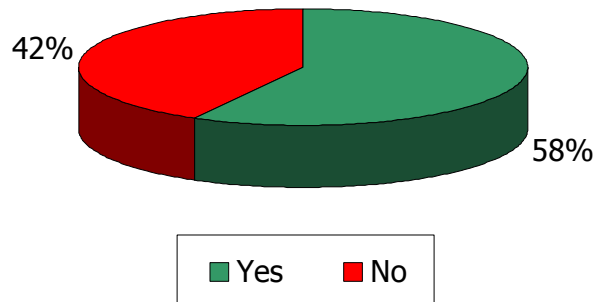
Amount Willing to Pay – Download a Recorded Section/Roundtable Mtg.199

- Roughly 25% of respondents would be willing to pay as much as \$10 to download a recording of a section/roundtable meeting.

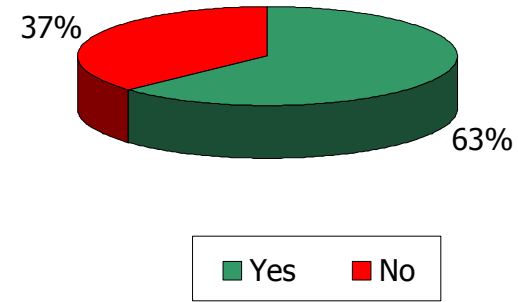


- The majority of survey respondents (individual members as well as institutional members), have attended an SAA Annual Meeting in the past five years.

Individual Members

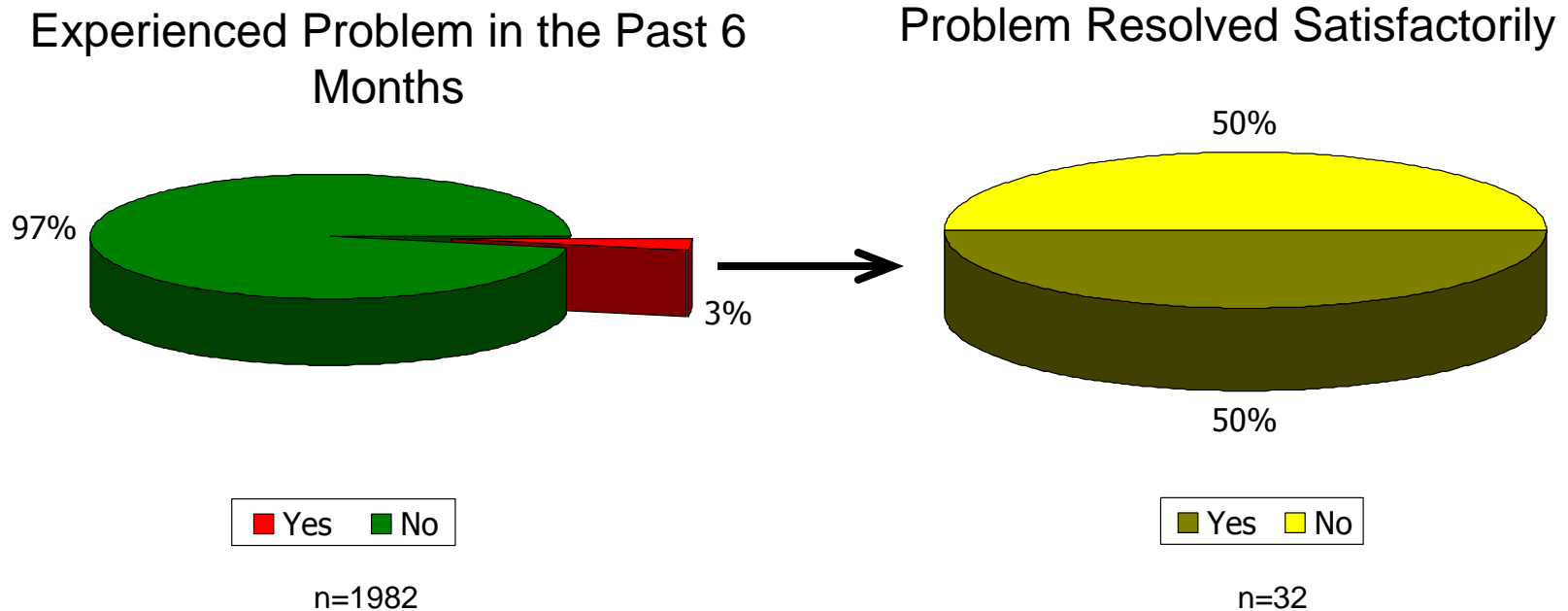


Institutional Members

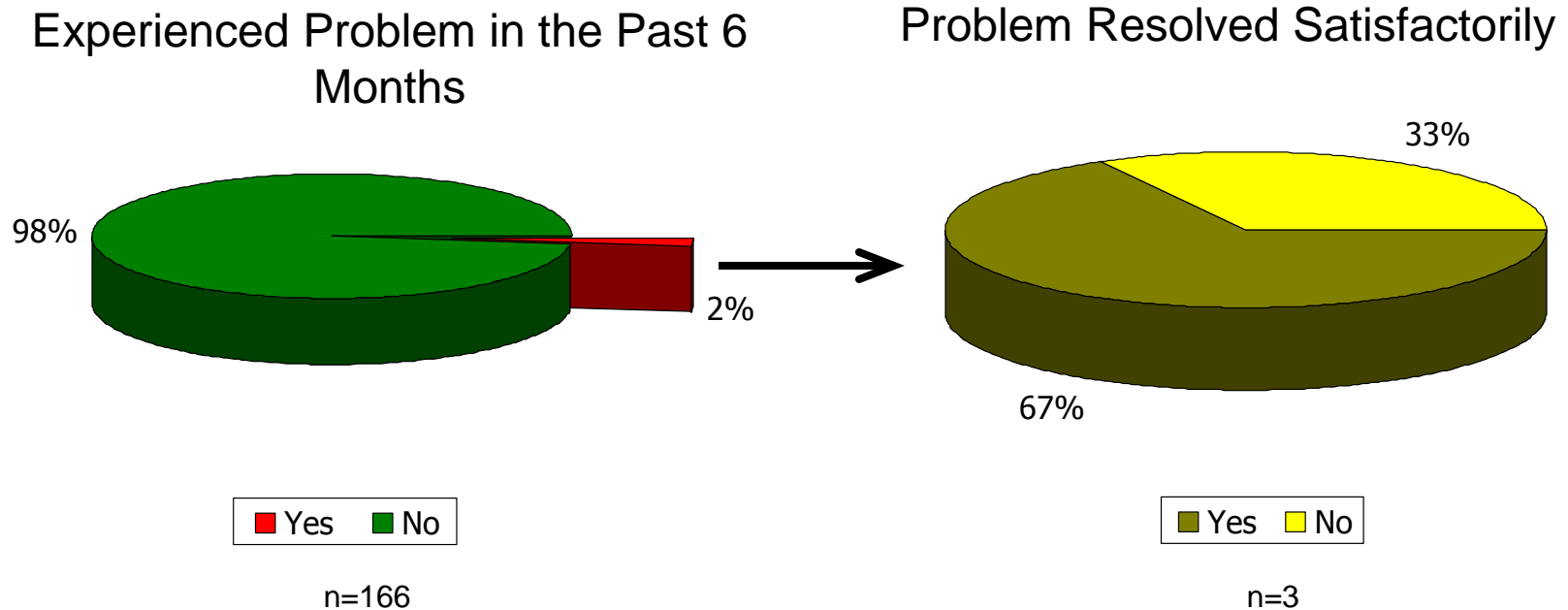


Problems With SAA

- Of the fifty-nine individual member respondents (3%) who experienced a problem during the past six months, 32 individuals (63%) reported their problem to SAA (not shown).
- Of the 32 individual members who reported their problem to someone at SAA, half have experienced a satisfactory resolution to their problem.



- Of the four institutional member respondents (2%) who experienced a problem during the past six months, all four individuals (100%) reported their problem to SAA (not shown).
- Two of the three institutional member respondents who provided a response to Q47 – satisfactory problem resolution, indicated that their problem was satisfactorily resolved.



Conclusions and Recommendations

1. The Member Needs Assessment uncovers the reasons why members join and belong to SAA, i.e. which needs they hope to satisfy with an SAA membership. By focusing on the differences among member segments, SAA can more effectively develop benefits and programs for specific member segments, realizing that different types of members have different needs.
2. Fewer than 2% of the respondents assigned all of their points to a single reason for belonging to SAA, which means that more than 98% of respondents belong to SAA for multiple reasons. Therefore, SAA cannot satisfy its members' needs by focusing on only one aspect of the association. It is also important to remember that members' needs change over time as they progress through various stages in their careers. Our recommendation is to target specific member segments with programs designed to satisfy their stated needs at this time. Because older members are more likely to belong to SAA to satisfy their need to support the profession and support SAA, we recommend that SAA consider its older population as potential mentors for younger members who are interested in advancing their careers.

3. SAA is similar to other professional membership associations in its mix of loyal, neutral, and vulnerable members. We recommend that SAA use the profile of loyal members as a guide for recruiting new members, and the profile of vulnerable members to target members who are at-risk of leaving the association with intervention programs.
4. We recommend that SAA identifies which member segments are neutral or vulnerable, and match those segments with their needs that were uncovered in the Member Needs Assessment. Often we find that members are neutral or vulnerable because the needs for which they belong to the association are not currently being satisfied.
5. Nine percent (9%) of individual member respondents are considered vulnerable and 6% of individual members are labeled as captive. A captive member is a vulnerable member who intends to renew his/her membership. Therefore, there are only 3% of vulnerable members who are not extremely likely or very likely to renew their membership in the next year.
6. Respondents' intentions to recommend SAA and to renew their memberships are encouraging. The third component of loyalty – membership value – is an area in which to focus improvement because it receives the lowest evaluations. Improving the value of an SAA membership will migrate some vulnerable members to the neutral category and move some neutral members to the loyal category.

7. The most effective way to improve member loyalty is to improve the key drivers of value, those areas that appear in the “Improve” quadrant of the value driver matrix for each member type. Even though the relative impact of each driver is different (as illustrated by its vertical position in the matrix), improving any of the areas in this quadrant should have a positive effect on the perception of membership value.
8. The vertical positioning of each item in its matrix is determined by members’ responses. In prioritizing which areas to improve, SAA should also consider which areas are easier to improve (i.e. low hanging fruit), which areas would generate more support for improvement, and which areas have available resources for improvement. Stated differently, SAA should not feel compelled to improve the underperforming key driver with the greatest impact on value, solely because it has the greatest impact on value.
9. For those key drivers of value for which SAA would like to improve, the matrix for each driver provides a guide of which attributes can most effectively bring about improving the entire process. Once the key attributes have been improved, the overall perception of the process should be improved.
10. Membership dues is a key driver of value for both types of members, and is in the “Improve” quadrant. Our recommendation for improving the perception of dues is to improve the key drivers of value, which should improve the perception of dues, and remind members at every opportunity what they are getting for their dues.

11. For areas that are currently not key drivers of membership value (e.g. website), they can still be improved based on the detailed matrix of that area. However, we recommend that any improvements of non-drivers should not take resources away from improving those areas that are the key drivers of membership value. Improving the key drivers will have a greater impact on improving the overall value of an SAA membership than will improving non-drivers.
12. For those areas in which use and awareness were tested (e.g. member benefits, continuing education, publications, strategic initiatives, Annual Meeting) we recommend that SAA should consider modifying those areas that have a relatively high percentage of awareness but non-use. A high percentage of awareness coupled with non-use usually indicates a poor fit for members. For those items that have a high percentage of “unawareness”, we recommend that SAA focus on raising the level of awareness of its members through promotion. Some members have indicated in their verbatim comments that their level of awareness of SAA’s offerings has been raised through this survey.
13. Based on member evaluations, the SAA staff does an outstanding job of servicing members and should be commended for their work. We often find through staff surveys that their self-evaluations are usually much lower than the evaluations they get from members because they are continually taking care of problems and are inundated with negative comments from members. By letting staff know that their work is appreciated by members, it will encourage them to continue providing high quality service.

14. The level of problem incidence found among individual members (3%) and by institutional members (2%) is very good. Our only recommendation is that if there is a problem mentioned in the verbatim comments that can easily be fixed, then fix it. But overall, the level of problems is very good.
15. An integral part of any improvement plan is to communicate those changes to all members. Communication informs members that improvements have been put into place even when members have not personally experienced any changes. Without communication, members who experience a higher level of service are left to wonder if the improvements are a permanent result of process changes or simply a temporary variation in the customary service level.