

# 2014 AMCI Perception Survey Report

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## Table of Contents

OBJECTIVES .....	3
SURVEY METHODOLOGY .....	3
ASSOCIATION EXECUTIVES .....	7
1. Survey Demographics .....	7
2. Management Issues .....	9
VOLUNTEER LEADERS.....	25
1. Survey Demographics .....	25
2. Management Issues .....	28
APPENDIX 1 .....	45
Association Executives Survey Questions.....	45
APPENDIX 2.....	52
Association Executives - Charts with actual numbers as a percent of all valid, non-missing responses to questions 2.9, 2.11-2.13, 2.16. ....	52
APPENDIX 3.....	57
Association Executives - Detailed Survey Results (Raw Data).....	57
APPENDIX 4.....	84
Volunteer Leaders Survey Questions.....	84
APPENDIX 5.....	90
Volunteer Leaders - Detailed Survey Results (Raw Data) .....	90

## OBJECTIVES

The 2014 AMC Institute *Perception Survey* was conducted in order to quantify the opinions and perceptions of various stakeholders in the association community with regard to the association management model. The ultimate purpose of the study is to obtain results that can be used by AMC Institute leadership to create, develop and refine marketing strategies that will increase awareness and use of the AMC management model.

The 2014 AMC Institute *Perception Survey* was based on the 2011 AMC Institute *Perception Survey* conducted in September, 2011 by Industry Insights, Inc. Figures from the 2011 AMC Institute *Perception Survey* Report (“2011 Report”) are shown in this report where appropriate for comparison and benchmarking purposes.

## SURVEY METHODOLOGY

To achieve these objectives, AMC Institute retained the services of its global partner Plexus Consulting Group, LLC, an independent management consulting firm specialized on survey research and headquartered in Washington, DC.

### Form Design

The research instruments used for the study were two separate online survey forms (“questionnaires”) that were developed for each of two stakeholder groups: association executives/paid staff and volunteer leaders. (To facilitate ease of use, the structure of this report parallels that of the survey questionnaires, a copy of which can be found in the Appendix.)

To create the two forms, Plexus Consulting Group worked interactively with the AMC Institute Market Expansion Task Force and various AMCI personnel to develop initial drafts of the two survey questionnaires, which were then circulated, reviewed and modified until final designs were achieved. This was done through consultation with the AMCI staff to identify the principal topics and content areas of the instrument. The final questionnaires were then converted for online survey distribution through QuestionPro, Plexus Consulting Group’s corporate professional web-based survey software designed for creating and distributing surveys. QuestionPro corporate had all necessary tools to collect, save, process, and analyze data.

Plexus Consulting Group also worked with the AMCI staff to provide a cover letter email over the “signatures” of the AMCI Chair of the Board of Directors and the AMCI CEO. The outgoing email was designed for sending through Plexus Consulting Group’s secure survey provider. The outgoing email contained the click-through URL to go directly to the questionnaire developed for the respective stakeholder group.

## List Procurement

### 1) Association Executives (Paid staff)

Plexus Consulting Group contributed a proprietary list of 4,400 e-mail addresses for executives from associations with budgets between \$500,000 and \$10,000,000. Titles in the list included CEOs, Executive Directors, Presidents, Executive VPs, VPs, and other senior executives.

### 2) Volunteer Leaders

AMC Institute obtained from Leadership Directories and provided to Plexus Consulting Group a list of 2,743 e-mail addresses for volunteer leaders from associations with budgets between \$500,000 and \$10,000,000. Titles in the list included Officers, Board of Director members (presidents/past presidents/presidents-elect), Treasurers, and other volunteer leaders.

## Foreword

The URL addresses of the surveys were initially sent to AMCI. AMCI selected personal was invited to pretest the questionnaires. All necessary revisions identified through this process were made to the online surveys before they were fielded with actual respondents. Data collected during pre-testing was purged before the actual surveys commenced.

Plexus Consulting Group distributed the initial form on September 11, 2014 by sending an e-mail containing a link to the respective online survey forms to each of the two groups. Plexus Consulting Group sent four follow-up emails, with the final reminder being distributed on September 25, 2014. The final survey results achieved are summarized below.

Group	Viewed	Started	Completed All Questions	Completion Rate	Drop Outs	Time to Complete
Association Executives	439	204	159	77%	45	11 mins
Volunteer Leaders	222	80	56	70%	24	9 mins

To ensure confidentiality, Plexus Consulting Group collected all online forms directly to Plexus Consulting Group's secure server. Upon receipt of the questionnaires, Plexus Consulting Group examined the data to ensure that directions were followed and that the data reported were consistent, accurate, and complete. This process included examination of aggregate responses for inaccuracies/errors and tabulation of results using standard statistical procedures.

Plexus Consulting Group treated all data collected through online surveys as completely confidential. Plexus Consulting Group compiled the responses, cross tabulated the results using the above mentioned software programs and tools, and summarized findings in this comprehensive final report. The results of these quantitative surveys shall establish a statistically-valid base from which to derive insightful market intelligence for AMCI.

Throughout the report, a distinction will be made between numbers expressed as a percent of the total sample size ("All Respondents") versus numbers expressed as a percent of the valid, non-missing responses for that particular question ("All Valid Respondents").

In multiple response questions where respondents were allowed to choose more than one option, we used QuestionPro cumulative frequency mode to calculate new 2014 figures. For these multiple response questions, the cumulative frequency defaults to total 100% that allows to predict what response would have likely become the choice of priority had respondents chosen just one option. Figures from the 2011 Report were calculated differently - as a percent of the total sample size ("All Respondents"), therefore, the 2011 percentage figures do not add to 100% and will usually be larger than 2014 figures. If available, figures from the 2011 Report are shown in parentheses next to new 2014 figures.

Also, unless otherwise noted, "mean rating" figures throughout this report are based on a 1 to 5 scale, where 1=very low, 2=somewhat low, 3=neutral, 4=somewhat high, and 5=very high. Unless noted in the Executive Summary, the responses to the survey's open-ended questions can be found in the report's Appendix.

Detailed attributes and characteristics of the sample can be found in the Demographics tables contained in this report. Plexus Consulting Group makes no representations or warranties with respect to the results of this study and shall not be liable to AMC Institute, its members or anyone else for any informational inaccuracies, errors, or omissions in content.

## *Executive Summary*

Users of this information should bear in mind that because studies of this type measure perceptions and attitudes in addition to concrete facts, a certain amount of bias may have been introduced based on how individual respondents might have interpreted specific questions. The questions asked in this study were designed and phrased to be as clear and unambiguous as possible; it is therefore believed that any such biases are minimal.

## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

## ASSOCIATION EXECUTIVES

## 1. Survey Demographics

Before examining the survey responses, it is important to first look at the demographics of the sample. The table below details these demographics.

1.1. Which of the following most closely matches your current job title?	Chief Executive Officer/Executive Director	75.77%
	Associate Director	3.09%
	Department Director/Head	10.82%
	Operations Manager	3.09%
	Other	7.22%
	Count	194
1.2. Which of the following best describes your main employment setting?	Professional association/society (individual membership, often 501(c)3)	52.82%
	Trade association (business or organizational membership, often 501(c)6)	41.54%
	Other professional association	1.54%
	Other (not-for-profit but not association, etc.)	4.10%
	Count	195
1.3. What type of members belongs to your association?	Companies/institutions only	28.21%
	Individuals/professionals	42.05%
	Combination (companies/individuals)	25.64%
	Associations	2.05%
	Donors	0.00%
	Other	2.05%
1.4. How many members/donors does your association currently have? (Include all membership classes)	Count	195
	Fewer than 100	5.15%
	101 to 500	21.65%
	501 to 1,000	10.31%
	1,001 to 5,000	27.32%
	More than 5,000	35.57%
1.5. Where are your association's members/donors mainly located?	Count	194
	International	17.95%
	U.S. – National	80.00%
	U.S. – Regional	0.00%
	U.S. – State	1.03%
	U.S. – Local	1.03%
	Count	195

## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

1.6. What was your association's total revenue for the latest completed fiscal year? (Where revenue refers to the total revenue reported on the association's IRS Form 990)	Less than \$500,000	5.70%
	\$500,001 to \$1 million	11.92%
	\$1 million to \$2.5 million	30.57%
	\$2.5 million to \$5 million	19.69%
	More than \$5 million	32.12%
	Count	193
1.7. What is your age range?	21 to 30	0.51%
	31 to 40	6.67%
	41 to 50	26.67%
	51 to 60	33.33%
	Over 60	32.82%
	Count	195
1.8. What is your gender?	Male	55.96%
	Female	44.04%
	Count	193
1.9. How long have you been with your current association?	Less than 1 year	4.64%
	1 to 5 years	18.04%
	6 to 10 years	22.68%
	11 to 15 years	21.13%
	16 to 20 years	11.34%
	More than 20 years	22.16%
	Count	194
1.10. If your association has paid employees, approximately how many full-time equivalent (FTE) employees are there?	Minimum	0.00
	Median	12.00
	Mean	54.80
	Maximum	2,000.00
	Count	174
Number of FTE Employees	Do not have paid staff	1.72%
	1 to 5	24.71%
	6 to 10	20.69%
	More than 10	52.87%
	Count	174
1.11. To which, if any, of the following professional associations do you personally belong? (Check all that apply)	ASAE	45.45%
	Regional SAE, e.g., Association Forum of Chicagoland	15.26%
	AMSE	2.27%
	BoardSource	9.42%
	Specialty Association specific to job	12.66%
	Other	14.94%
	Count	308



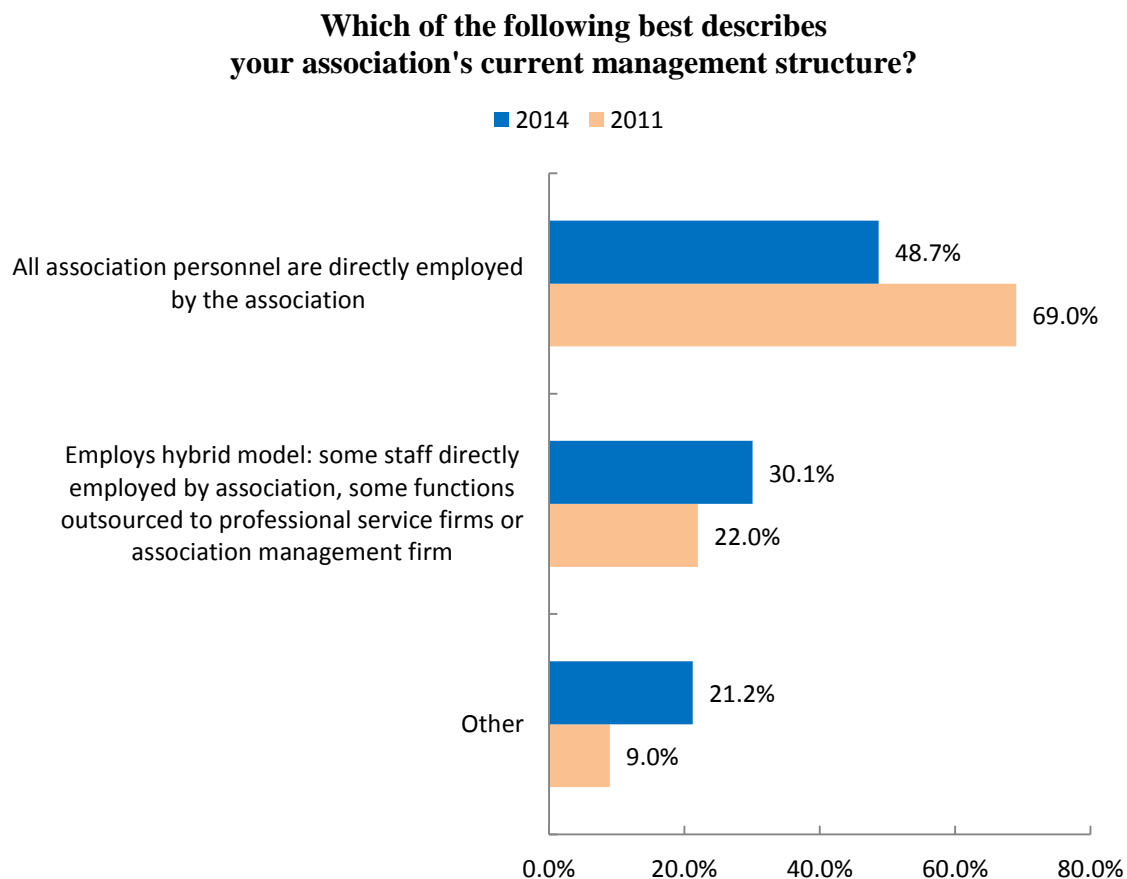
**EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES**

As shown above, the “typical” respondent was a male or female over the age of 50 who was a CEO or Executive Director of a professional association with 55 employees, more than 5,000 members and more than \$5.0 million in total annual revenue. This typical respondent had been with his association for over 6 years.

## 2. Management Issues

**2.1.** In terms of the management of their associations, one out of two valid respondents indicated all of their personnel were directly employed by the association, while 26% employed a hybrid model with some direct employees and some functions outsourced to professional services firms.

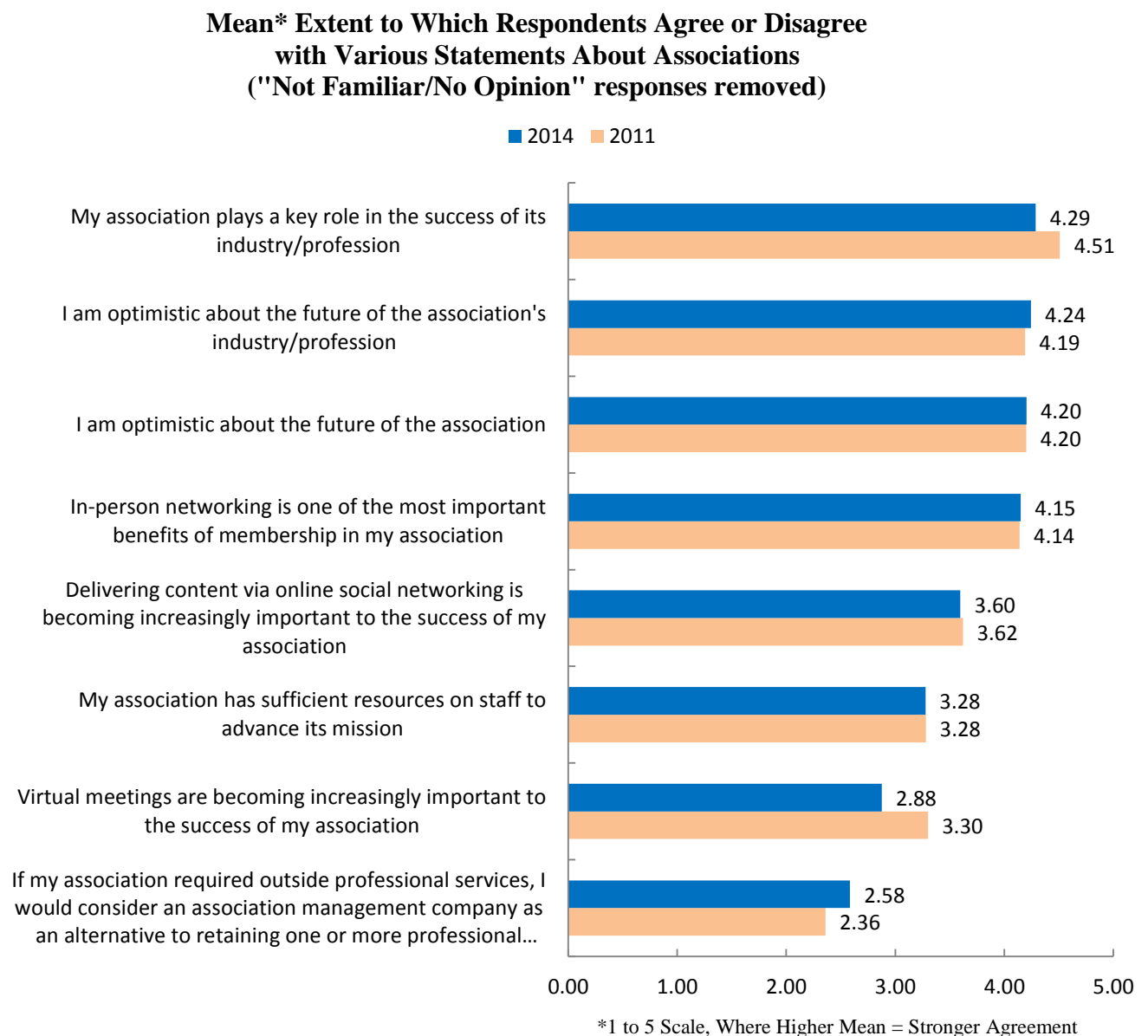
Figures from the 2011 Report are shown in lower bars. Since 2011, associations have been shifting to hybrid employment models from employing personnel directly as full-time employees.



## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

**2.2.** Respondents were next asked to summarize their opinions regarding their associations. First, they were presented with a series of statements and were asked to indicate the extent to which they agreed with each statement. As shown below, respondents felt strongly that their association played a key role in the success of its industry/profession, and most were optimistic about the future of both their association and its industry/profession. On the other hand, respondents would be less likely to consider an association management company as an alternative to retaining one or more professional service firms if their association required outside professional services.

Figures from the 2011 Report are shown in lower bars.

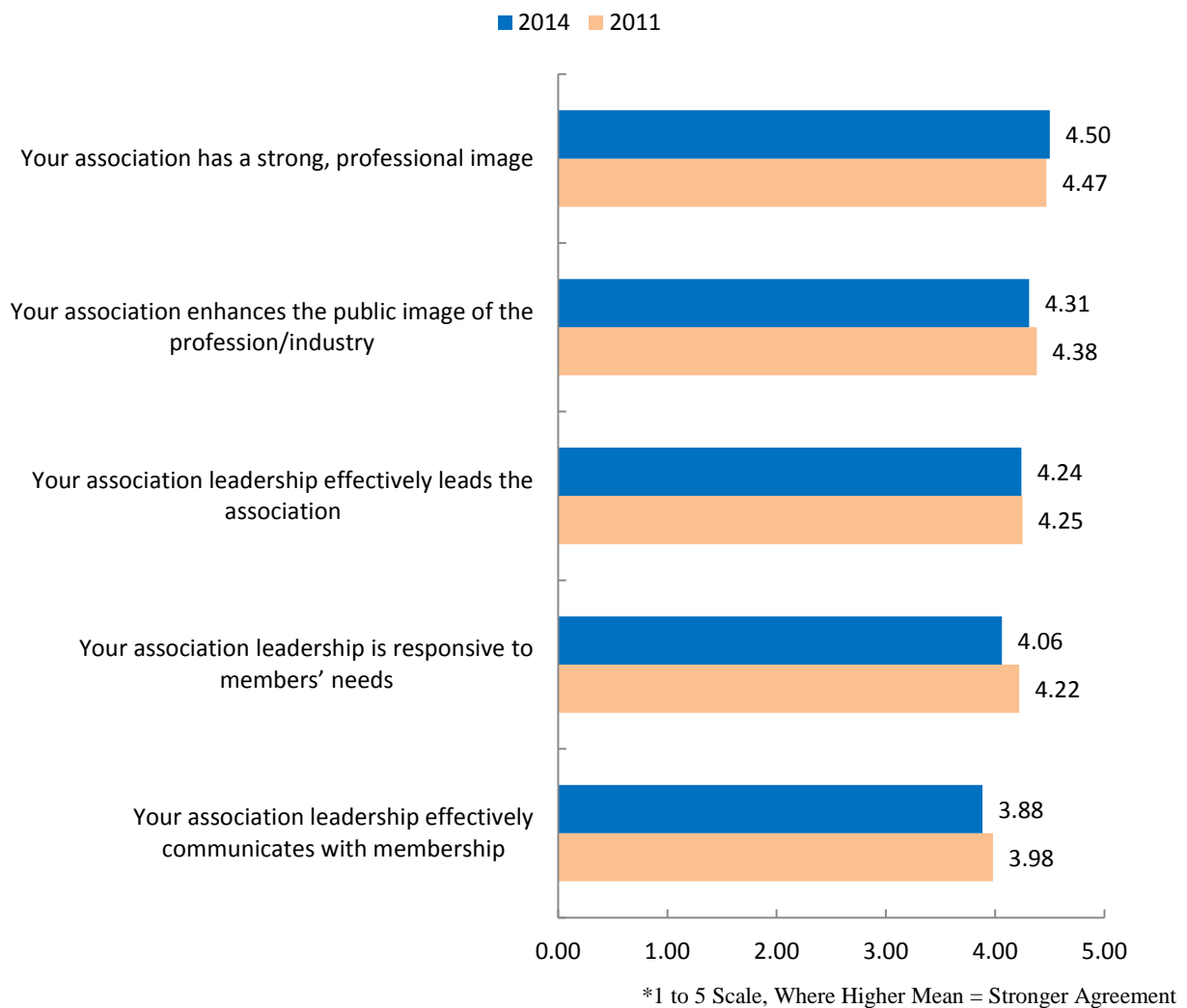


## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

**2.3.** Respondents were also asked to assume the role of THE MEMBERS OF THEIR ASSOCIATIONS and indicate the extent to which they thought THE MEMBERS would agree or disagree with a series of statements and indicate the extent to which THE MEMBERS would agree with each statement.

Figures from the 2011 Report are shown in lower bars.

### Mean\* Extent to Which Respondents who Assumed the Role of THE MEMBERS OF THEIR ASSOCIATIONS Agree or Disagree with Various Statements About Associations ("Not Familiar/No Opinion" responses removed)

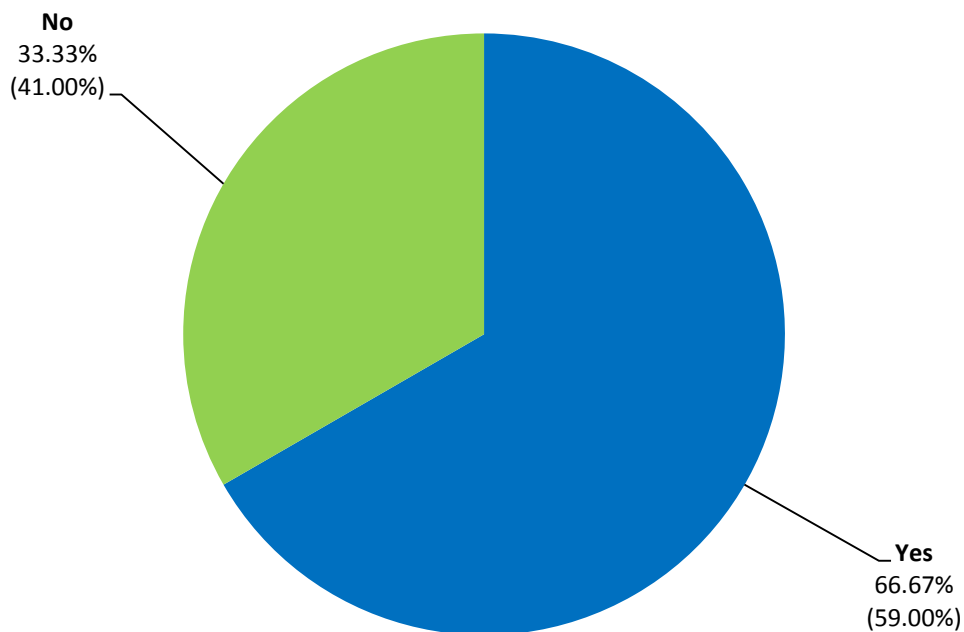


**EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES**

**2.4.** Just under 67% of the valid respondents indicated there were barriers that prevent their association from achieving its goals. The specific barriers mentioned by respondents can be found in item 2.5 below.

Figures from the 2011 Report are shown in parentheses below 2014 figures.

**Are there specific barriers and challenges that prevent  
your association from achieving its goals?**

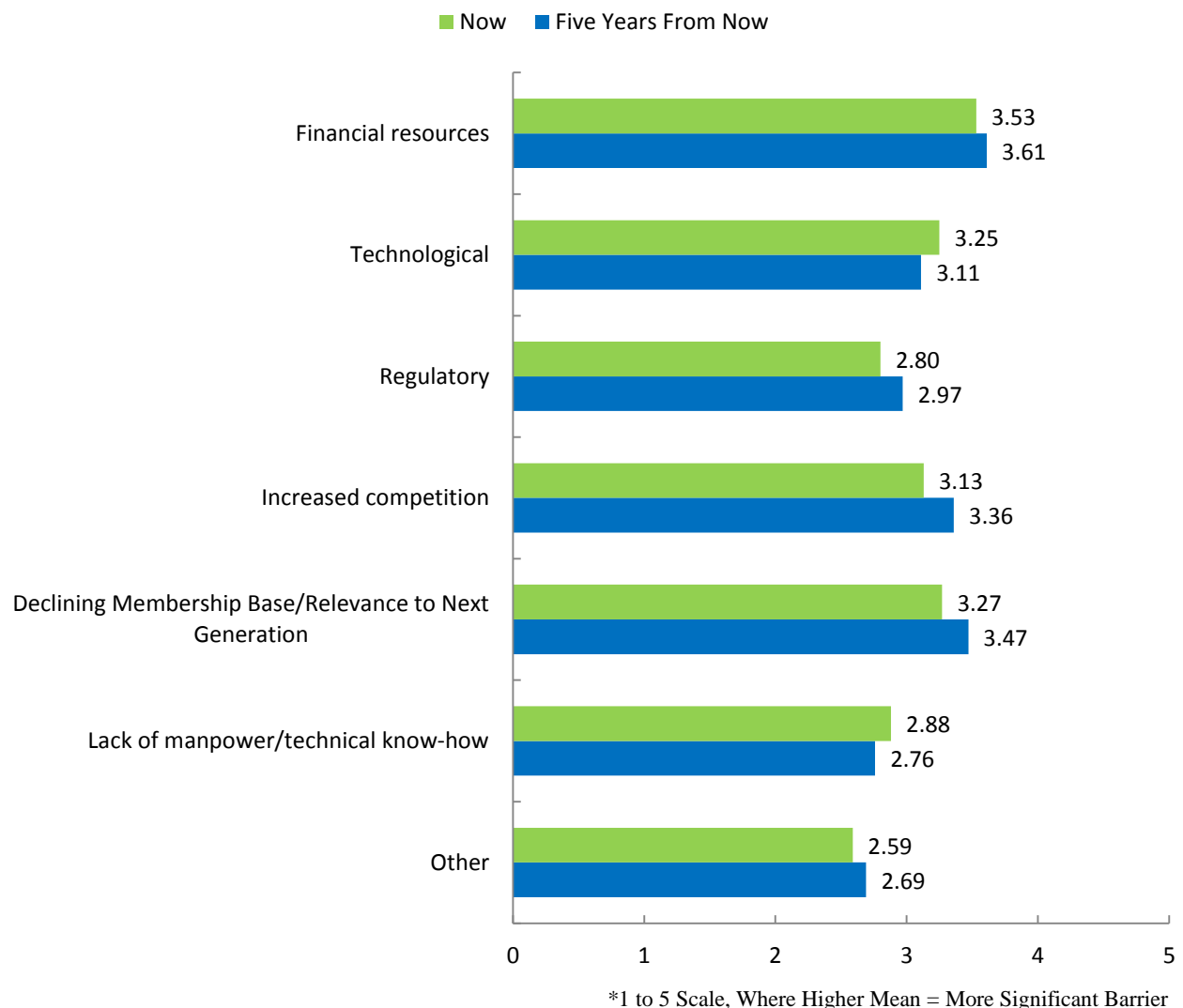


## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

**2.5.** Respondents were offered to rate (on a scale of 1 to 5 with 1 being less significant and 5 being most significant) the current or potential challenges/barriers that they faced at the time of taking the survey and would face five years into the future. The specific barriers mentioned by respondents can be found in the clustered bar chart below, but lack of money/resources, declining membership base, and increased competition were specified as the most significant ones. Looking ahead, those three barriers will continue to become growing areas of concern, according to the respondents.

Since this is a new question created for this 2014 Report, comparable figures from the 2011 Report are not available.

### Mean\* Extent to Which Respondents Considered the Following Barriers Significant Now and Five Years From Now

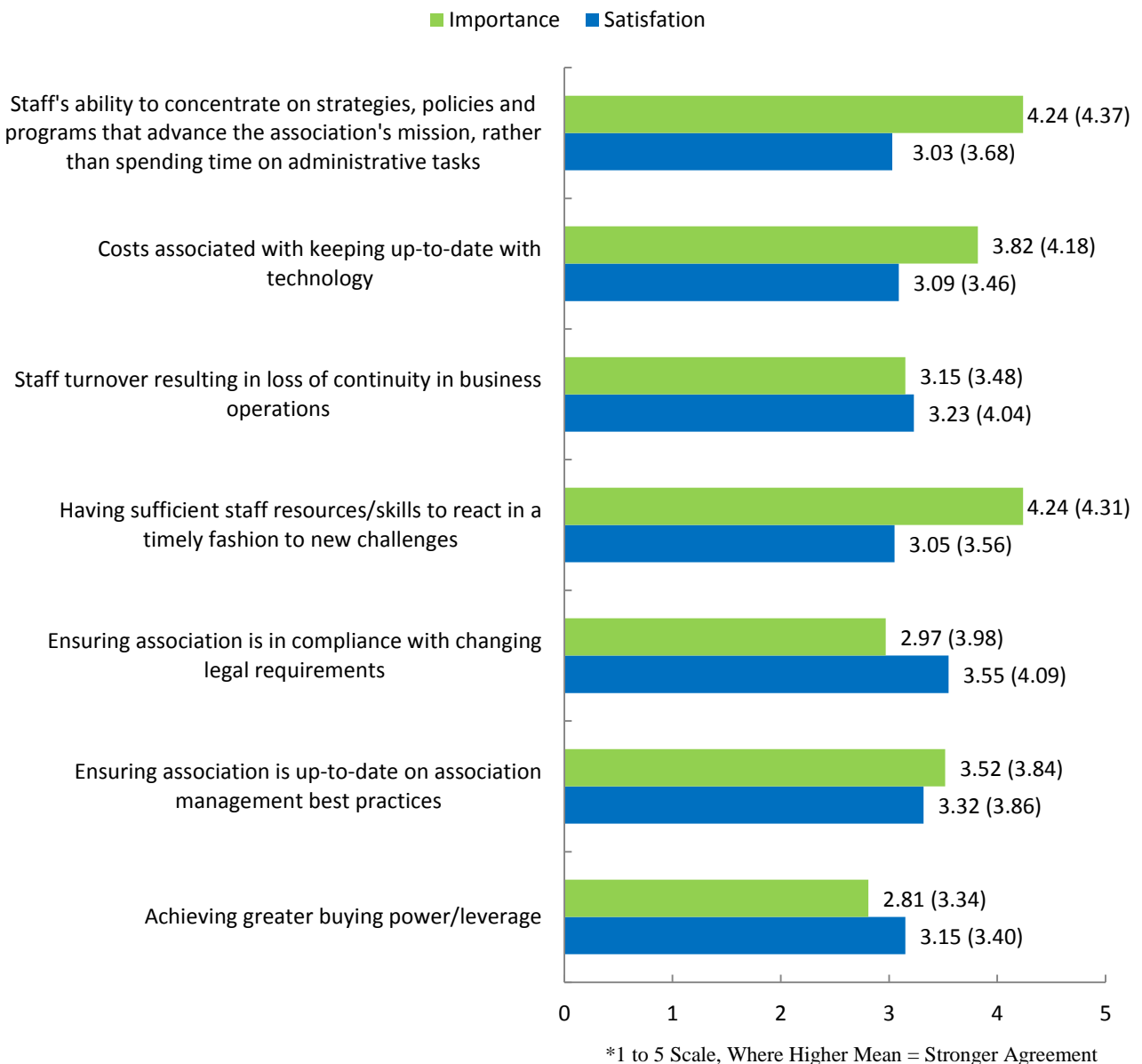


## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

**2.6.** Respondents were offered to rate (on a scale of 1 to 5 with 1 being less significant and 5 being most significant) specific challenges in terms of their importance to the success of their association's current ability to meet these challenges. Staff issues were specified as the most important and, at the same time, the least satisfying among all options listed below.

Figures from the 2011 Report are shown in parentheses next to 2014 figures.

**Mean\* Extent to Which Respondents Considered  
the Following Barriers Significant Now and Five Years From Now**

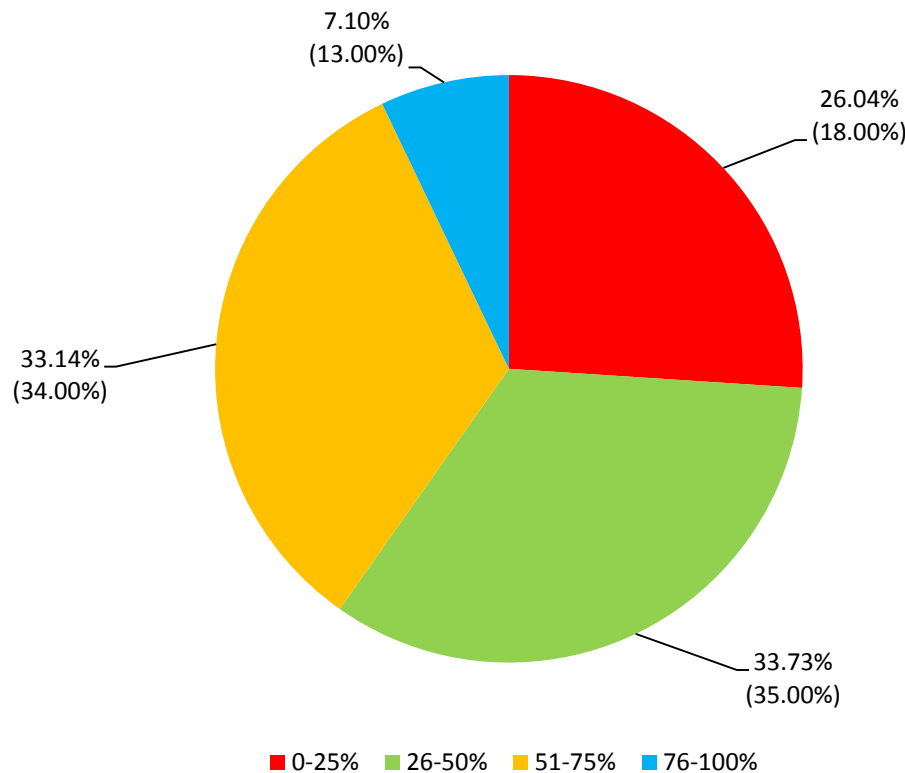


**EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES**

**2.7.** In order to assist AMCI in determining the extent to which respondents might benefit from AMC services, respondent were asked to indicate how much time they were able to spend on “mission critical” tasks in a typical workday. As shown below, over two-thirds of the valid respondents (67%) reported spending between 25% and 75% of their typical day on such tasks.

Figures from the 2011 Report are shown in parentheses below new 2014 figures.

**Approximately how much of your typical workday are you able to spend on "mission critical" items (as opposed to administrative tasks)?**



**EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES**

**2.8.** Respondents were asked to rate different sources they turn to find information, business solutions, industry trends, and/or professional advice. As shown in the bar chart below, association executives rely on personal networking and search engines for their information on business trends.

Since this is a new question created for this 2014 Report, comparable figures from the 2011 Report are not available.

**Mean\* Extent to Which Respondents Rated Different Sources  
they Turn to Find Information, Business Solutions, Industry Trends,  
and/or Professional Advice**



\*1 to 5 Scale, Where Higher Mean = More Important Source

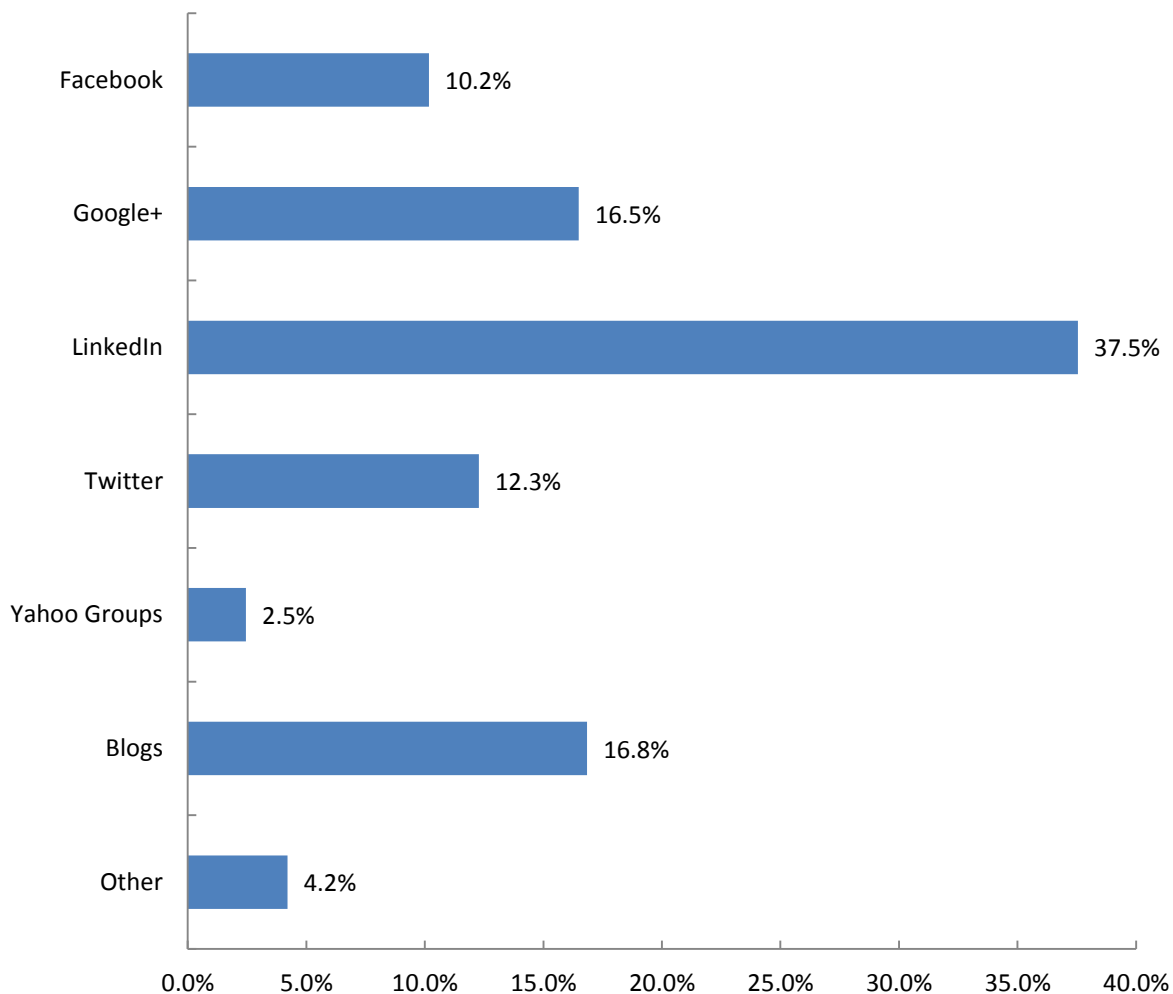


**EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES**

**2.9.** In terms of the social networking technologies that association executives use to seek professional information, LinkedIn has become the most widely used source, overtaking Facebook that used to be in the first spot three years ago. Blogs, Google+, and Twitter were mentioned as the second, third, and fourth source respectively.

Please note: Percentage calculation for this question is based on cumulative frequency. Please refer to Appendix 2 to see actual numbers as a percent of all valid, non-missing responses for this question.

**If you seek information, business solutions, industry trends, and/or professional advice through social media networks, which networks do you use most frequently?  
(Multiple Responses Allowed)\***

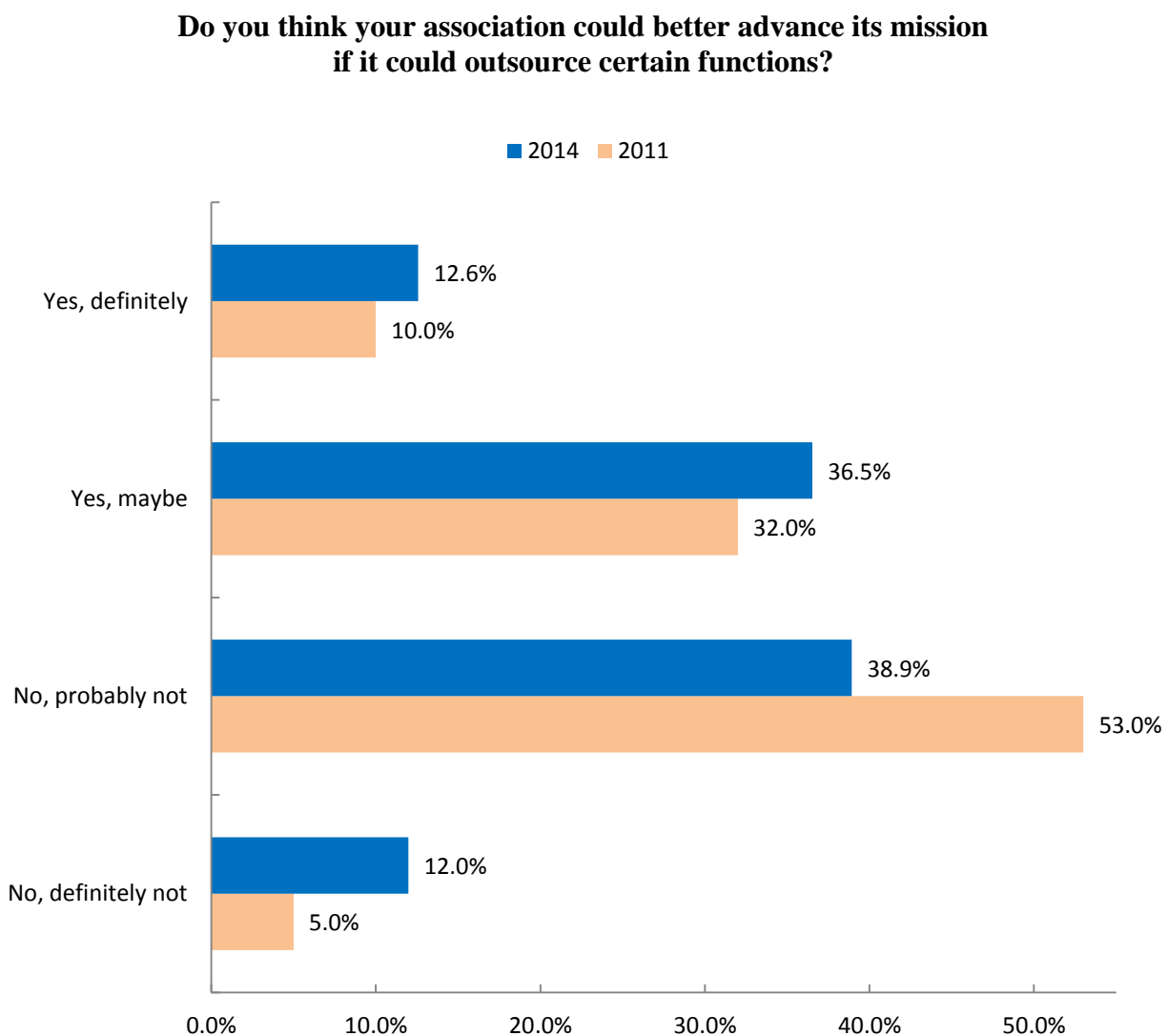


\*Percentage calculation is based on cumulative frequency

## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

**2.10.** In terms of outsourcing, one out of two association executives indicated that their association could better advance its mission if it outsourced certain tasks.

Figures from the 2011 Report are shown in lower bars.

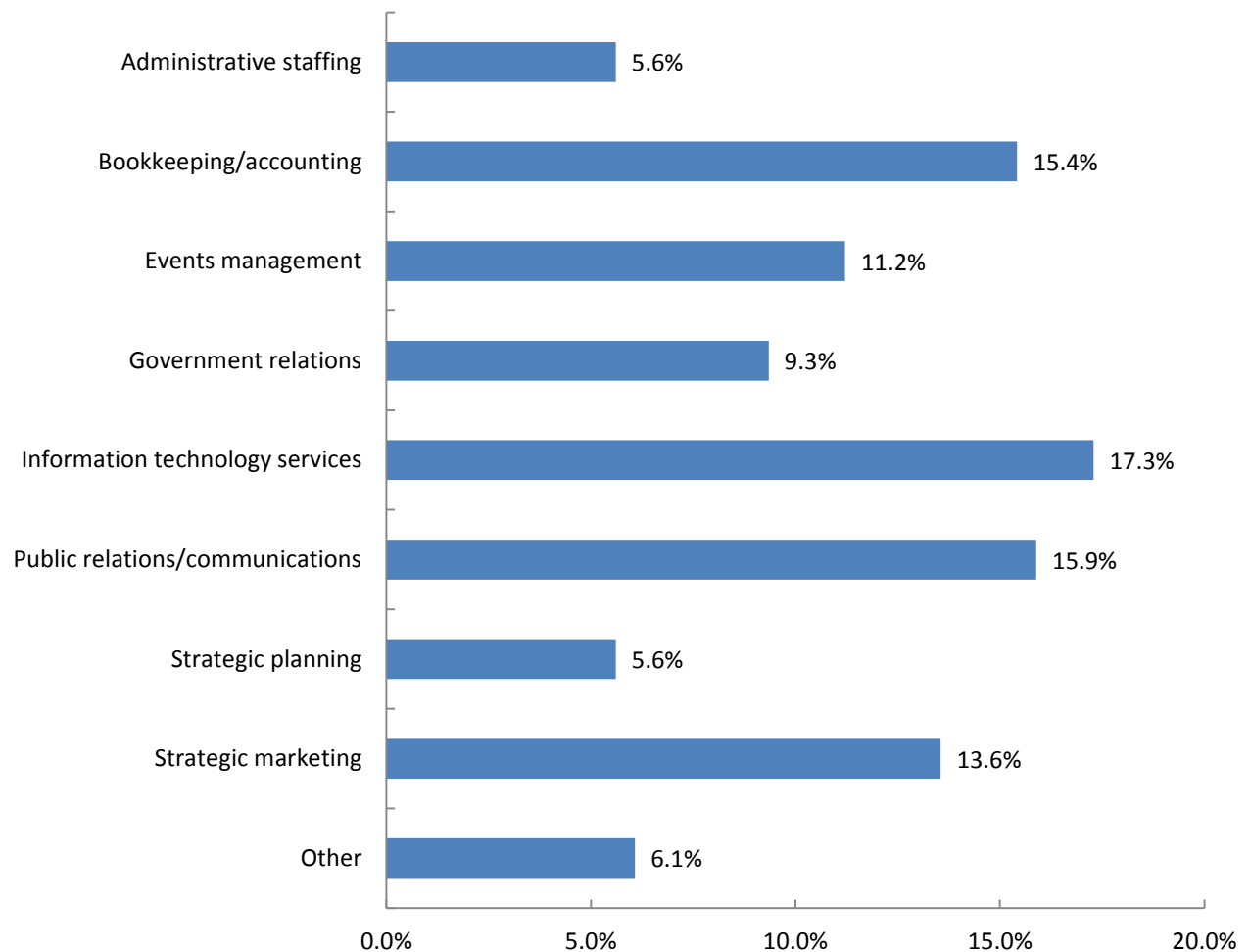


**EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES**

**2.11.** Information technology services, public relations/communications, and bookkeeping/accounting were commonly mentioned as tasks that could potentially be outsourced.

Please note: Percentage calculation for this question is based on cumulative frequency. Please refer to Appendix 2 to see actual numbers as a percent of all valid, non-missing responses for this question.

**What functions could be potential candidates for outsourcing?  
(Multiple Responses Allowed)\***



\*Percentage calculation is based on cumulative frequency

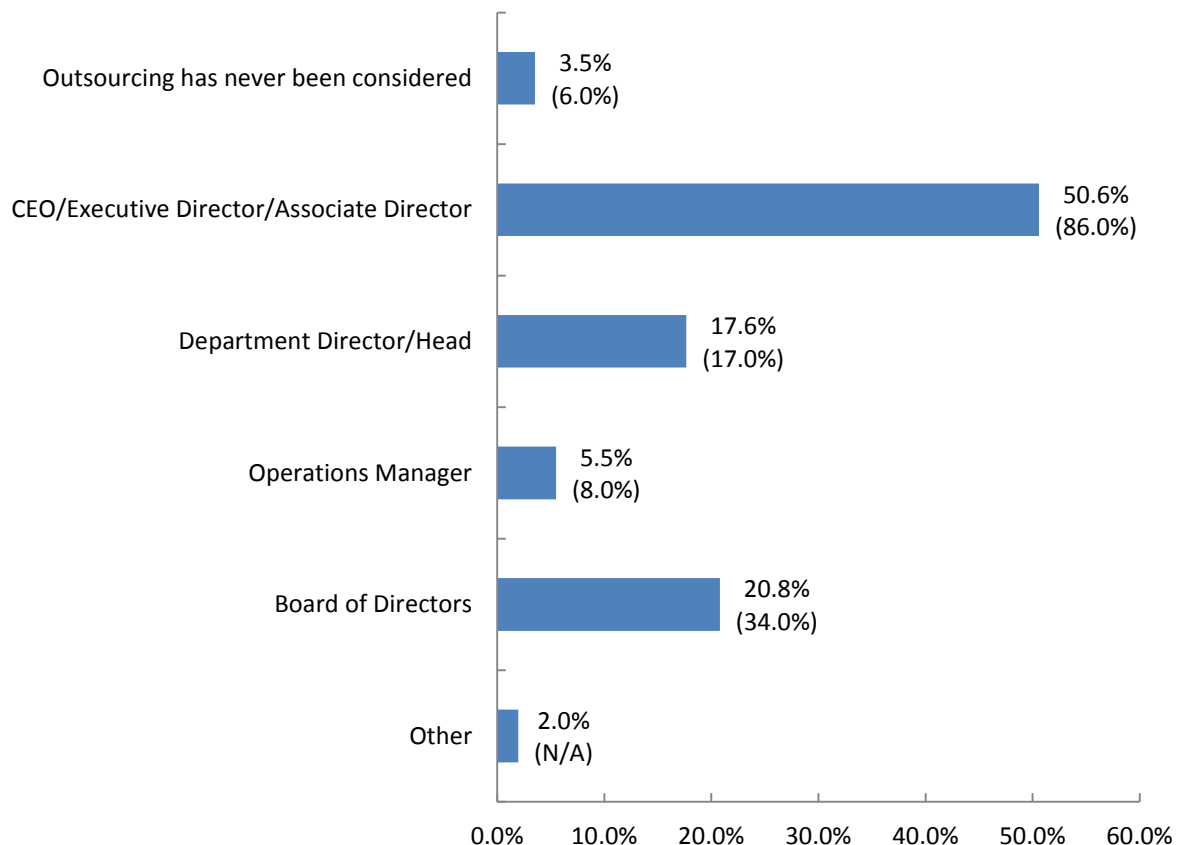
## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

**2.12.** When it comes to the decision whether to outsource certain tasks, the CEO/Executive Director remains the main decision-driver, but less so than s/he was three years ago, while the Department Director/Head is playing an increased role and the Board of Directors' role has not diminished.

Please note: Percentage calculation of 2014 figures for this question is based on cumulative frequency. 2011 Figures calculated as a percent of all valid, non-missing responses for the corresponding 2011 question are shown in parentheses below new 2014 figures.

Please refer to Appendix 2 to see actual 2011 and 2014 numbers calculated as a percent of all valid, non-missing responses for this question.

**In your association, who is typically involved in the decision whether to outsource certain tasks?  
(Multiple Responses Allowed)\***



\*Percentage calculation for 2014 numbers is based on cumulative frequency, whereas 2011 calculations reflect actual numbers

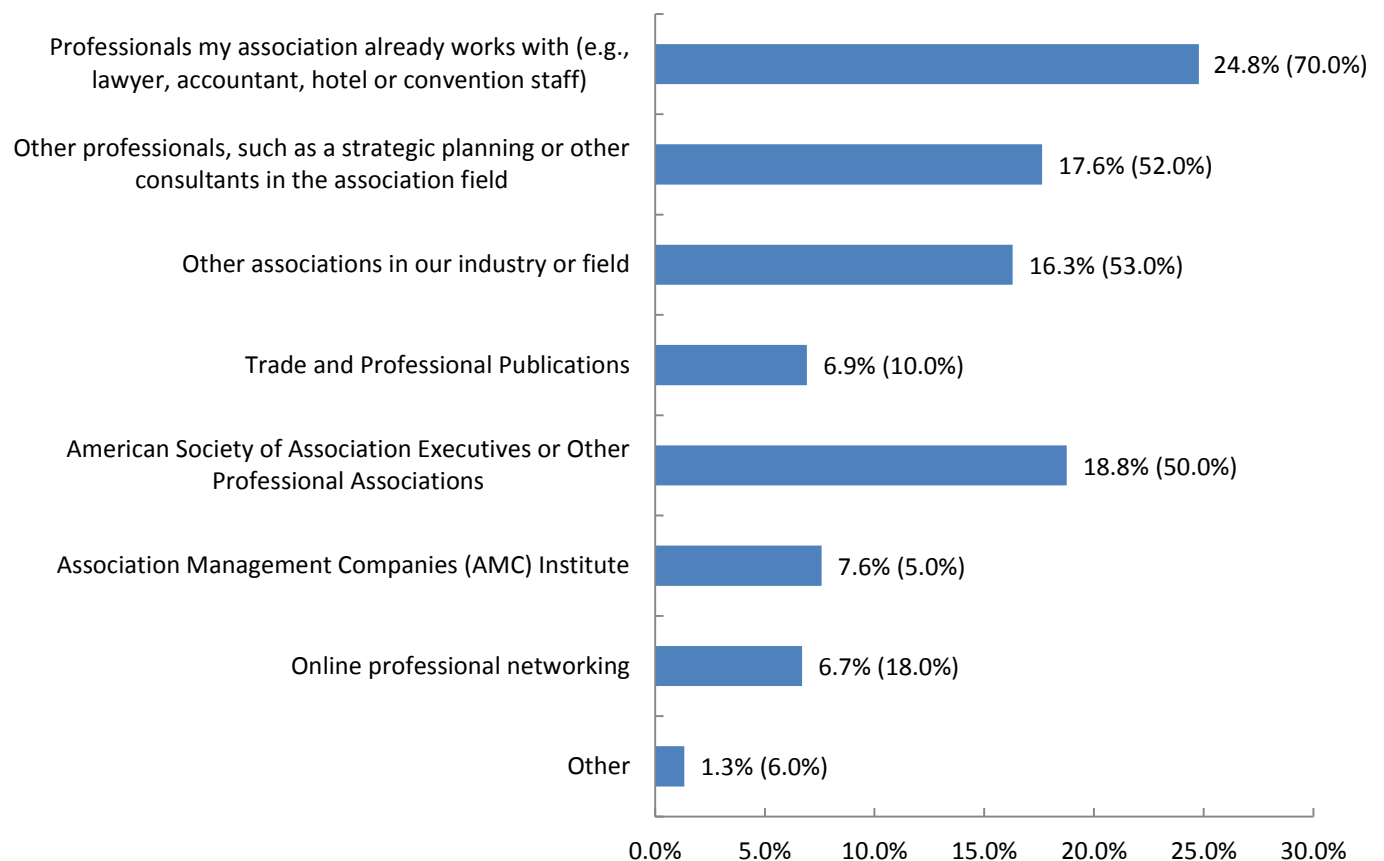
## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

**2.13.** One out of four association executives indicated they would first consult professionals with whom their association already works before making a decision to outsource.

Please note: Percentage calculation of 2014 figures for this question is based on cumulative frequency. 2011 Figures calculated as a percent of all valid, non-missing responses for the corresponding 2011 question are shown in parentheses next to new 2014 figures.

Please refer to Appendix 2 to see actual 2011 and 2014 numbers calculated as a percent of all valid, non-missing responses for this question.

### Which, if any, of the following resources would you consult if your association were considering its options for staffing and management? (Multiple Responses Allowed)\*

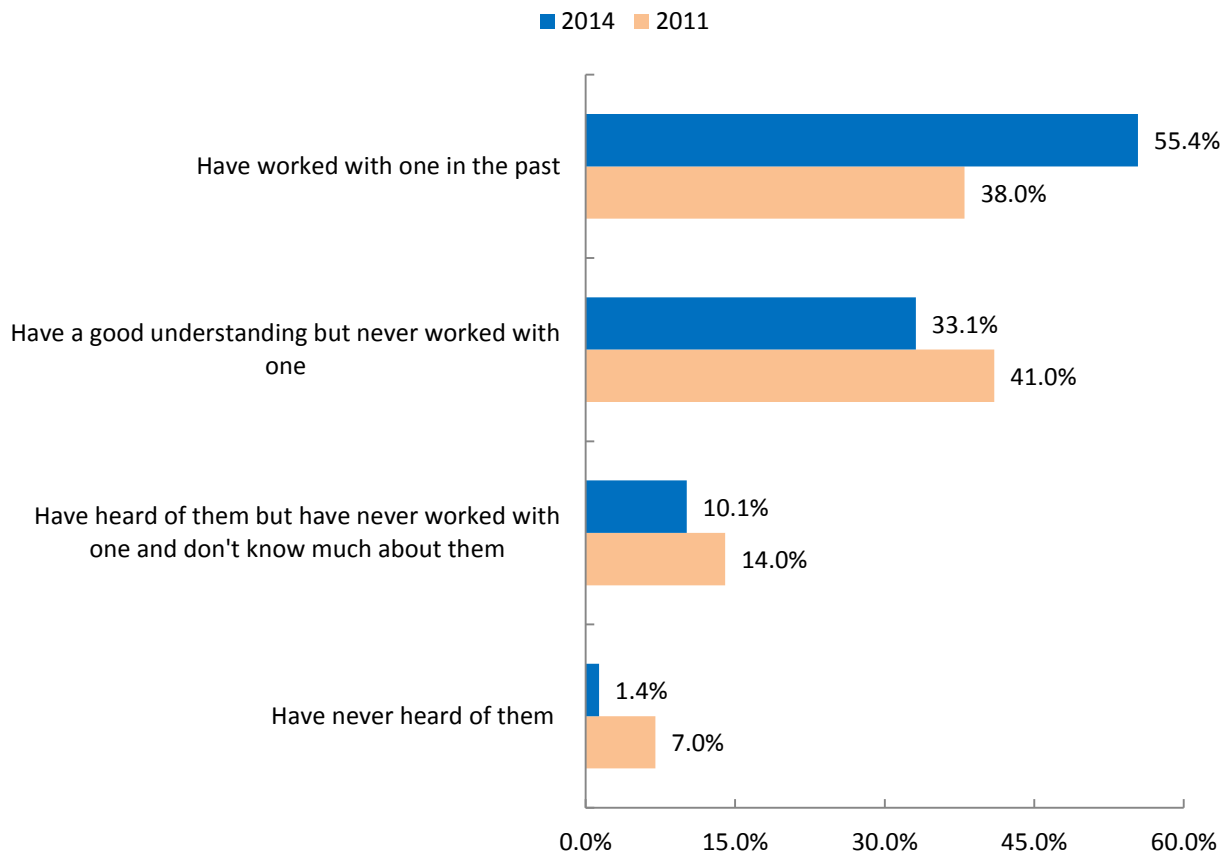


\*Percentage calculation for 2014 numbers is based on cumulative frequency, whereas 2011 calculations reflect actual numbers

**EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES**

**2.14.** Almost nine out of ten valid respondents had a good understanding or had actually worked with an AMC in the past. Figures from the 2011 Report are shown in lower bars.

**Which of the following best describes your level of familiarity with the concept of association management companies (AMCs)?**

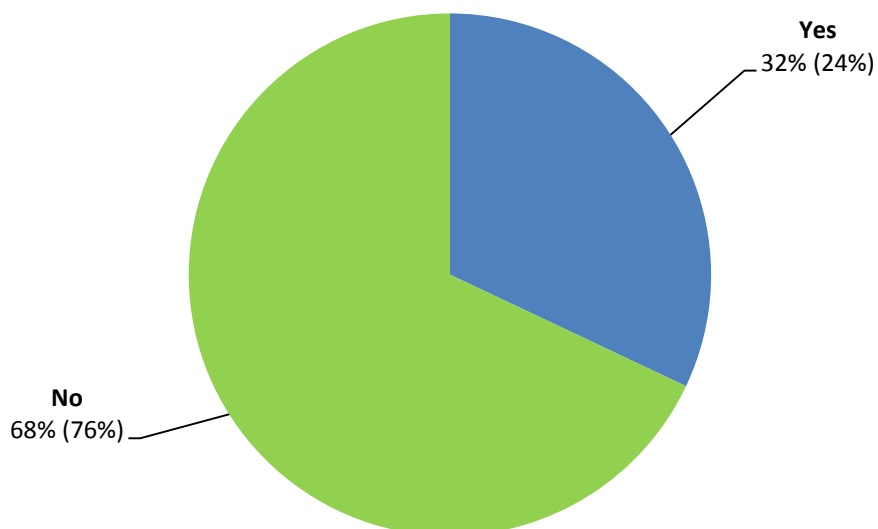


EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

**2.15.** 32% of the valid respondents had recommended, or considered recommending, the possibility of outsourcing functions to an AMC.

Figures from the 2011 Report are shown in parentheses next to new 2014 figures.

**Have you ever recommended, or considered recommending,  
to your Board of Directors the possibility of outsourcing some or all  
association functions to an AMC?**



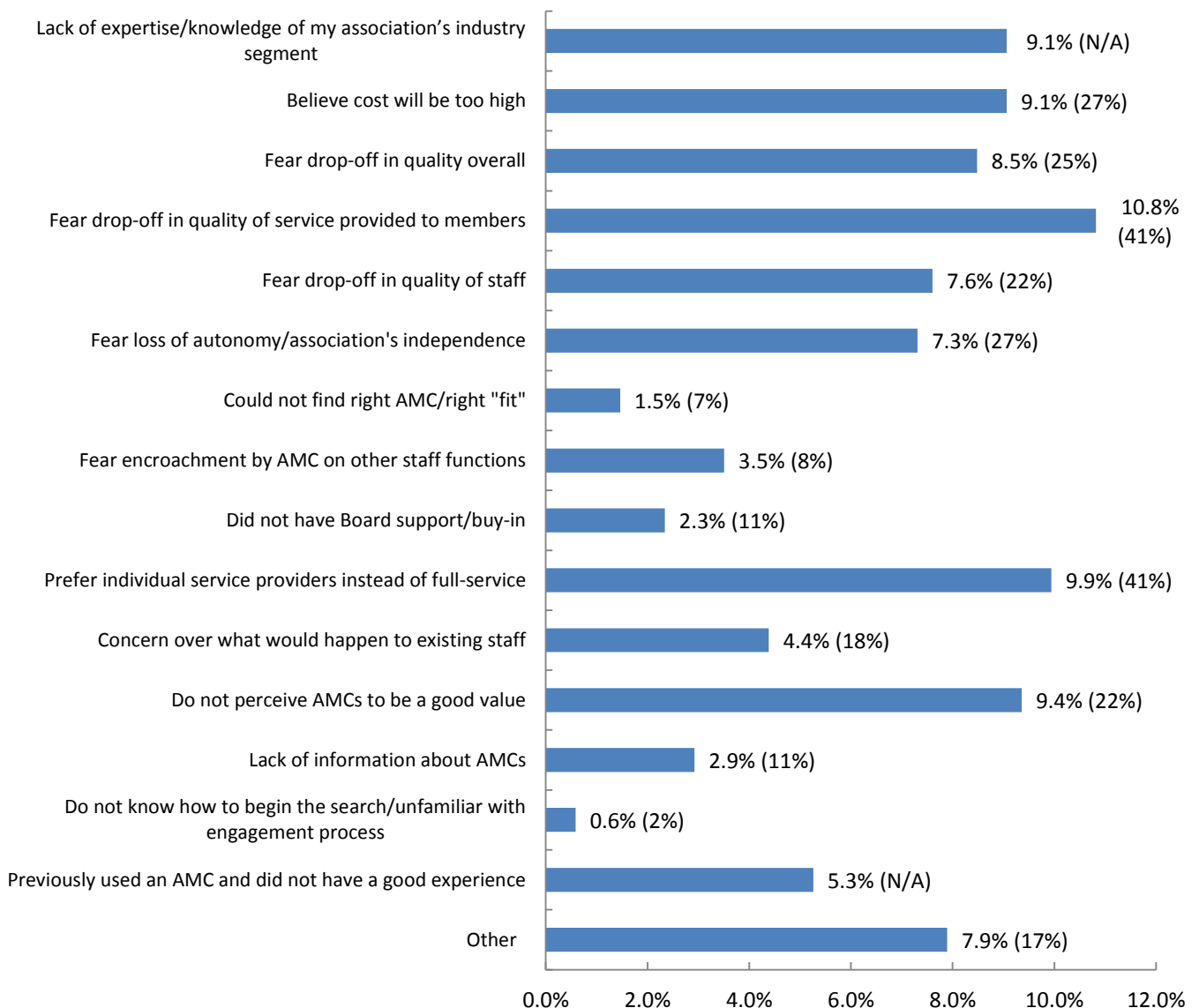
## EXECUTIVE SUMMARY / ASSOCIATION EXECUTIVES

**2.16.** Of those who had not made such a recommendation or considered doing so, the main reasons given were a preference for individual service providers instead of full-service AMCs and a fear of a drop-off in quality of service provided to members.

Please note: Percentage calculation of 2014 figures for this question is based on cumulative frequency. 2011 Figures calculated as a percent of all valid, non-missing responses for the corresponding 2011 question are shown in parentheses next to new 2014 figures.

Please refer to Appendix 2 to see actual 2011 and 2014 numbers calculated as a percent of all valid, non-missing responses for this question.

### If no, why not? (Multiple Responses Allowed)\*



\*Percentage calculation for 2014 numbers is based on cumulative frequency, whereas 2011 calculations reflect actual numbers



## EXECUTIVE SUMMARY / VOLUNTEER LEADERS

## VOLUNTEER LEADERS

## 1. Survey Demographics

Before examining the survey responses, it is important to first look at the demographics of the sample. The table below details these demographics.

1.1. Are you currently serving (or have you recently served) in a volunteer leadership role?	Yes	91.14%
	No (if “no”, please exit this survey)	8.86%
	Count	79
1.2. Regarding the organization for which you are a volunteer leader, which of the following most closely matches your most recent title?	Chair/President of Board of Directors	23.64%
	Chair-elect/President-elect of Board of Directors	3.64%
	Past-Chair/President of Board of Directors	12.73%
	Treasurer of Board of Directors	7.27%
	Board Member (non-officer)	43.64%
	Former Board Member	7.27%
	Other	1.82%
	Count	55
1.3. Which of the following best describes this organization?	Professional association/society (individual membership, often 501(c)3)	54.55%
	Trade association (business or organizational membership, often 501(c)6)	36.36%
	Other professional association	3.64%
	Other (not-for-profit but not association, etc.)	5.45%
	Count	55
1.4. What type of members belongs to your association?	Companies/institutions only	18.18%
	Individuals/professionals	40.00%
	Combination (companies/individuals)	41.82%
	Associations	0.00%
	Donors	0.00%
	Other	0.00%
	Count	55

## EXECUTIVE SUMMARY / VOLUNTEER LEADERS

1.5. How many members/donors does your association currently have? (Include all membership classes)	Fewer than 100	1.85%
	101 to 500	12.96%
	501 to 1,000	16.67%
	1,001 to 5,000	37.04%
	More than 5,000	31.48%
	Count	54
1.6. Where are your association's members/donors mainly located?	International	14.55%
	U.S. – National	81.82%
	U.S. – Regional	1.82%
	U.S. – State	1.82%
	U.S. – Local	0.00%
	Count	55
1.7. What was your association's total revenue for the latest completed fiscal year? (Where revenue refers to the total revenue reported on the association's IRS Form 990)	Less than \$500,000	0.00%
	\$500,001 to \$1 million	9.26%
	\$1 million to \$2.5 million	33.33%
	\$2.5 million to \$5 million	27.78%
	More than \$5 million	29.63%
	Count	54
1.8. What is your age range?	21 to 30	0.00%
	31 to 40	1.82%
	41 to 50	21.82%
	51 to 60	45.45%
	Over 60	30.91%
	Count	55
1.9. What is your gender?	Male	58.18%
	Female	41.82%
	Count	55
1.10. How long have you been with your current association?	Less than 1 year	0.00%
	1 to 5 years	9.09%
	6 to 10 years	14.55%
	11 to 15 years	21.82%
	16 to 20 years	21.82%
	More than 20 years	32.73%
	Count	55
1.11. If your association has paid employees, approximately how many full-time equivalent (FTE) employees are there?	Minimum	3.00
	Median	16.00
	Mean	18.80
	Maximum	60.00
	Count	53

**EXECUTIVE SUMMARY / VOLUNTEER LEADERS**

Number of FTE Employees	Do not have paid staff	0.00%
	1 to 5	13.21%
	6 to 10	16.98%
	More than 10	69.81%
	Count	53
1.12. In addition to the association you are currently serving (or have recently served), are you a volunteer leader in any other association(s)/organization(s)?	Yes	62.96%
	No	37.04%
If “yes”, in how many?	Count	54
	One	37.04%
	Two	37.04%
	Three	11.11%
	Four	3.70%
	Five	7.40%
	More than five	3.70%
	Count	27

As shown above, the “typical” respondent was a male over the age of 50 who was a Board Member of a professional association with 19 employees, more than 1,000 members and more than \$1.0 million in total annual revenue. This typical respondent had been with one or two associations at the same time for over 20 years.

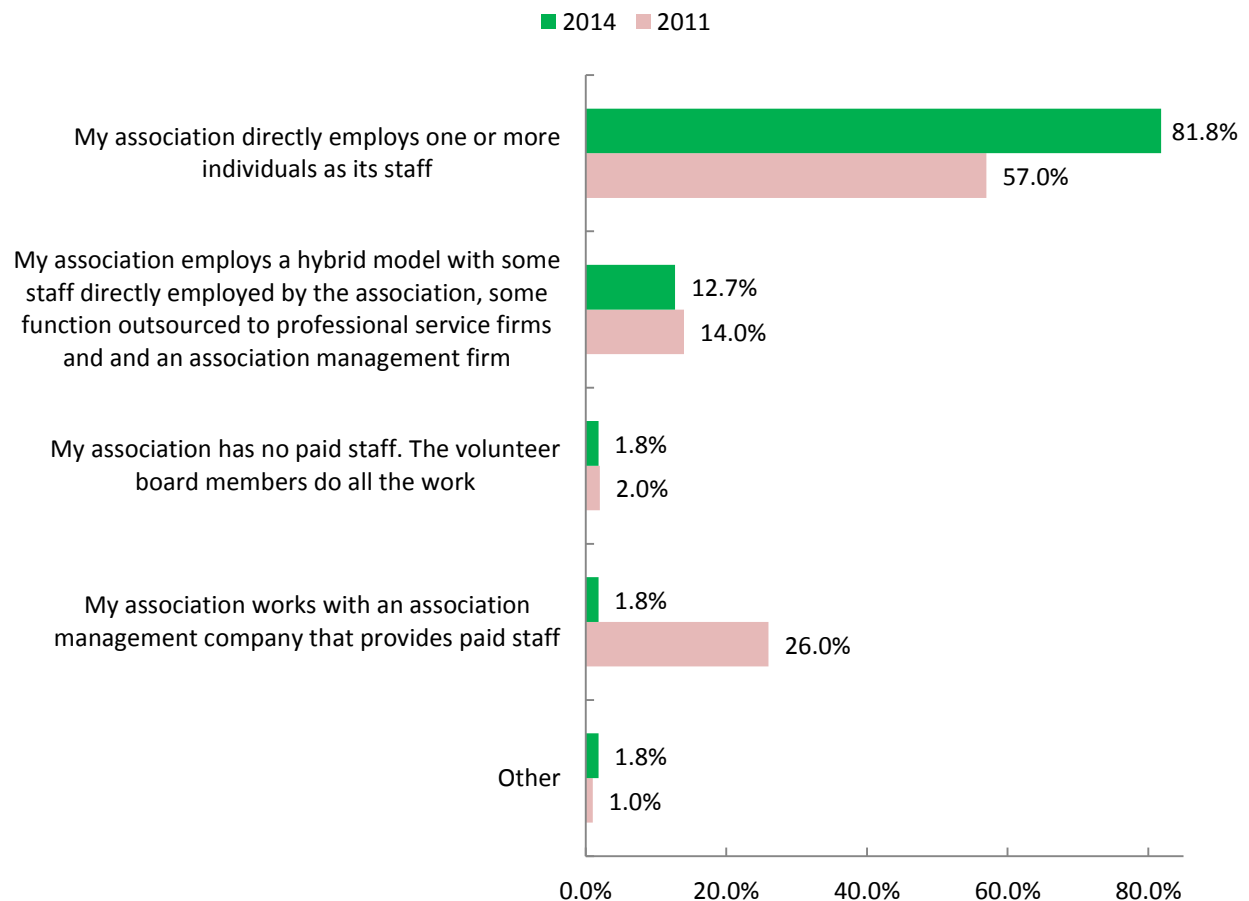
## EXECUTIVE SUMMARY / VOLUNTEER LEADERS

## 2. Management Issues

**2.1.** In terms of the management of their associations, the majority of volunteer leaders indicated that all of their personnel were directly employed by the association.

Figures from the 2011 Report are shown in lower bars. According to volunteer leaders, their associations have been shifting to employing people directly from working with an association management company that provides paid staff.

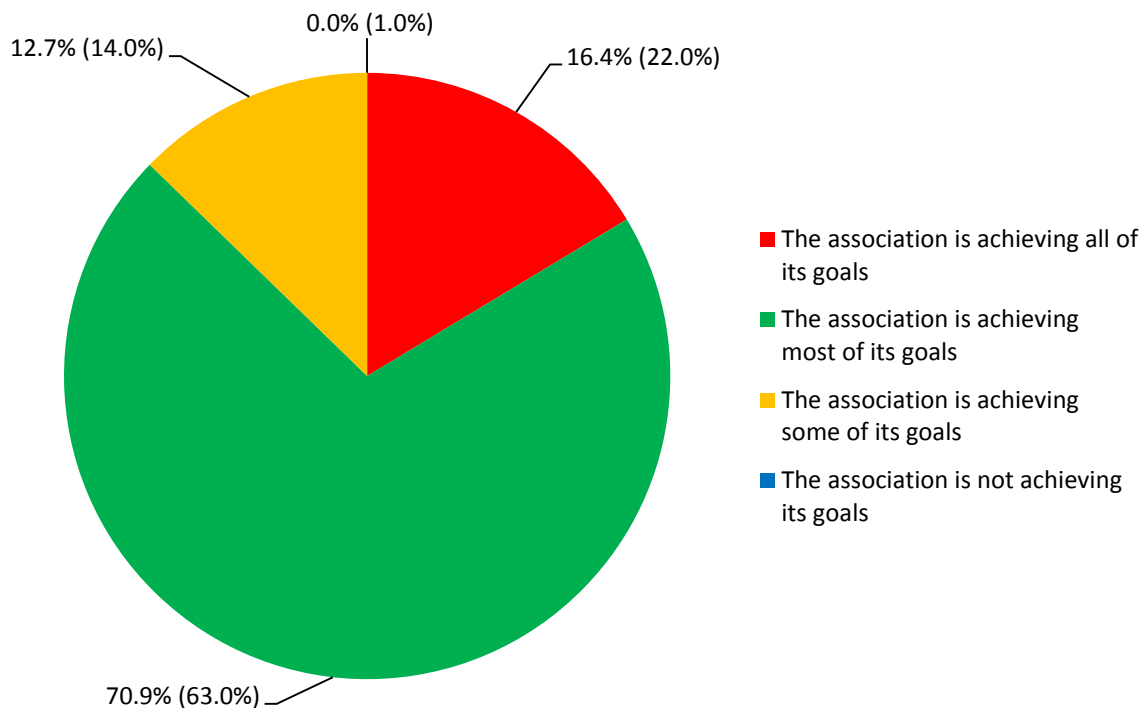
**Which of the following best describe  
your association's current management structure?**



**EXECUTIVE SUMMARY / VOLUNTEER LEADERS**

**2.2.** In order to assist AMCI in determining the extent to which respondents might benefit from AMC provided services, volunteer leaders were asked to rate the overall performance of their association, and, as summarized below, 87% of the valid respondents felt their association was achieving all or most of its goals.

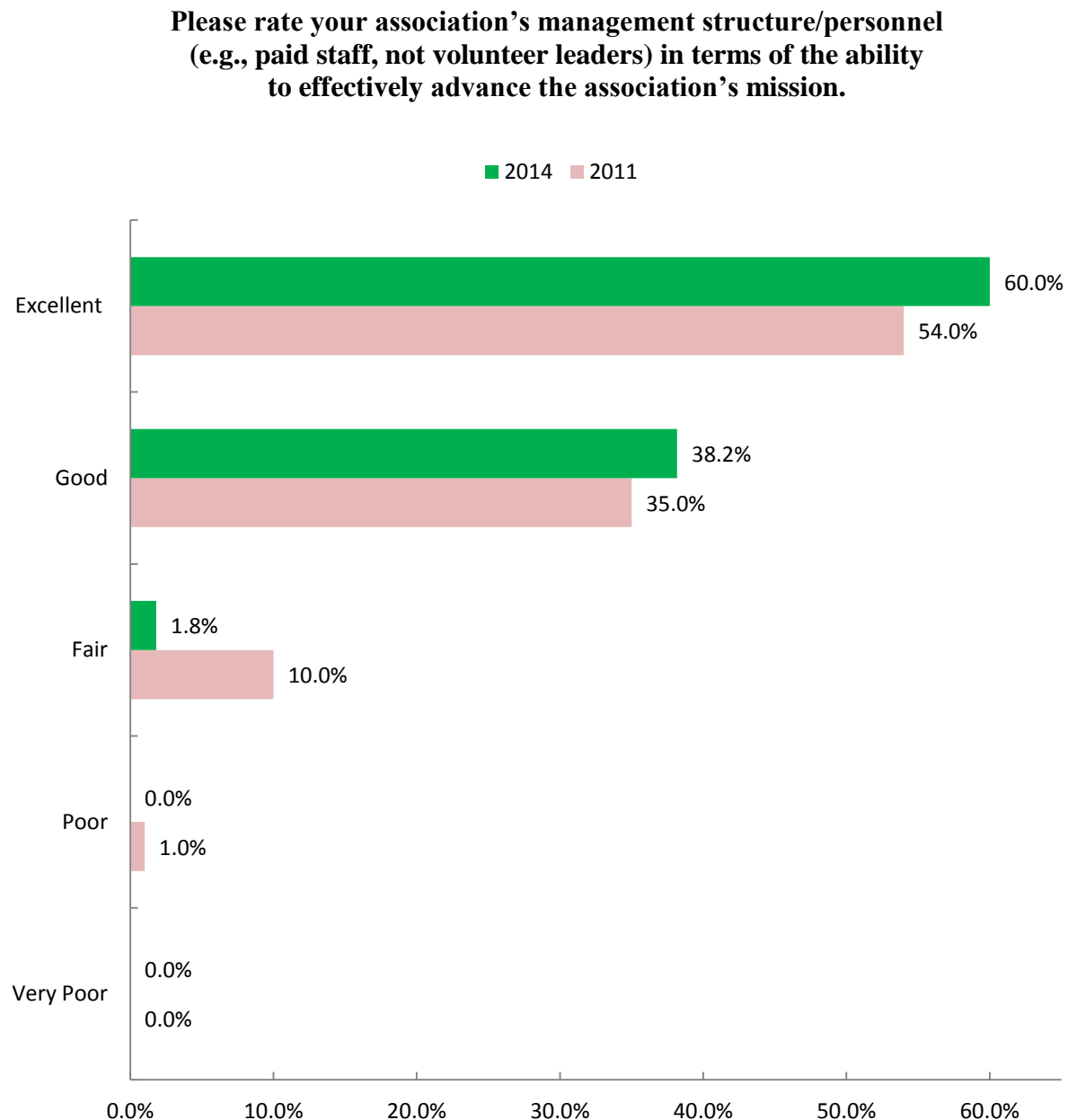
Figures from the 2011 Report are shown in parentheses next to 2014 figures.

**How would you rate the overall performance of your association?**

## EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.3.** Volunteer leaders showed confidence in their association management structure. 98% of valid respondents rated management structure as either good or excellent.

Figures from the 2011 Report are shown in lower bars.

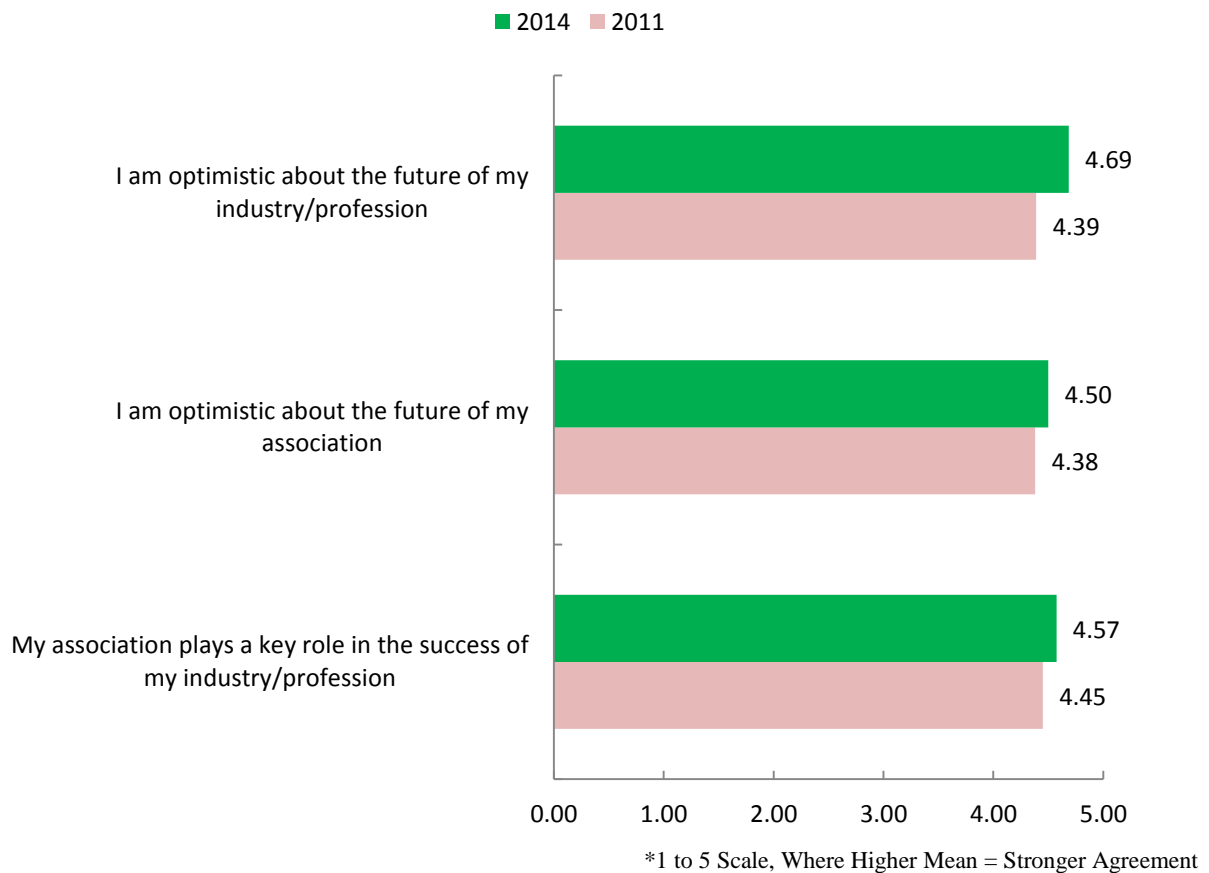


**EXECUTIVE SUMMARY / VOLUNTEER LEADERS**

**2.4.** Volunteer leaders were next asked to summarize their opinions regarding their associations. They were presented with a series of statements and were asked to indicate the extent to which they agreed with each statement. As shown below, respondents were optimistic about the future of both their association and its industry/profession and felt strongly that their association played a key role in the success of its industry/profession.

Figures from the 2011 Report are shown in lower bars.

**Mean\* Extent to Which Respondents Agree or Disagree  
with Various Statements About Associations  
("Not Familiar/No Opinion" responses removed)**

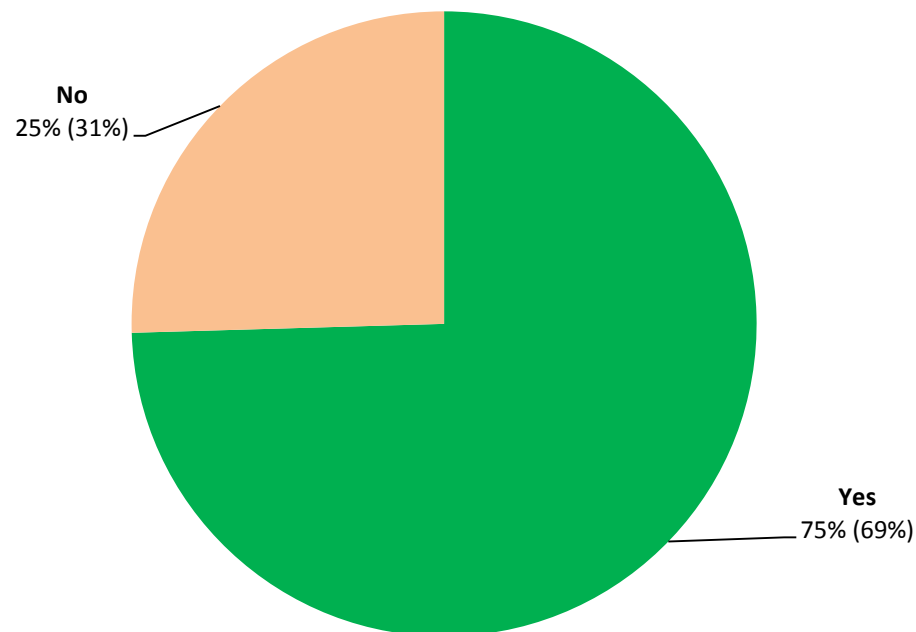


EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.5.** Three out of four volunteer leaders indicated that there were barriers that prevent their association from achieving its goals. The specific barriers mentioned by respondents can be found in item 2.6 below.

Figures from the 2011 Report are shown in parentheses below 2014 figures.

**Are there specific barriers and challenges  
that prevent your association from achieving its goals?**



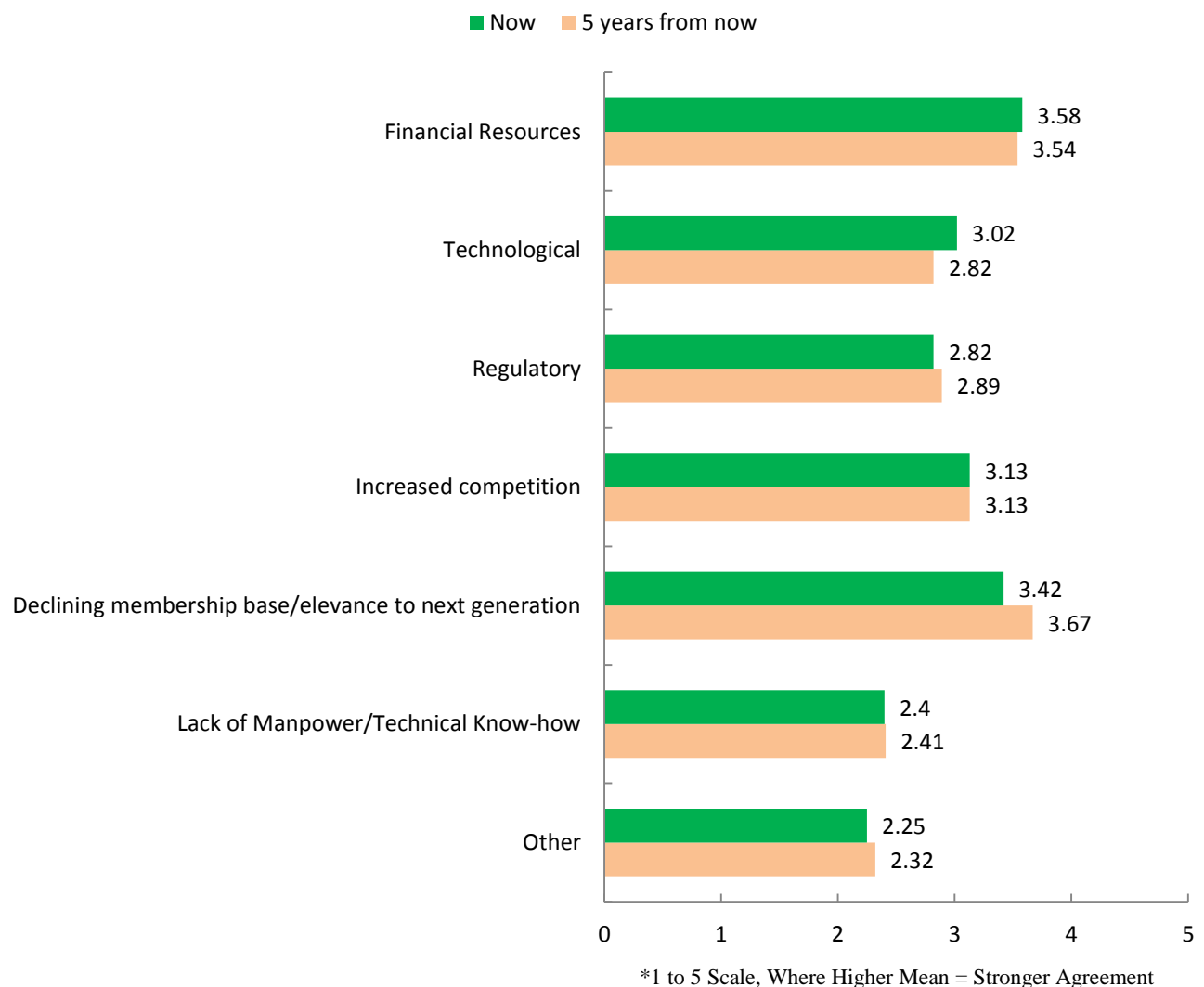


## EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.6.** Volunteer leaders were offered to rate (on a scale of 1 to 5 with 1 being less significant and 5 being most significant) the current or potential challenges/barriers that they faced at the time of taking the survey and would face five years into the future. The specific barriers mentioned by respondents can be found in the clustered bar chart below, but lack of money/financial resources, declining membership base, and increased competition were specified as the most significant ones. Looking ahead, those three barriers will continue to become growing areas of concern, according to volunteer leaders.

Since this is a new question created for this 2014 Report, comparable figures from the 2011 Report are not available.

### Mean\* Extent to Which Respondents Considered the Following Barriers Significant Now and Five Years From Now

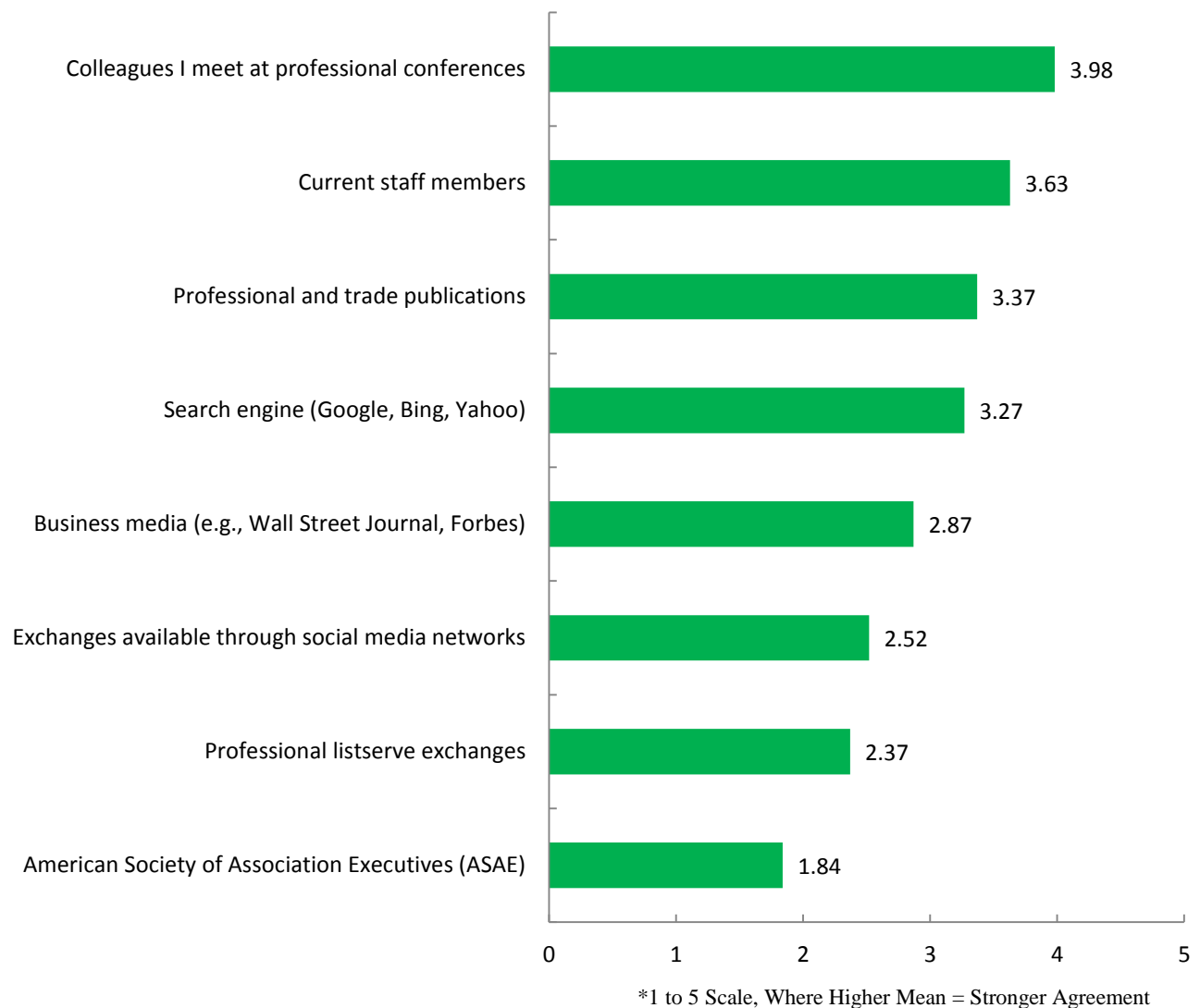


**EXECUTIVE SUMMARY / VOLUNTEER LEADERS**

**2.7.** Respondents were asked to rate different sources they turn to find information, business solutions, industry trends, and/or professional advice. As shown in the bar chart below, volunteer leaders as well as association executives (please see item 2.8 in an Executive Summary / Association Executives section above) rely on personal networking for their information on business trends.

Since this is a new question created for this 2014 Report, comparable figures from the 2011 Report are not available.

**Mean\* Extent to Which Respondents Rated Different Sources  
they Turn to Find Information, Business Solutions, Industry Trends,  
and/or Professional Advice**

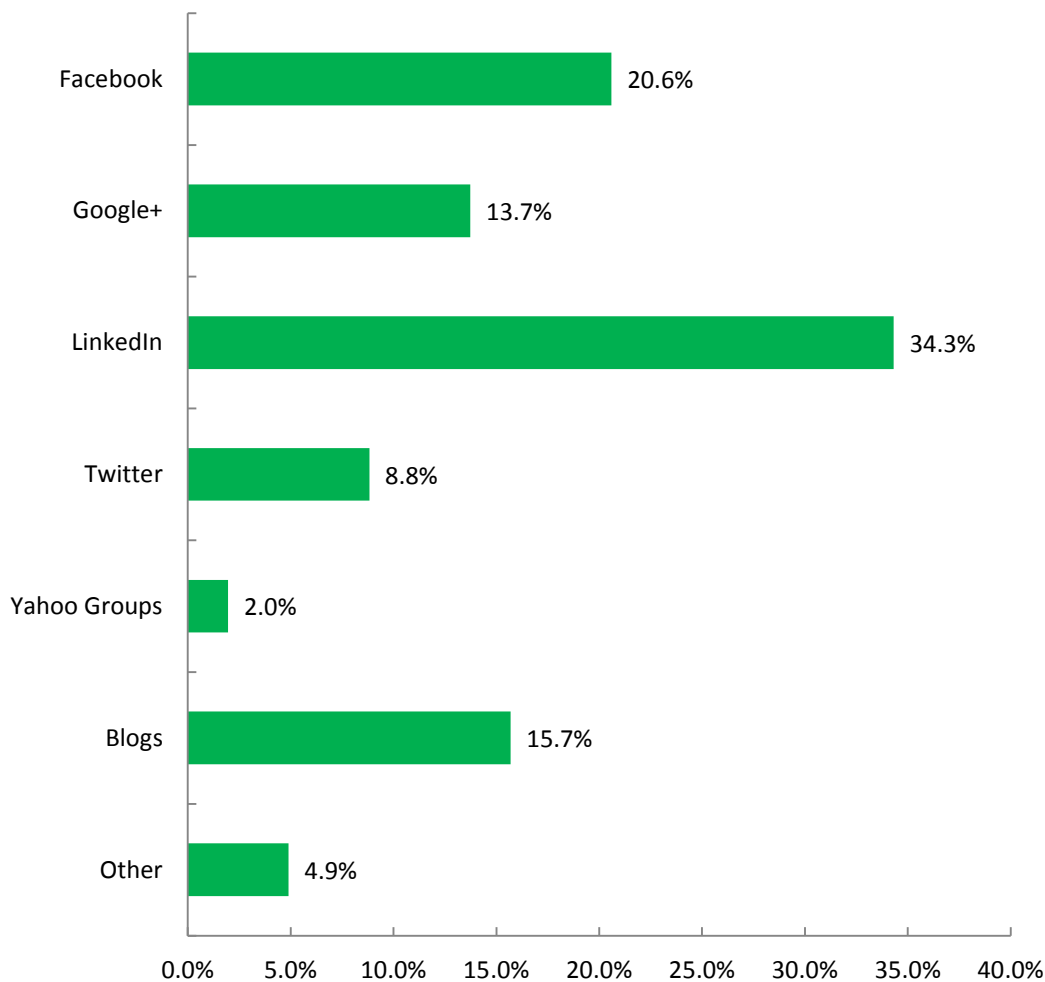


**EXECUTIVE SUMMARY / VOLUNTEER LEADERS**

**2.8.** In terms of the social networking technologies that volunteer leaders use to seek professional information, LinkedIn was mentioned as the most widely used source that was also the case for association executives (please see item 2.9 in an Executive Summary / Association Executives section above). Facebook, Blogs, and Google+ respectively were mentioned as the second, third, and fourth source by volunteer leaders.

Please note: Percentage calculation for this question is based on cumulative frequency. Comparable figures from the 2011 Report are not available.

**If you seek information, business solutions, industry trends, and/or professional advice through social media networks, which networks do you use most frequently?  
(Multiple Responses Allowed)\***

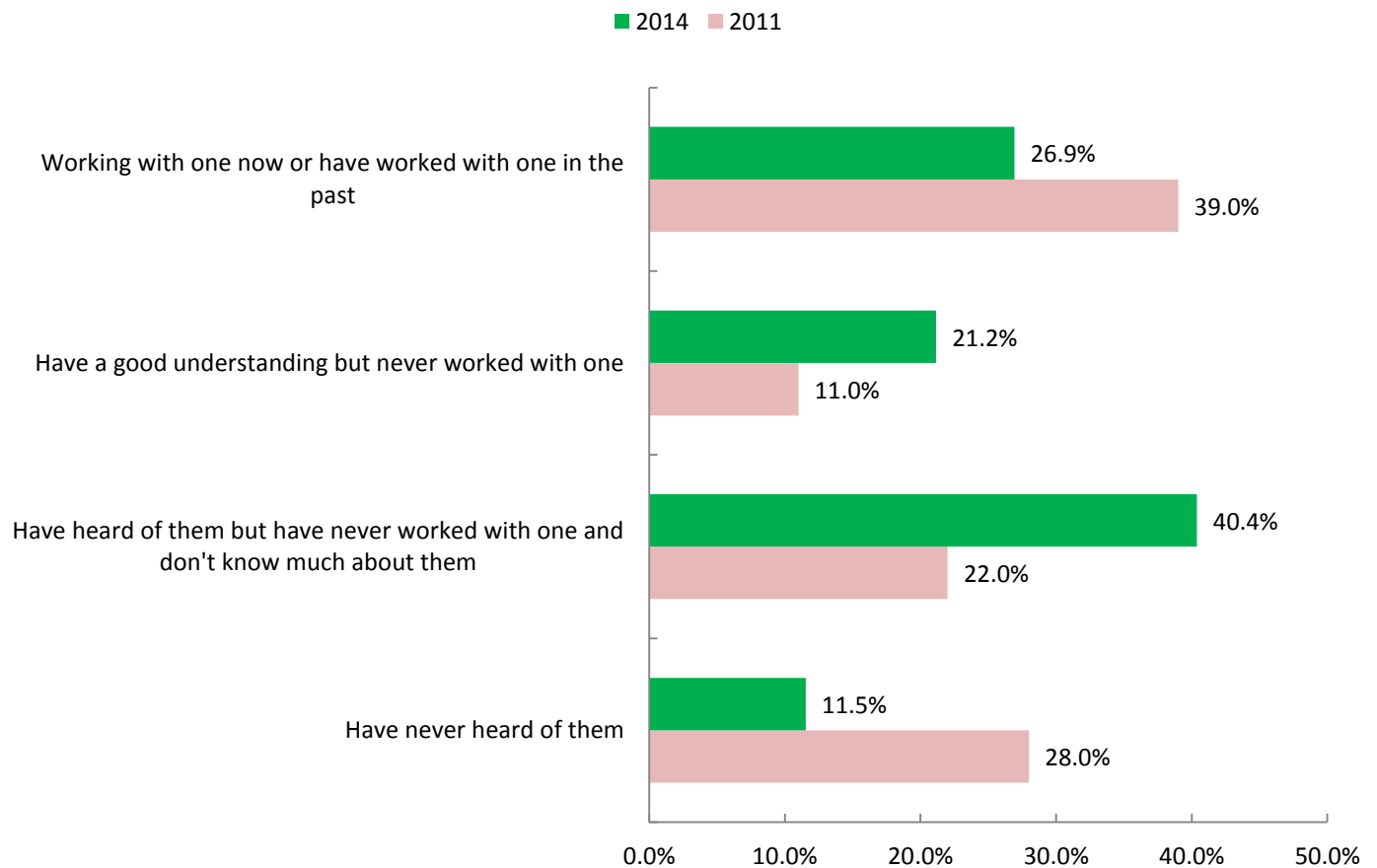


\*Percentage calculation is based on cumulative frequency

EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.9.** Almost one out of two volunteer leaders had a good understanding, was actually working or had actually worked with an AMC in the past. Figures from the 2011 Report are shown in lower bars.

**Which of the following best describes your level of familiarity with the concept of association management companies (AMCs)?**

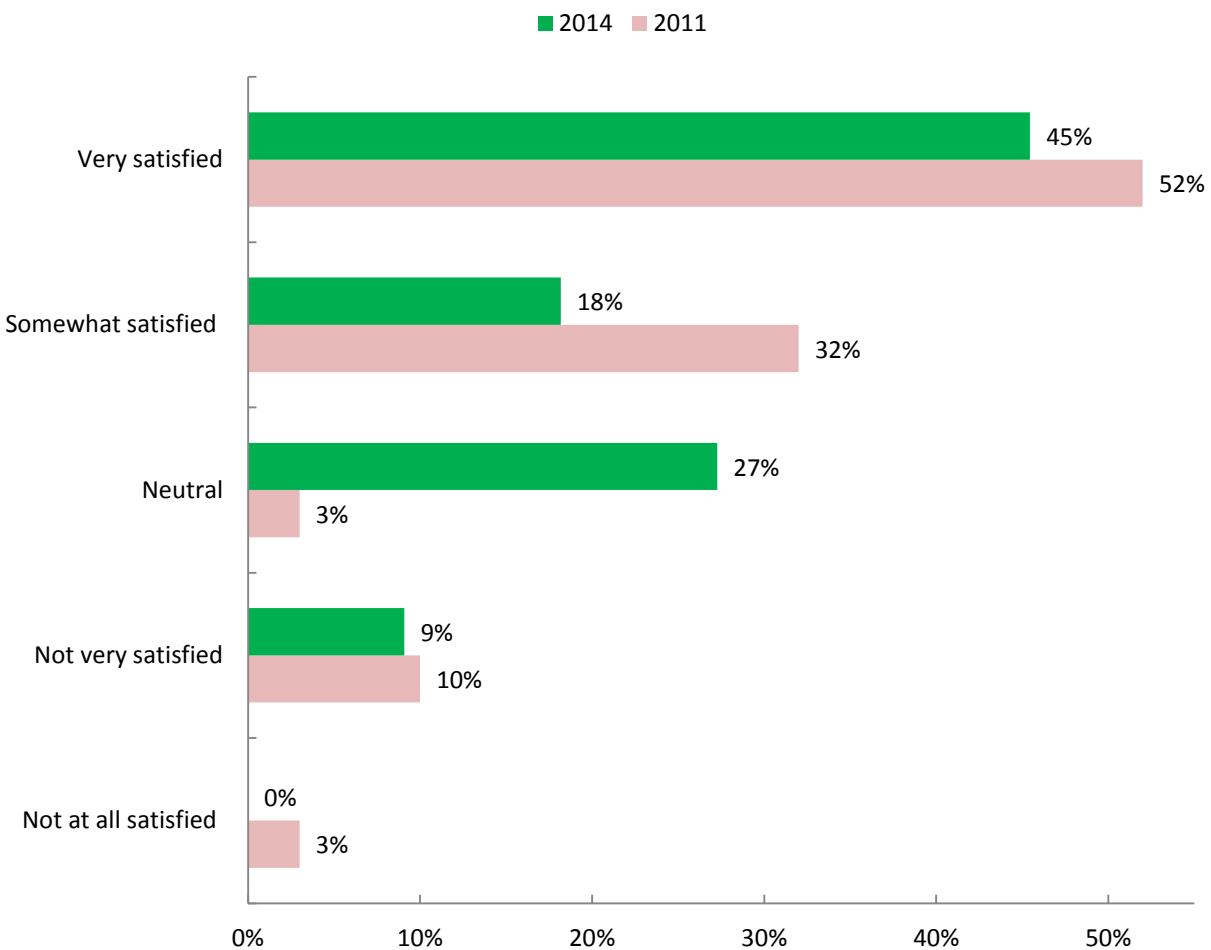


**EXECUTIVE SUMMARY / VOLUNTEER LEADERS**

**2.10.** Only 23.4% of all valid respondents actually worked with an AMC when taking the survey. Of those volunteer leaders who worked with an AMC and responded to this question, 63% were satisfied with experience.

The level of volunteer leaders' satisfaction was down 21 percentage points from 2011. Figures from the 2011 Report are shown in lower bars.

**If your association currently works with an AMC, please rate your satisfaction with the experience. Otherwise, skip to next question.**

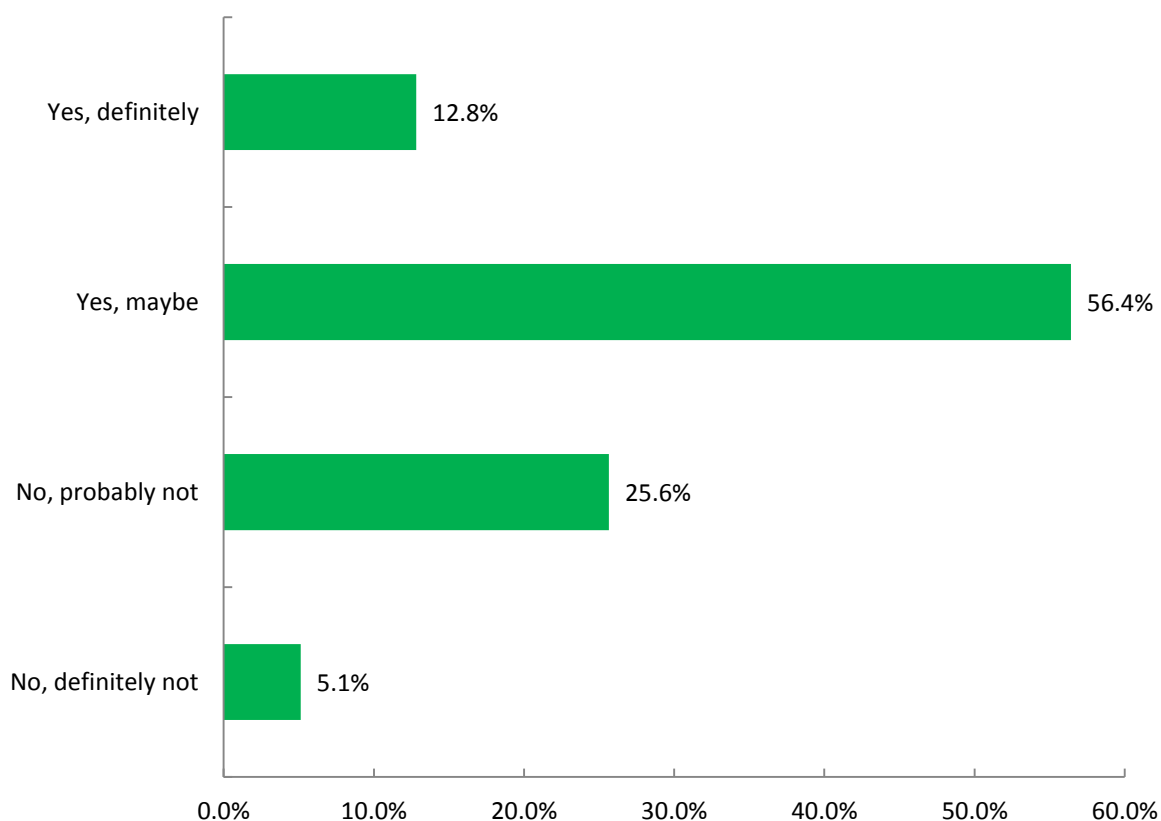


## EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.11.** In terms of outsourcing, almost 70% of the volunteer leaders indicated that their association could better advance its mission if it outsourced certain tasks.

Comparable figures from the 2011 Report are not available.

### Do you think your association could better advance its mission if it could outsource certain functions?

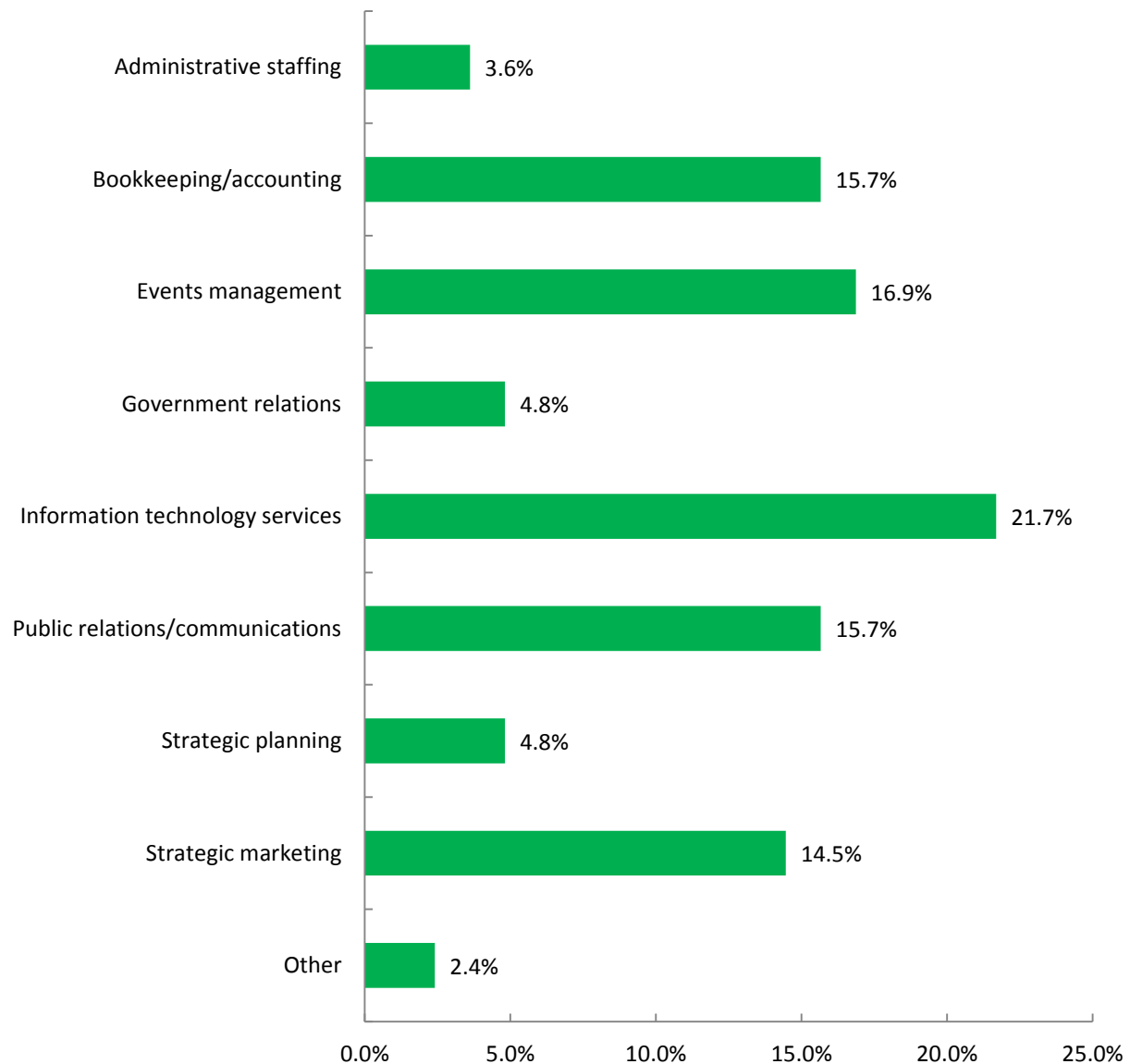


EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.12.** Information technology services, events management, public relations/communications, bookkeeping/accounting, and strategic marketing were commonly mentioned as tasks that could potentially be outsourced.

Please note: Percentage calculation for this question is based on cumulative frequency. Comparable figures from the 2011 Report are not available.

**What functions could be potential candidates for outsourcing?  
(Multiple Responses Allowed)\***



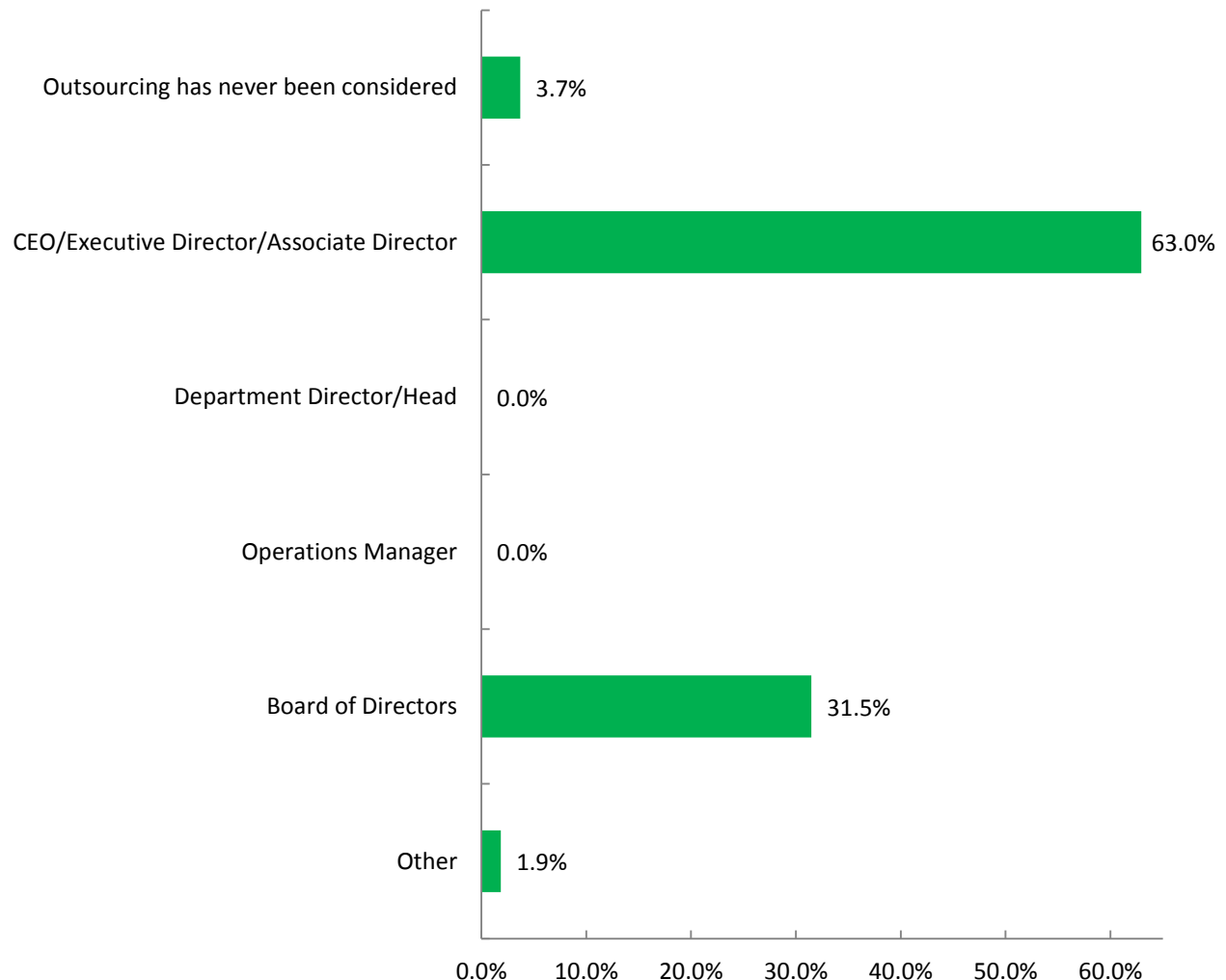
\*Percentage calculation is based on cumulative frequency

**EXECUTIVE SUMMARY / VOLUNTEER LEADERS**

**2.13.** When it comes to the decision whether to outsource certain tasks, the CEO/Executive Director is the main decision-driver, according to volunteer leaders. Board of Directors is also playing an important role but less so than is the CEO/Executive Director.

Please note: Percentage calculation of 2014 figures for this question is based on cumulative frequency. Comparable figures from the 2011 Report are not available.

**In your association, who is typically involved in the decision whether to outsource certain tasks?  
(Multiple Responses Allowed)\***



\*Percentage calculation is based on cumulative frequency



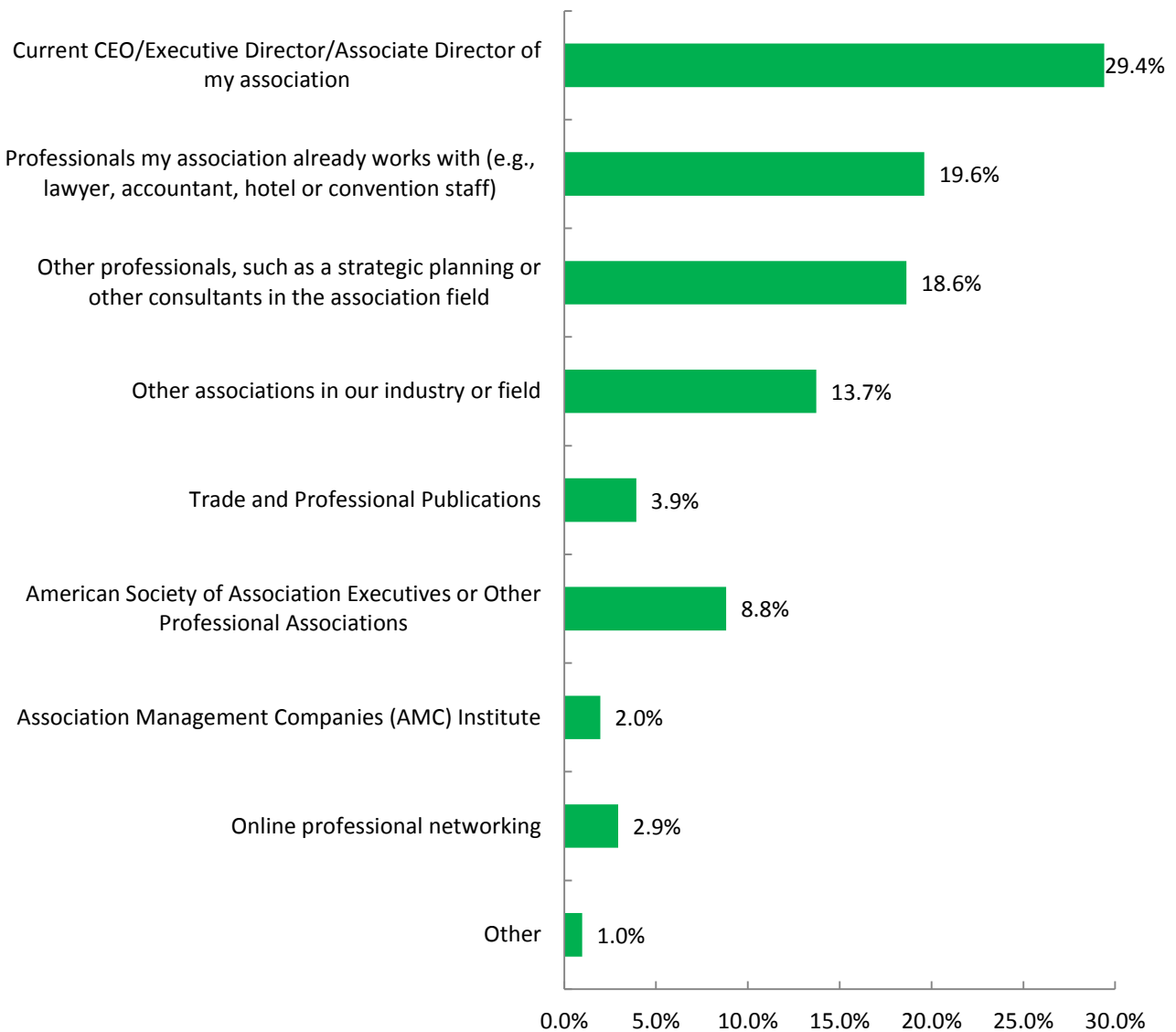
EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.14.** Three out of 10 volunteer leaders indicated they would first consult current CEO/Executive Director/Associate Director of their association before making a decision to outsource.

Please note: Percentage calculation of 2014 figures for this question is based on cumulative frequency. Comparable figures from the 2011 Report are not available.

**Which, if any, of the following resources would you consult if your association were considering its options for staffing and management?**

**(Multiple Responses Allowed)\***



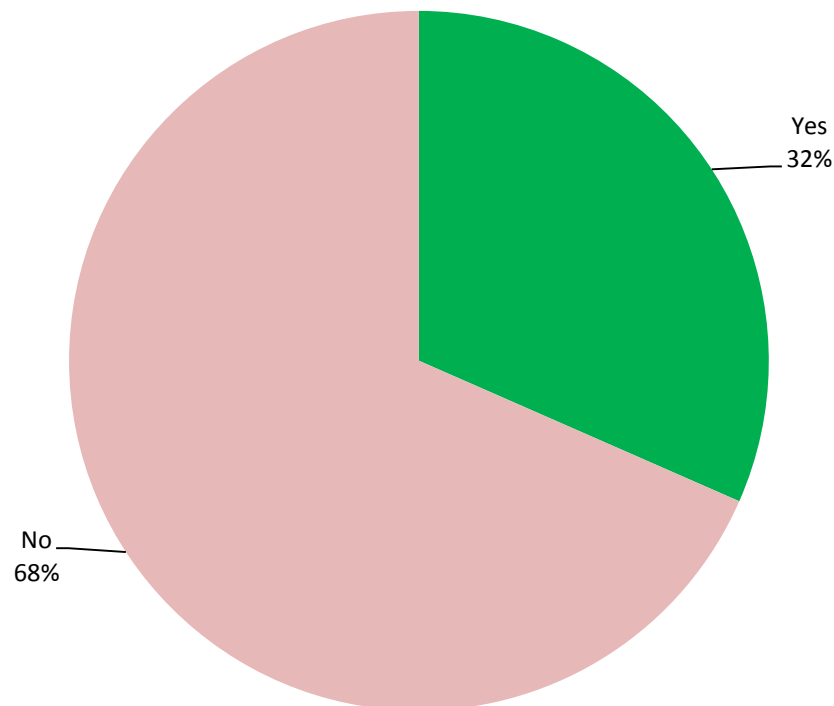
\*Percentage calculation is based on cumulative frequency

EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.15.** 32% of volunteer leaders had recommended or sat on a board that considered recommending the possibility of outsourcing functions to an AMC.

Comparable figures from the 2011 Report are not available.

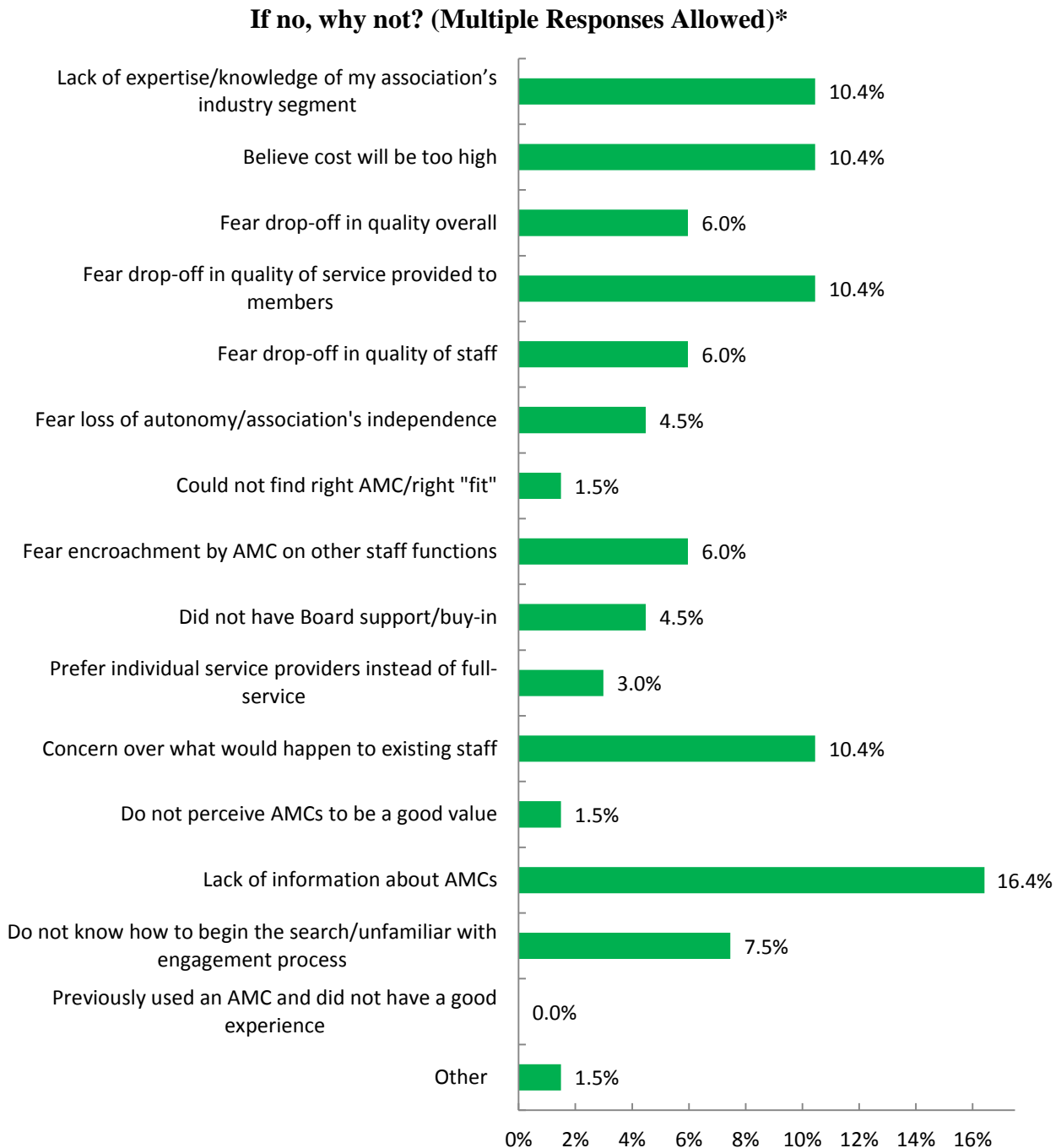
**Have you ever recommended, or have you sat on a board that considered recommending the possibility of outsourcing some or all association functions to an AMC?**



## EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.16.** Of those volunteer leaders who had not made such a recommendation or considered doing so, the main reason was lack of information about AMCs.

Please note: Percentage calculation of 2014 figures for this question is based on cumulative frequency. Comparable figures from the 2011 Report are not available.



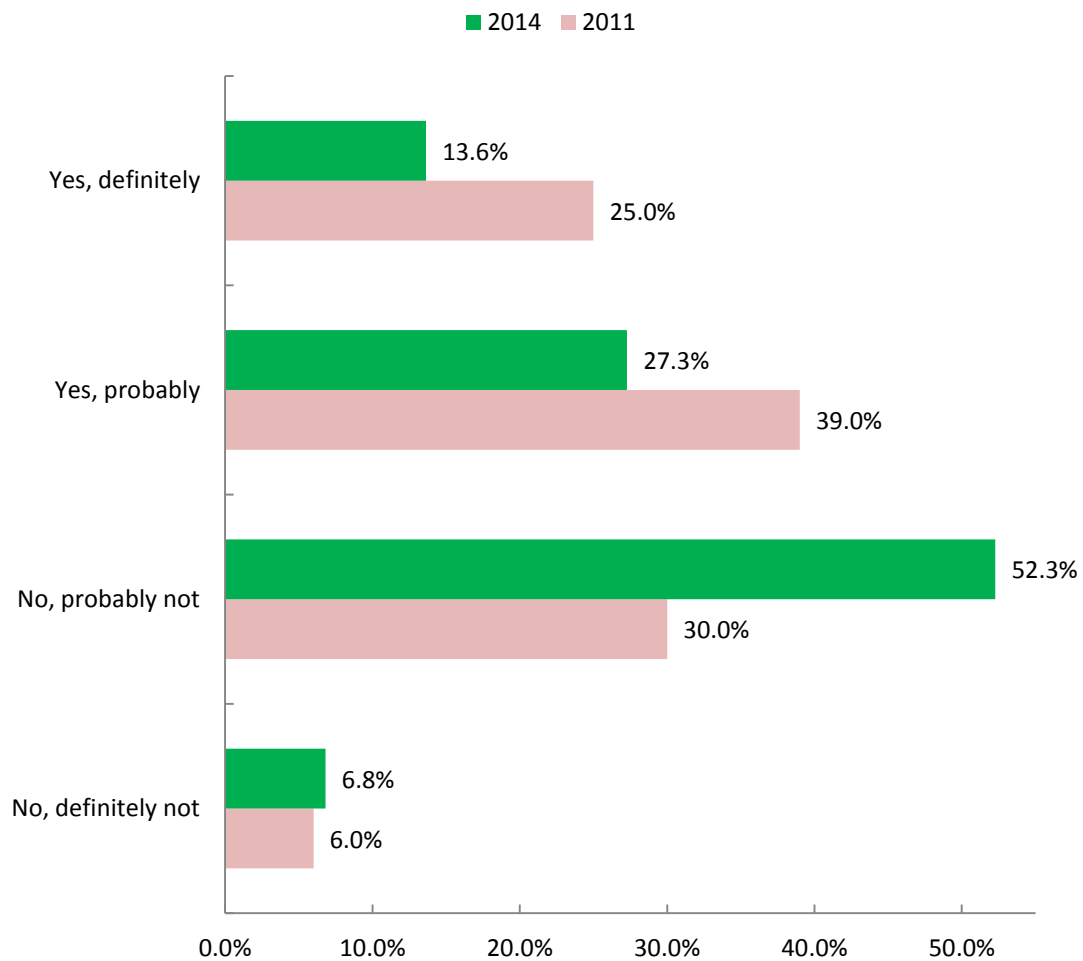
\*Percentage calculation is based on cumulative frequency

## EXECUTIVE SUMMARY / VOLUNTEER LEADERS

**2.17.** Only four out of ten volunteer leaders who are familiar with the concept of an AMC would recommend an AMC as a viable management option.

Figures from the 2011 Report are shown in lower bars.

**Would you recommend an association management company to your association or another association as a viable management option?  
(Based on those respondents who is familiar with the concept of an AMC)**



## APPENDIX 1

### Association Executives Survey Questions

#### Survey Questions Begins

*For the purpose of this survey, “association” refers to professional associations/societies, trade associations, and other professional associations.*

#### 1. About You (Survey Demographics)

1.1. Which of the following most closely matches your current job title? (Check only one)

- Chief Executive Officer/Executive Director
- Associate Director
- Department Director/Head
- Operations Manager
- Other

1.2. Which of the following best describes your main employment setting? (Check only one)

- Professional association/society (individual membership, often 501(c)3)
- Trade association (business or organizational membership, often 501(c)6)
- Other professional association
- Other (not-for-profit but not association, etc.)

Throughout the remainder of this survey, all of the organizations listed in question 2 above will be referred to as “associations.”

1.3. What type of members belongs to your association? (Check only one)

- Companies/institutions only
- Individuals/professionals only
- Combination (companies/individuals)
- Associations
- Donors
- Other

1.4. How many members/donors does your association currently have? (Include all membership classes)

- Fewer than 100
- 101 to 500
- 501 to 1,000
- 1,001 to 5,000
- More than 5,000

1.5. Where are your association's members/donors mainly located? (Check only one)

- International

- U.S. – National
- U.S. – Regional
- U.S. – State
- U.S. – Local

1.6. What was your association's total revenue for the latest completed fiscal year? (Where revenue refers to the total revenue reported on the association's IRS Form 990)

- Less than \$500,000
- \$500,001 to \$1 million
- \$1 million to \$2.5 million
- \$2.5 million to \$5 million
- More than \$5 million

1.7. What is your age range?

- 21 to 30
- 31 to 40
- 41 to 50
- 51 to 60
- Over 60

1.8. What is your gender?

- Male
- Female

1.9. How long have you been with your current association?

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- More than 20 years

1.10. If your association has paid employees, approximately how many full-time equivalent (FTE) employees are there?

- \_\_\_ FTEs

1.11. To which, if any, of the following professional associations do you personally belong? (Check all that apply)

- ASAE
- Regional SAE, e.g. Association Forum of Chicagoland
- AMSE
- BoardSource
- Specialty Association specific to job (AMA, AM&P, PCMA, etc.)
- Other

## 2. Management

2.1. Which of the following best describes your association's current management structure?  
(Check only one)

- All association personnel are directly employed by the association
- Employs hybrid model: some staff directly employed by association & some functions outsourced to professional service firms
- Employs hybrid model: some staff directly employed by association & other staff provided by association management firm
- Other

2.2. Please indicate (on a scale of 1 to 5 with 1 being less likely to agree and 5 being in stronger agreement) the extent to which you agree or disagree with following statements.

- I am optimistic about the future of the association's industry/profession
- I am optimistic about the future of the association
- My association plays a key role in the success of its industry/profession
- In-person networking is one of the most important benefits of membership in my association
- Delivering content via online social networking is becoming increasingly important to the success of my association
- Virtual meetings are becoming increasingly important to the success of my association
- My association has sufficient resources on staff to advance its mission
- If my association required outside professional services, I would consider an association management company as an alternative to retaining one or more professional service firms

2.3. Please indicate the extent to which you think YOUR MEMBERS would agree or disagree with the following statements.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
Your association has a strong, professional image					
Your association enhances the public image of the profession/industry					
Your association leadership effectively leads the association					
Your association leadership effectively communicates with membership					
Your association leadership is responsive to members' needs					

2.4. Are there specific barriers and challenges that prevent your association from achieving its goals?

- Yes
- No

2.5. If “yes,” please rate (on a scale of 1 to 5 with 1 being less significant and 5 being most significant) the current or potential challenges/barriers that you face now and five years into the future.

Challenge/Barrier	Now	Five years from now
Financial resources		
Technological		
Regulatory		
Increased competition		
Declining Membership Base/Relevance to Next Generation		
Lack of manpower/technical know-how		
Other 1 (please name) _____		

2.6. Please rate (on a scale of 1 to 5 with 1 being less important and 5 being most important) the following challenges in terms of their importance to the success of your association, then rate your satisfaction with your association’s current ability to meet these challenges.

	Importance	Satisfaction
Staff's ability to concentrate on strategies, policies and programs that advance the association's mission, rather than spending time on administrative tasks		
Costs associated with keeping up-to-date with technology		
Staff turnover resulting in loss of continuity in business operations		
Having sufficient staff resources/skills to react in a timely fashion to new challenges		
Ensuring association is in compliance with changing legal requirements		
Ensuring association is up-to-date on association management best practices		
Achieving greater buying power/leverage		

2.7. Approximately how much of your typical workday are you able to spend on "mission critical" items (as opposed to administrative tasks)?

➤ 0-25%



- 26-50%
- 51-75%
- 76-100%

2.8. Where/to whom do you turn to find information, business solutions, industry trends, and/or professional advice?

Source	Please rate (on a scale of 1 to 5 with 1 being less important and 5 being most important)
Current staff members	
Professional listserv exchanges	
Colleagues I meet at professional conferences	
Professional and trade publications	
American Society of Association Executives (ASAE)	
Exchanges available through social media networks	
Business media (e.g. Wall Street Journal, Forbes)	
Search engine (Google, Bing, Yahoo)	

2.9. If you seek information, business solutions, industry trends, and/or professional advice through social media networks, which networks do you use most frequently? (Check all that apply)

- Facebook
- Google+
- LinkedIn
- Twitter
- Yahoo Groups
- Blogs
- Other (please indicate) \_\_\_\_\_

2.10. Do you think your association could better advance its mission if it could outsource certain functions?

- Yes, definitely
- Yes, maybe
- No, probably not
- No, definitely not

2.11. What functions could be potential candidates for outsourcing? (Check all that apply)

- Administrative staffing
- Bookkeeping/accounting
- Events management
- Government relations
- Information technology services
- Public relations/communications
- Strategic planning
- Strategic marketing

- Other (please indicate) \_\_\_\_\_

2.12. In your association, who is typically involved in the decision whether to outsource certain tasks? (Check all that apply)

- Outsourcing has never been considered
- CEO/Executive Director/Associate Director
- Department Director/Head
- Operations Manager
- Board of Directors
- Other (please indicate) \_\_\_\_\_

2.13. Which, if any, of the following resources would you consult if your association were considering its options for staffing and management? (Check all that apply)

- Professionals my association already works with (i.e., lawyer, accountant, hotel or convention staff)
- Other professionals, such as a strategic planning or other consultants in the association field
- Other associations in our industry or field
- Trade and Professional Publications
- American Society of Association Executives or Other Professional Associations
- Association Management Companies (AMC) Institute
- Online professional networking
- Other (please indicate) \_\_\_\_\_

2.14. Which of the following best describes your level of familiarity with the concept of association management companies (AMCs)? (Check only one)

- Have never heard of them (Please skip to question 11)
- Have heard of them but have never worked with one and don't know much about them
- Have a good understanding but never worked with one
- Have worked with one in the past

2.15. Have you ever recommended, or considered recommending, to your Board of Directors the possibility of outsourcing some or all association functions to an AMC?

- Yes
- No

2.16. If no, why not? (Check all that apply)

- Lack of expertise/knowledge of my association's industry segment
- Believe cost will be too high
- Fear drop-off in quality overall
- Fear drop-off in quality of service provided to members
- Fear drop-off in quality of staff
- Fear loss of autonomy/association's independence
- Could not find right AMC/right "fit"
- Fear encroachment by AMC on other staff functions
- Did not have Board support/buy-in

- Prefer individual service providers instead of full-service
- Concern over what would happen to existing staff
- Do not perceive AMCs to be a good value
- Lack of information about AMCs
- Do not know how to begin the search/unfamiliar with engagement process
- Previously used an AMC and did not have a good experience
- Other (please indicate) \_\_\_\_\_

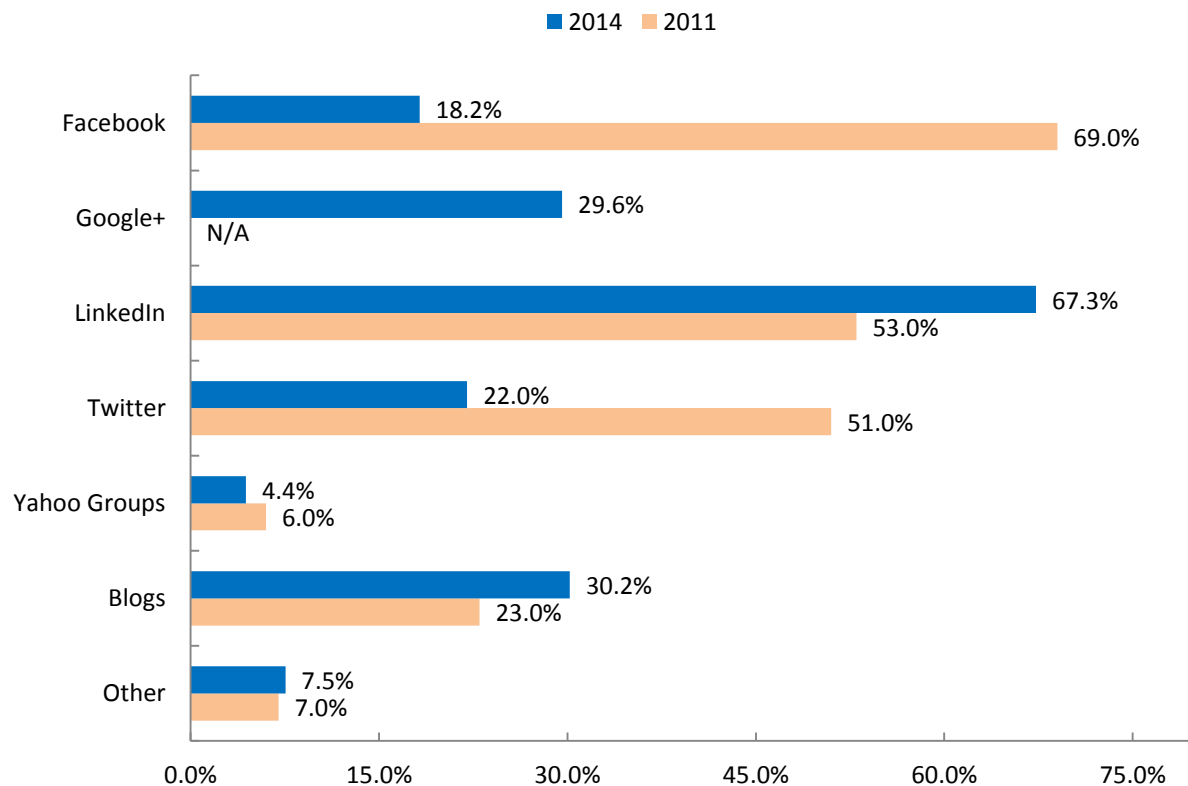
## APPENDIX 2

### Association Executives - Charts with actual numbers as a percent of all valid, non-missing responses to questions 2.9, 2.11-2.13, 2.16.

**2.9.** In terms of the social networking technologies that Association Executives use to seek professional information, LinkedIn has become the most widely used source, overtaking Facebook that used to be in the first spot three years ago. Two out of three valid respondents indicated that they use LinkedIn on a regular basis. Blogs, Google+, and Twitter were mentioned as the second, third, and fourth source respectively.

Figures from the 2011 Report are shown in lower bars. Data for Google+ were not available in 2011.

**If you seek information, business solutions, industry trends, and/or professional advice through social media networks, which networks do you use most frequently?  
(Multiple Responses Allowed)\***

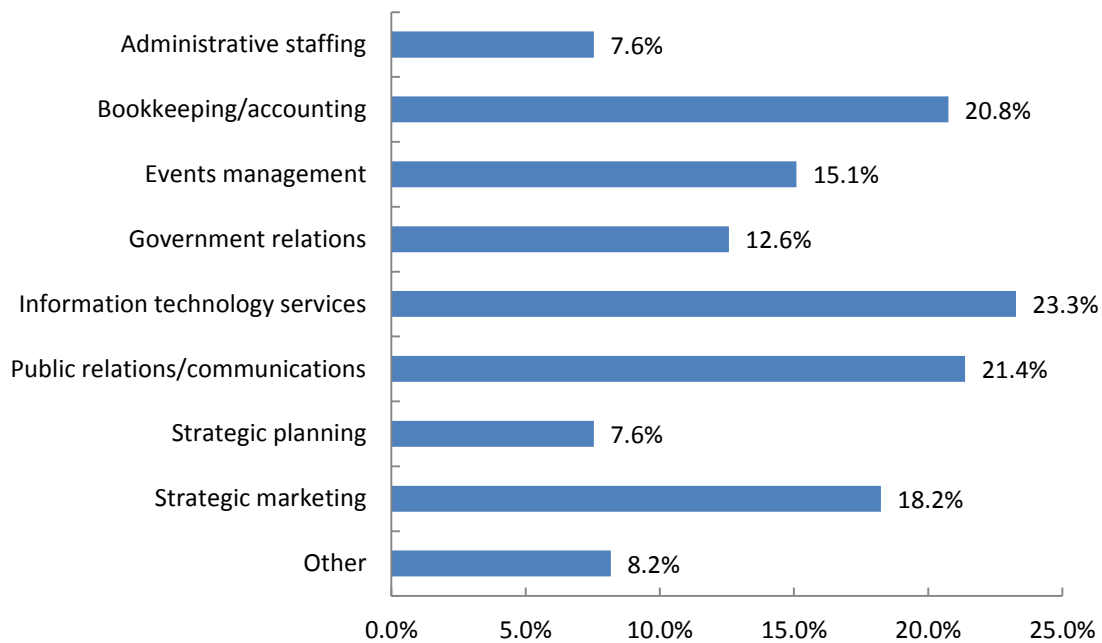


\*Percentage calculations reflect actual numbers as a percent of all valid, non-missing responses to this question

**2.11.** Information technology services, public relations/communications, and bookkeeping/accounting were commonly mentioned as tasks that could potentially be outsourced.

Since this is a new question created for this 2014 Report, comparable figures from the 2011 Report are not available.

**What functions could be potential candidates for outsourcing?  
(Multiple Responses Allowed)\***

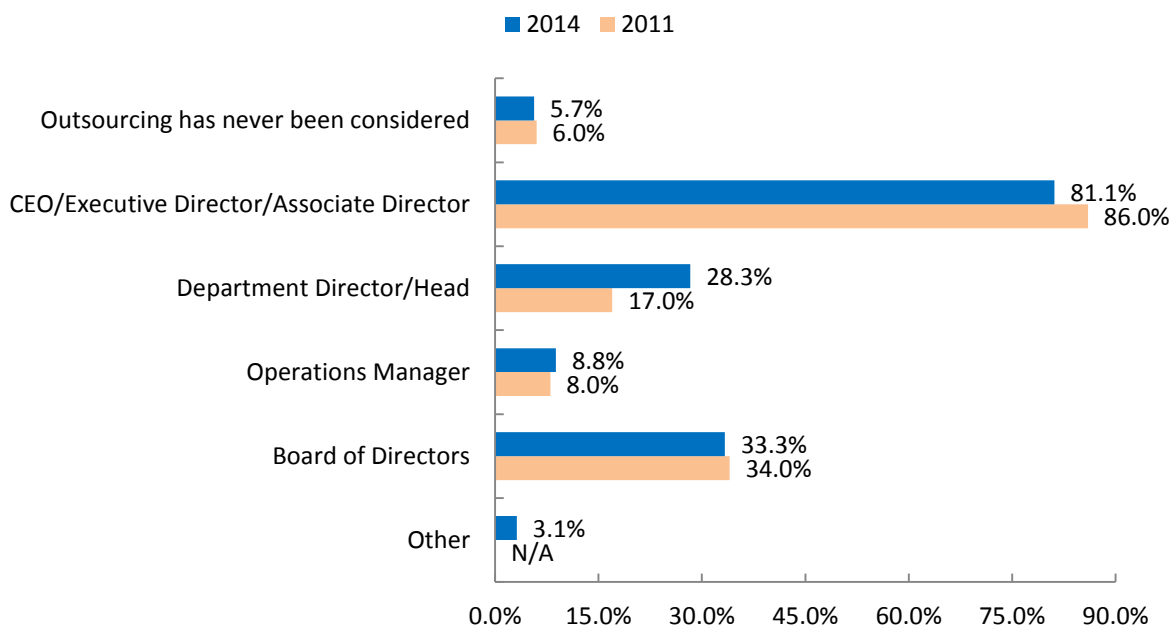


\*Percentage calculations reflect actual numbers as a percent of all valid, non-missing responses to this question

**2.12.** When it comes to the decision whether to outsource certain tasks, the CEO/Executive Director remains the main decision-driver, but less so than s/he was three years ago, while the Department Director/Head is playing an increased role and the Board of Directors' role has not diminished.

Figures from the 2011 Report are shown in lower bars.

**In your association, who is typically involved in the decision whether to outsource certain tasks?  
(Multiple Responses Allowed)\***

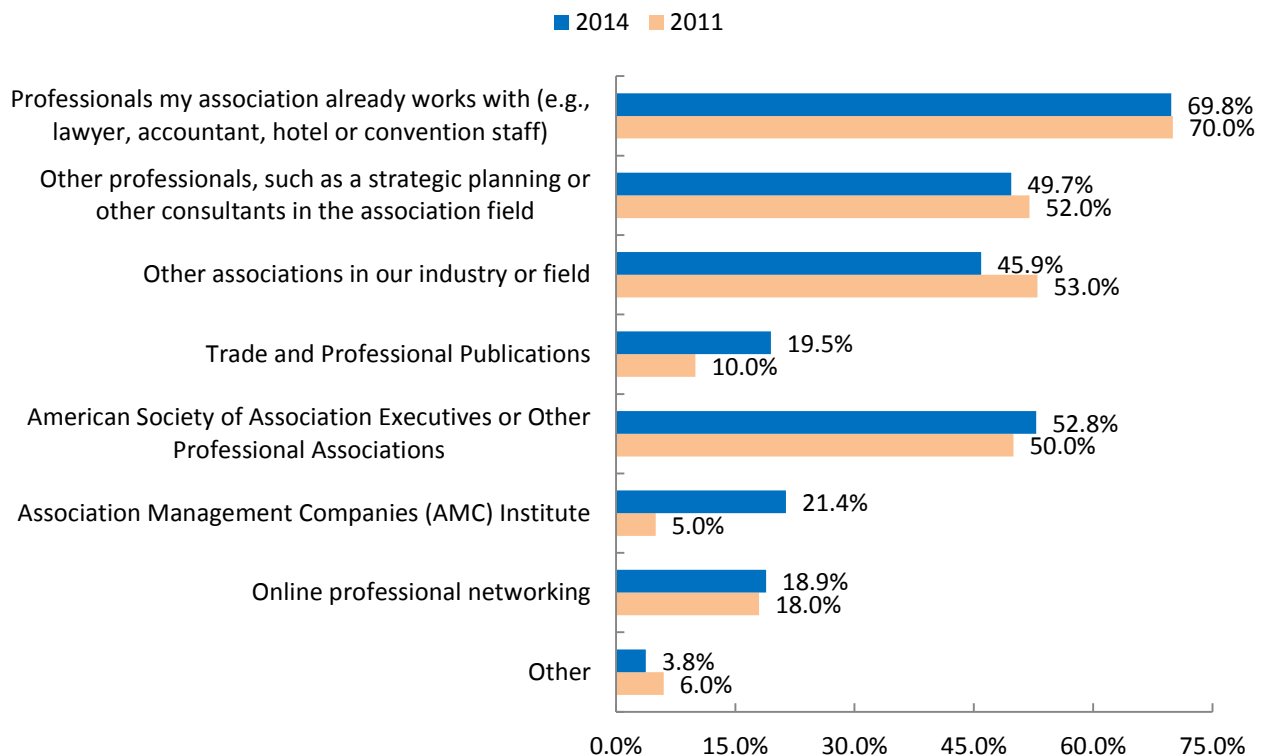


\*Percentage calculations reflect actual numbers as a percent of all valid, non-missing responses to this question

**2.13.** Seven out of ten valid respondents indicated they would consult professionals with whom their association already works before making a decision to outsource. One out of two valid respondents would approach other professionals, other associations and/or American Society of Association Executives or other professional associations.

Figures from the 2011 Report are shown in lower bars.

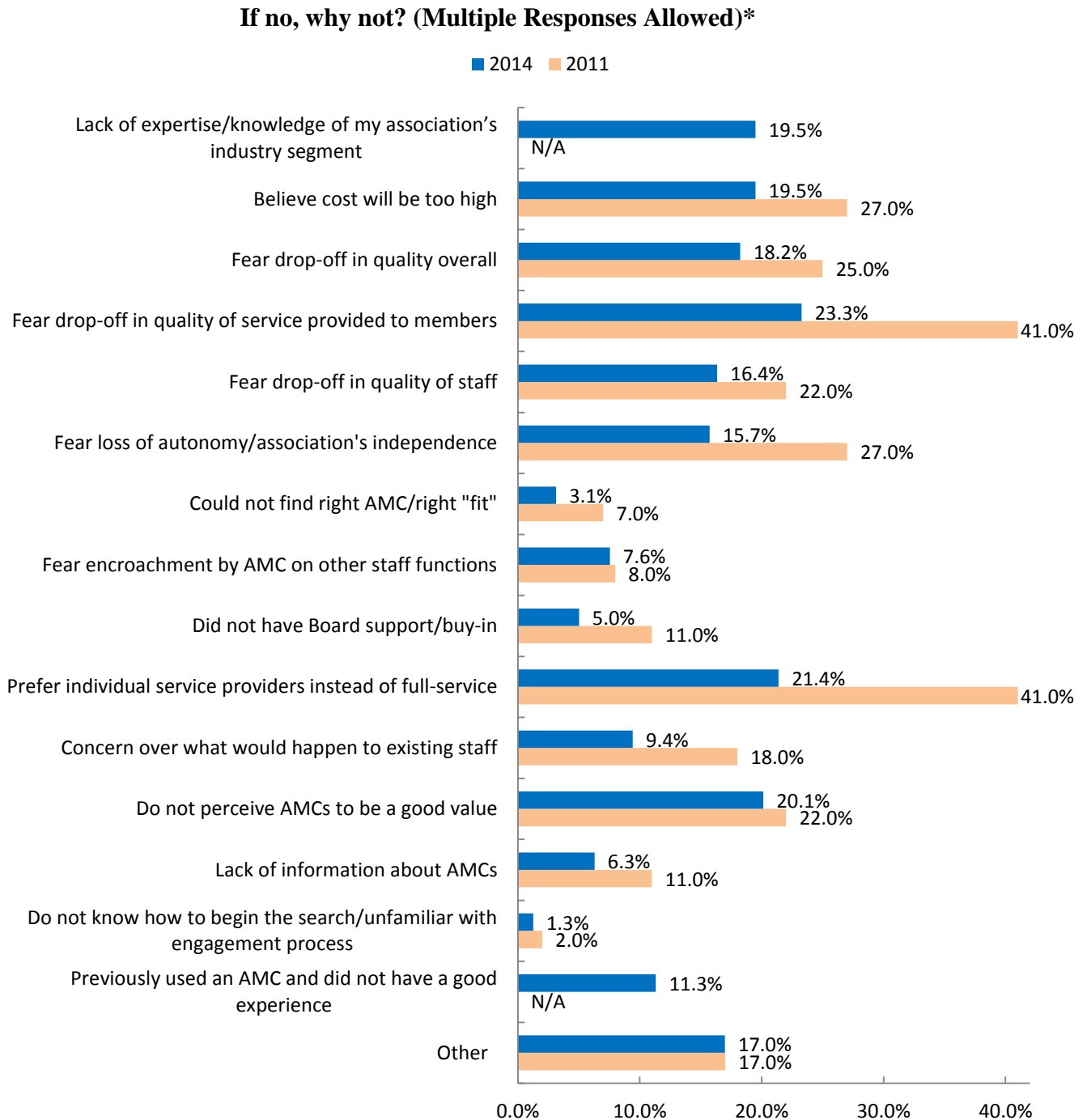
**Which, if any, of the following resources would you consult if your association were considering its options for staffing and management?  
(Multiple Responses Allowed)\***



\*Percentage calculations reflect actual numbers as a percent of all valid, non-missing responses to this question

**2.16.** Of those who had not made such a recommendation or considered doing so, the main reasons given were a preference for individual service providers instead of full-service AMCs and a fear of a drop-off in quality of service provided to members.

Figures from the 2011 Report are shown in lower bars. Data for two parameters were not available in 2011.



\*Percentage calculations reflect actual numbers as a percent of all valid, non-missing responses to this question



## APPENDIX 3

### Association Executives - Detailed Survey Results (Raw Data)

Q1.1		
1.1. Which of the following most closely matches your current job title?		
Chief Executive Officer/Executive Director	147	75,77%
Associate Director	6	3,09%
Department Director/Head	21	10,82%
Operations Manager	6	3,09%
Other	14	7,22%
<b>Total</b>	<b>194</b>	
Mean	1,63	
Standard Dev.	1,23	
Variance	1,51	
<b>Other Option [Other]</b>		
	Development Co-Chair	
	Chief Operating Officer	
	Senior Director	
	COO	
	Board President	
	President	
	Association President	
	COO	
	President	
	COO	
	Volunteer member	
	consultant	
	Chair of Board	
	CEO of AMC	

Q1.2		
1.2. Which of the following best describes your main employment setting?		
Professional association/society (individual membership, often 501(c)3)	103	52,82%
Trade association (business or organizational membership, often 501(c)6)	81	41,54%
Other professional association	3	1,54%
Other (not-for-profit but not association, etc.)	8	4,10%
<b>Total</b>	<b>195</b>	
Mean	1,57	
Standard Dev.	0,72	
Variance	0,52	
<b>Other Option [Other (not-for-profit but not association, etc.)]</b>		
	501(c) 3 organizational members	
	private human services agency	
	We have both a 501c 6 and a foundation 501c3	
	state government	
	501(c)(3), but we have individual, organizational, and business members	
	501(c)3 Association w/individual & Corporate members	

Q1.3		
Throughout the remainder of this survey, all of the organizations listed in the above question will be referred to as "associations."		
1.3. What type of members belongs to your association?		
Companies/institutions only	55	28,21%
Individuals/professionals	82	42,05%
Combination (companies/individuals)	50	25,64%
Associations	4	2,05%
Donors	0	0,00%
Other	4	2,05%
<b>Total</b>	<b>195</b>	
Mean	2,10	
Standard Dev.	0,97	
Variance	0,94	

Q1.4		
1.4. How many members/donors does your association currently have? (Include all membership classes)		
Fewer than 100	10	5,15%
101 to 500	42	21,65%
501 to 1,000	20	10,31%
1,001 to 5,000	53	27,32%
More than 5,000	<b>69</b>	<b>35,57%</b>
<b>Total</b>	<b>194</b>	
Mean	3,66	
Standard Dev.	1,30	
Variance	1,69	

Q1.5		
1.5. Where are your association's members/donors mainly located?		
International	35	17,95%
U.S. – National	<b>156</b>	<b>80,00%</b>
U.S. – Regional	0	0,00%
U.S. – State	2	1,03%
U.S. – Local	2	1,03%
<b>Total</b>	<b>195</b>	
Mean	1,87	
Standard Dev.	0,55	
Variance	0,30	

Q1.6		
1.6. What was your association's total revenue for the latest completed fiscal year? (Where revenue refers to the total revenue reported on the association's IRS Form 990)		
Less than \$500,000	11	5,70%
\$500,001 to \$1 million	23	11,92%
\$1 million to \$2.5 million	59	30,57%
\$2.5 million to \$5 million	38	19,69%
More than \$5 million	<b>62</b>	<b>32,12%</b>
<b>Total</b>	<b>193</b>	
Mean	3,61	
Standard Dev.	1,21	
Variance	1,47	

Q1.7		
1.7. What is your age range?		
21 to 30	1	0,51%
31 to 40	13	6,67%
41 to 50	52	26,67%
51 to 60	<b>65</b>	<b>33,33%</b>
Over 60	64	32,82%
<b>Total</b>	<b>195</b>	
Mean	3,91	
Standard Dev.	0,95	
Variance	0,90	

Q1.8		
1.8. What is your gender?		
Male	<b>108</b>	<b>55,96%</b>
Female	85	44,04%
<b>Total</b>	<b>193</b>	
Mean	1,44	
Standard Dev.	0,50	
Variance	0,25	

Q1.9		
1.9. How long have you been with your current association?		
Less than 1 year	9	4,64%
1 to 5 years	35	18,04%
6 to 10 years	<b>44</b>	<b>22,68%</b>
11 to 15 years	41	21,13%
16 to 20 years	22	11,34%
More than 20 years	43	22,16%
<b>Total</b>	<b>194</b>	
Mean	3,83	
Standard Dev.	1,53	
Variance	2,35	

Q1.11		
1.11. To which, if any, of the following professional associations do you personally belong? (Check all that apply)		
ASAE	140	45,45%
Regional SAE, e.g., Association Forum of Chicagoland	47	15,26%
AMSE	7	2,27%
BoardSource	29	9,42%
Specialty Association specific to job	39	12,66%
Other	46	14,94%
<b>Total</b>	<b>308</b>	
Mean	2,73	
Standard Dev.	1,96	
Variance	3,86	

Q2.1		
2.1. Which of the following best describes your association's current management structure?		
All association personnel are directly employed by the association	94	48,70%
Employs hybrid model: some staff directly employed by association & some functions outsourced to professional service firms	50	25,91%
Employs hybrid model: some staff directly employed by association & other staff provided by association management firm	8	4,15%
Other	41	21,24%
<b>Total</b>	<b>193</b>	
Mean	1,98	
Standard Dev.	1,18	
Variance	1,38	

Q2.2		
2.2. Please indicate (on a scale of 1 to 5 with 1 being less likely to agree and 5 being in stronger agreement) the extent to which you agree or disagree with following statements.		
I am optimistic about the future of the association's industry/profession		
1	0	0,00%
2	5	2,59%
3	25	12,95%
4	81	41,97%
5	82	42,49%
<b>Total</b>	<b>193</b>	
Mean	4,24	
Standard Dev.	0,78	
Variance	0,60	

I am optimistic about the future of the association		
1	2	1,04%
2	7	3,65%
3	24	12,50%
4	76	39,58%
5	<b>83</b>	<b>43,23%</b>
<b>Total</b>	<b>192</b>	
Mean	4,20	
Standard Dev.	0,87	
Variance	0,76	

My association plays a key role in the success of its industry/profession		
1	2	1,04%
2	3	1,56%
3	32	16,67%
4	56	29,17%
5	<b>99</b>	<b>51,56%</b>
<b>Total</b>	<b>192</b>	
Mean	4,29	
Standard Dev.	0,87	
Variance	0,76	

In-person networking is one of the most important benefits of membership in my association		
1	3	1,56%
2	8	4,17%
3	36	18,75%
4	55	28,65%
5	<b>90</b>	<b>46,88%</b>
<b>Total</b>	<b>192</b>	
Mean	4,15	
Standard Dev.	0,97	
Variance	0,95	

Delivering content via online social networking is becoming increasingly important to the success of my association		
1	7	3,66%
2	20	10,47%
3	<b>62</b>	<b>32,46%</b>
4	56	29,32%
5	46	24,08%
<b>Total</b>	<b>191</b>	
Mean	3,60	
Standard Dev.	1,08	
Variance	1,16	

Virtual meetings are becoming increasingly important to the success of my association		
1	25	13,02%
2	48	25,00%
3	<b>62</b>	<b>32,29%</b>
4	40	20,83%
5	17	8,85%
<b>Total</b>	<b>192</b>	
Mean	2,88	
Standard Dev.	1,15	
Variance	1,32	

My association has sufficient resources on staff to advance its mission		
1	15	7,85%
2	31	16,23%
3	<b>61</b>	<b>31,94%</b>
4	54	28,27%
5	30	15,71%
<b>Total</b>	<b>191</b>	
Mean	3,28	
Standard Dev.	1,15	
Variance	1,32	

If my association required outside professional services, I would consider an association management company as an alternative to retaining one or more professional service firms		
1	66	36,07%
2	36	19,67%
3	26	14,21%
4	18	9,84%
5	37	20,22%
<b>Total</b>	<b>183</b>	
Mean	2,58	
Standard Dev.	1,54	
Variance	2,39	

<b>Q2.3</b>		
2.3. Please indicate the extent to which you think YOUR MEMBERS would agree or disagree with the following statements.		
Your association has a strong, professional image		
Strongly Disagree	2	1,04%
Somewhat Disagree	1	0,52%
Neutral	10	5,21%
Somewhat Agree	65	33,85%
Strongly Agree	114	59,38%
<b>Total</b>	<b>192</b>	
Mean	4,50	
Standard Dev.	0,72	
Variance	0,51	

Your association enhances the public image of the profession/industry		
Strongly Disagree	2	1,04%
Somewhat Disagree	3	1,55%
Neutral	27	13,99%
Somewhat Agree	62	32,12%
Strongly Agree	99	51,30%
<b>Total</b>	<b>193</b>	
Mean	4,31	
Standard Dev.	0,85	
Variance	0,72	



Your association leadership effectively leads the association		
Strongly Disagree	4	2,08%
Somewhat Disagree	8	4,17%
Neutral	20	10,42%
Somewhat Agree	66	34,38%
Strongly Agree	<b>94</b>	<b>48,96%</b>
<b>Total</b>	<b>192</b>	
Mean	4,24	
Standard Dev.	0,95	
Variance	0,90	

Your association leadership effectively communicates with membership		
Strongly Disagree	6	3,14%
Somewhat Disagree	16	8,38%
Neutral	23	12,04%
Somewhat Agree	<b>95</b>	<b>49,74%</b>
Strongly Agree	51	26,70%
<b>Total</b>	<b>191</b>	
Mean	3,88	
Standard Dev.	1,00	
Variance	1,00	

Your association leadership is responsive to members' needs		
Strongly Disagree	2	1,04%
Somewhat Disagree	12	6,25%
Neutral	22	11,46%
Somewhat Agree	<b>92</b>	<b>47,92%</b>
Strongly Agree	64	33,33%
<b>Total</b>	<b>192</b>	
Mean	4,06	
Standard Dev.	0,89	
Variance	0,79	

Q2.4		
2.4. Are there specific barriers and challenges that prevent your association from achieving its goals?		
Yes	126	66,67%
No	63	33,33%
<b>Total</b>	<b>189</b>	
Mean	1,33	
Standard Dev.	0,47	
Variance	0,22	

Q2.5.1		
Now[Less Significant,Most Significant]		
Financial resources		
1	9	8,11%
2	21	18,92%
3	20	18,02%
4	24	21,62%
5	37	33,33%
<b>Total</b>	<b>111</b>	
Mean	3,53	
Standard Dev.	1,34	
Variance	1,80	

Q2.5.1		
Five Years From Now[Less Significant,Most Significant]		
Financial resources		
1	8	7,14%
2	8	7,14%
3	29	25,89%
4	42	37,50%
5	25	22,32%
<b>Total</b>	<b>112</b>	
Mean	3,61	
Standard Dev.	1,13	
Variance	1,27	

Q2.5.1		
Now[Less Significant,Most Significant]		
Technological		
1	7	6,31%
2	22	19,82%
3	<b>34</b>	<b>30,63%</b>
4	32	28,83%
5	16	14,41%
<b>Total</b>	<b>111</b>	
Mean	3,25	
Standard Dev.	1,12	
Variance	1,26	

Q2.5.1		
Five Years From Now[Less Significant,Most Significant]		
Technological		
1	10	8,93%
2	21	18,75%
3	<b>40</b>	<b>35,71%</b>
4	29	25,89%
5	12	10,71%
<b>Total</b>	<b>112</b>	
Mean	3,11	
Standard Dev.	1,11	
Variance	1,23	

Q2.5.1		
Now[Less Significant,Most Significant]		
Regulatory		
1	<b>29</b>	<b>26,13%</b>
2	23	20,72%
3	21	18,92%
4	17	15,32%
5	21	18,92%
<b>Total</b>	<b>111</b>	
Mean	2,80	
Standard Dev.	1,46	
Variance	2,14	

Q2.5.1		
Five Years From Now[Less Significant,Most Significant]		
Regulatory		
1	26	23,42%
2	19	17,12%
3	20	18,02%
4	24	21,62%
5	22	19,82%
<b>Total</b>	<b>111</b>	
Mean	2,97	
Standard Dev.	1,46	
Variance	2,14	

Q2.5.1		
Now[Less Significant,Most Significant]		
Increased competition		
1	12	10,81%
2	24	21,62%
3	28	25,23%
4	32	28,83%
5	15	13,51%
<b>Total</b>	<b>111</b>	
Mean	3,13	
Standard Dev.	1,21	
Variance	1,47	

Q2.5.1		
Five Years From Now[Less Significant,Most Significant]		
Increased competition		
1	11	10,00%
2	15	13,64%
3	28	25,45%
4	35	31,82%
5	21	19,09%
<b>Total</b>	<b>110</b>	
Mean	3,36	
Standard Dev.	1,22	
Variance	1,50	

Q2.5.1		
Now[Less Significant,Most Significant]		
Declining Membership Base/Relevance to Next Generation		
1	15	13,51%
2	17	15,32%
3	<b>28</b>	<b>25,23%</b>
4	25	22,52%
5	26	23,42%
<b>Total</b>	<b>111</b>	
Mean	3,27	
Standard Dev.	1,34	
Variance	1,80	

Q2.5.1		
Five Years From Now[Less Significant,Most Significant]		
Declining Membership Base/Relevance to Next Generation		
1	6	5,41%
2	16	14,41%
3	<b>33</b>	<b>29,73%</b>
4	32	28,83%
5	24	21,62%
<b>Total</b>	<b>111</b>	
Mean	3,47	
Standard Dev.	1,14	
Variance	1,31	

Q2.5.1		
Now[Less Significant,Most Significant]		
Lack of manpower/technical know-how		
1	19	16,96%
2	26	23,21%
3	<b>32</b>	<b>28,57%</b>
4	20	17,86%
5	15	13,39%
<b>Total</b>	<b>112</b>	
Mean	2,88	
Standard Dev.	1,27	
Variance	1,62	

Q2.5.1		
Five Years From Now[Less Significant,Most Significant]		
Lack of manpower/technical know-how		
1	15	13,51%
2	32	28,83%
3	<b>36</b>	<b>32,43%</b>
4	21	18,92%
5	7	6,31%
<b>Total</b>	<b>111</b>	
Mean	2,76	
Standard Dev.	1,11	
Variance	1,22	

Q2.5.1		
Now[Less Significant,Most Significant]		
Other		
1	12	32,43%
2	3	8,11%
3	<b>15</b>	<b>40,54%</b>
4	2	5,41%
5	5	13,51%
<b>Total</b>	<b>37</b>	
Mean	2,59	
Standard Dev.	1,36	
Variance	1,86	

Q2.5.1		
Five Years From Now[Less Significant,Most Significant]		
Other		
1	12	30,77%
2	3	7,69%
3	<b>15</b>	<b>38,46%</b>
4	3	7,69%
5	6	15,38%
<b>Total</b>	<b>39</b>	
Mean	2,69	
Standard Dev.	1,40	
Variance	1,96	

Q2.6.1		
Importance[Not Important,Very Important]		
Staff's ability to concentrate on strategies, policies and programs that advance the association's mission, rather than spending time on administrative tasks		
1	0	0,00%
2	4	3,67%
3	14	12,84%
4	43	39,45%
5	<b>48</b>	<b>44,04%</b>
<b>Total</b>	<b>109</b>	
Mean	4,24	
Standard Dev.	0,82	
Variance	0,66	

Q2.6.1		
Satisfaction[Not Satisfied,Very Satisfied]		
Staff's ability to concentrate on strategies, policies and programs that advance the association's mission, rather than spending time on administrative tasks		
1	7	6,86%
2	27	26,47%
3	<b>32</b>	<b>31,37%</b>
4	28	27,45%
5	8	7,84%
<b>Total</b>	<b>102</b>	
Mean	3,03	
Standard Dev.	1,07	
Variance	1,14	

Q2.6.1		
Importance[Not Important,Very Important]		
Costs associated with keeping up-to-date with technology		
1	2	1,82%
2	9	8,18%
3	23	20,91%
4	<b>49</b>	<b>44,55%</b>
5	27	24,55%
<b>Total</b>	<b>110</b>	
Mean	3,82	
Standard Dev.	0,96	
Variance	0,92	

Q2.6.1		
Satisfaction[Not Satisfied,Very Satisfied]		
Costs associated with keeping up-to-date with technology		
1	6	5,88%
2	19	18,63%
3	<b>43</b>	<b>42,16%</b>
4	28	27,45%
5	6	5,88%
<b>Total</b>	<b>102</b>	
Mean	3,09	
Standard Dev.	0,97	
Variance	0,93	

Q2.6.1		
Importance[Not Important,Very Important]		
Staff turnover resulting in loss of continuity in business operations		
1	17	15,45%
2	19	17,27%
3	22	20,00%
4	<b>34</b>	<b>30,91%</b>
5	18	16,36%
<b>Total</b>	<b>110</b>	
Mean	3,15	
Standard Dev.	1,32	
Variance	1,75	

Q2.6.1		
Satisfaction[Not Satisfied,Very Satisfied]		
Staff turnover resulting in loss of continuity in business operations		
1	14	13,59%
2	17	16,50%
3	23	22,33%
4	<b>29</b>	<b>28,16%</b>
5	20	19,42%
<b>Total</b>	<b>103</b>	
Mean	3,23	
Standard Dev.	1,32	
Variance	1,73	



Q2.6.1		
Importance[Not Important,Very Important]		
Having sufficient staff resources/skills to react in a timely fashion to new challenges		
1	0	0,00%
2	4	3,64%
3	15	13,64%
4	42	38,18%
5	<b>49</b>	<b>44,55%</b>
<b>Total</b>	<b>110</b>	
Mean	4,24	
Standard Dev.	0,82	
Variance	0,68	

Q2.6.1		
Satisfaction[Not Satisfied,Very Satisfied]		
Having sufficient staff resources/skills to react in a timely fashion to new challenges		
1	6	5,83%
2	28	27,18%
3	<b>34</b>	<b>33,01%</b>
4	25	24,27%
5	10	9,71%
<b>Total</b>	<b>103</b>	
Mean	3,05	
Standard Dev.	1,07	
Variance	1,14	

Q2.6.1		
Importance[Not Important,Very Important]		
Ensuring association is in compliance with changing legal requirements		
1	14	12,84%
2	27	24,77%
3	<b>31</b>	<b>28,44%</b>
4	22	20,18%
5	15	13,76%
<b>Total</b>	<b>109</b>	
Mean	2,97	
Standard Dev.	1,24	
Variance	1,53	

Q2.6.1		
Satisfaction[Not Satisfied,Very Satisfied]		
Ensuring association is in compliance with changing legal requirements		
1	6	5,88%
2	8	7,84%
3	<b>35</b>	<b>34,31%</b>
4	30	29,41%
5	23	22,55%
<b>Total</b>	<b>102</b>	
Mean	3,55	
Standard Dev.	1,10	
Variance	1,22	

Q2.6.1		
Importance[Not Important,Very Important]		
Ensuring association is up-to-date on association management best practices		
1	8	7,27%
2	14	12,73%
3	22	20,00%
4	<b>45</b>	<b>40,91%</b>
5	21	19,09%
<b>Total</b>	<b>110</b>	
Mean	3,52	
Standard Dev.	1,16	
Variance	1,33	

Q2.6.1		
Satisfaction[Not Satisfied,Very Satisfied]		
Ensuring association is up-to-date on association management best practices		
1	7	6,86%
2	14	13,73%
3	33	32,35%
4	<b>35</b>	<b>34,31%</b>
5	13	12,75%
<b>Total</b>	<b>102</b>	
Mean	3,32	
Standard Dev.	1,08	
Variance	1,17	

Q2.6.1		
Importance[Not Important,Very Important]		
Achieving greater buying power/leverage		
1	18	16,51%
2	20	18,35%
3	<b>45</b>	<b>41,28%</b>
4	17	15,60%
5	9	8,26%
<b>Total</b>	<b>109</b>	
Mean	2,81	
Standard Dev.	1,14	
Variance	1,31	

Q2.6.1		
Satisfaction[Not Satisfied,Very Satisfied]		
Achieving greater buying power/leverage		
1	9	8,74%
2	15	14,56%
3	<b>43</b>	<b>41,75%</b>
4	24	23,30%
5	12	11,65%
<b>Total</b>	<b>103</b>	
Mean	3,15	
Standard Dev.	1,09	
Variance	1,18	

Q2.7		
2.7. Approximately how much of your typical workday are you able to spend on "mission critical" items (as opposed to administrative tasks)?		
0-25%	44	26,04%
26-50%	<b>57</b>	<b>33,73%</b>
51-75%	56	33,14%
76-100%	12	7,10%
<b>Total</b>	<b>169</b>	
Mean	2,21	
Standard Dev.	0,91	
Variance	0,84	

Q2.8		
2.8. Where/to whom do you turn to find information, business solutions, industry trends, and/or professional advice? Please rate (on a scale of 1 to 5 with 1 being less important and 5 being most important)		
Current staff members		
1	13	7,69%
2	19	11,24%
3	40	23,67%
4	<b>63</b>	<b>37,28%</b>
5	34	20,12%
<b>Total</b>	<b>169</b>	
Mean	3,51	
Standard Dev.	1,16	
Variance	1,35	
Professional listserve exchanges		
1	<b>41</b>	<b>24,40%</b>
2	41	24,40%
3	35	20,83%
4	41	24,40%
5	10	5,95%
<b>Total</b>	<b>168</b>	
Mean	2,63	
Standard Dev.	1,26	
Variance	1,58	
Colleagues I meet at professional conferences		
1	15	8,88%
2	24	14,20%
3	36	21,30%
4	<b>60</b>	<b>35,50%</b>
5	34	20,12%
<b>Total</b>	<b>169</b>	
Mean	3,44	
Standard Dev.	1,21	
Variance	1,47	
Professional and trade publications		
1	22	13,02%
2	31	18,34%

3	50	29,59%
4	<b>54</b>	<b>31,95%</b>
5	12	7,10%
<b>Total</b>	<b>169</b>	
Mean	3,02	
Standard Dev.	1,15	
Variance	1,32	
American Society of Association Executives (ASAE)		
1	29	17,47%
2	24	14,46%
3	36	21,69%
4	<b>45</b>	<b>27,11%</b>
5	32	19,28%
<b>Total</b>	<b>166</b>	
Mean	3,16	
Standard Dev.	1,37	
Variance	1,87	
Exchanges available through social media networks		
1	48	29,27%
2	42	25,61%
3	<b>49</b>	<b>29,88%</b>
4	16	9,76%
5	9	5,49%
<b>Total</b>	<b>164</b>	
Mean	2,37	
Standard Dev.	1,16	
Variance	1,35	
Business media (e.g., Wall Street Journal, Forbes)		
1	25	14,97%
2	45	26,95%
3	<b>53</b>	<b>31,74%</b>
4	34	20,36%
5	10	5,99%
<b>Total</b>	<b>167</b>	

Mean	2,75	
Standard Dev.	1,12	
Variance	1,26	
Search engine (Google, Bing, Yahoo)		
1	15	8,93%
2	23	13,69%
3	50	29,76%
4	<b>55</b>	<b>32,74%</b>
5	25	14,88%
<b>Total</b>	<b>168</b>	
Mean	3,31	
Standard Dev.	1,15	
Variance	1,33	

<b>Q2.9</b>		
2.9. If you seek information, business solutions, industry trends, and/or professional advice through social media networks, which networks do you use most frequently? (Check all that apply)		
Facebook	29	10,18%
Google+	47	16,49%
LinkedIn	<b>107</b>	<b>37,54%</b>
Twitter	35	12,28%
Yahoo Groups	7	2,46%
Blogs	48	16,84%
Other	12	4,21%
<b>Total</b>	<b>285</b>	
Mean	3,48	
Standard Dev.	1,66	
Variance	2,76	
<b>Other Option [Other]</b>		
	Industry publications	
	ASAE Community	
	Don't rely on social media networks	
	NAM Council of Mfg. Associations	
	Yammer	
	none	
	ASAE Collaborate	
	ASAE Collaboration Site	
	Specific LinkedIn group of association peers	

	ASAE Network	
	ASAE Forums	

Q2.10		
2.10. Do you think your association could better advance its mission if it could outsource certain functions?		
Yes, definitely	21	12,57%
Yes, maybe	61	36,53%
No, probably not	65	38,92%
No, definitely not	20	11,98%
<b>Total</b>	<b>167</b>	
Mean	2,50	
Standard Dev.	0,86	
Variance	0,75	

Q2.11		
2.11. What functions could be potential candidates for outsourcing? (Check all that apply)		
Administrative staffing	12	5,61%
Bookkeeping/accounting	33	15,42%
Events management	24	11,21%
Government relations	20	9,35%
Information technology services	37	17,29%
Public relations/communications	34	15,89%
Strategic planning	12	5,61%
Strategic marketing	29	13,55%
Other	13	6,07%
<b>Total</b>	<b>214</b>	
Mean	4,92	
Standard Dev.	2,33	
Variance	5,42	
<b>Other Option [Other]</b>		
	design	
	certification management, fund raising, recognition programs, etc, etc - see menu of AMC services.	
	magazine	
	Advertising sales	
	Legal/technical services	
	Course development	
	We already outsource bookkeeping/accounting, IT services, ad sales & gov't relations (advocacy)	

	Social Media mgmt and blog writing	
	membership processing	
	Database	
	International office management	
	Fund raising & donor development	

Q2.12		
2.12. In your association, who is typically involved in the decision whether to outsource certain tasks? (Check all that apply)		
Outsourcing has never been considered	9	3,53%
CEO/Executive Director/Associate Director	<b>129</b>	<b>50,59%</b>
Department Director/Head	45	17,65%
Operations Manager	14	5,49%
Board of Directors	53	20,78%
Other	5	1,96%
<b>Total</b>	<b>255</b>	
Mean	2,95	
Standard Dev.	1,31	
Variance	1,71	
<b>Other Option [Other]</b>		
	Executive Committee	
	CEO and CFO	
	Executive Committee	
	Board of Directors	
	depends on function	



Q2.13		
2.13. Which, if any, of the following resources would you consult if your association were considering its options for staffing and management? (Check all that apply)		
Professionals my association already works with (e.g., lawyer, accountant, hotel or convention staff)	111	24,78%
Other professionals, such as a strategic planning or other consultants in the association field	79	17,63%
Other associations in our industry or field	73	16,29%
Trade and Professional Publications	31	6,92%
American Society of Association Executives or Other Professional Associations	84	18,75%
Association Management Companies (AMC) Institute	34	7,59%
Online professional networking	30	6,70%
Other	6	1,34%
<b>Total</b>	<b>448</b>	
Mean	3,33	
Standard Dev.	1,99	
Variance	3,97	
<b>Other Option [Other]</b>		
	AMCs themselves	
	Choose not to answer, I am an AMC representative	
	colleagues	
	CESSE	
	NAM Council of Mfg. Associations	

Q2.14		
2.14. Which of the following best describes your level of familiarity with the concept of association management companies (AMCs)?		
Have never heard of them	2	1,35%
Have heard of them but have never worked with one and don't know much about them	15	10,14%
Have a good understanding but never worked with one	49	33,11%
Have worked with one in the past	82	55,41%
<b>Total</b>	<b>148</b>	
Mean	3,43	
Standard Dev.	0,73	
Variance	0,53	

Q2.15		
2.15. Have you ever recommended, or considered recommending, to your Board of Directors the possibility of outsourcing some or all association functions to an AMC?		
Yes	49	32,03%
No	104	67,97%
<b>Total</b>	<b>153</b>	
Mean	1,68	
Standard Dev.	0,47	
Variance	0,22	

Q2.16		
2.16. If no, why not? (Check all that apply)		
Lack of expertise/knowledge of my association's industry segment	31	9,06%
Believe cost will be too high	31	9,06%
Fear drop-off in quality overall	29	8,48%
Fear drop-off in quality of service provided to members	37	10,82%
Fear drop-off in quality of staff	26	7,60%
Fear loss of autonomy/association's independence	25	7,31%
Could not find right AMC/right "fit"	5	1,46%
Fear encroachment by AMC on other staff functions	12	3,51%
Did not have Board support/buy-in	8	2,34%
Prefer individual service providers instead of full-service	34	9,94%
Concern over what would happen to existing staff	15	4,39%
Do not perceive AMCs to be a good value	32	9,36%
Lack of information about AMCs	10	2,92%
Do not know how to begin the search/unfamiliar with engagement process	2	0,58%
Previously used an AMC and did not have a good experience	18	5,26%
Other	27	7,89%
<b>Total</b>	<b>342</b>	
Mean	7,49	
Standard Dev.	4,82	
Variance	23,24	
<b>Other Option [Other ]</b>		
	Already utilize one for some outsourced services	
	not an option for our association. It owkrs ofr some not our association	
	Fear of perception by my Board that we are less qualified to conduct the work.	
	I work for an AMC so these questions are irrelevant	
	We have much in-house	

	expertise	
	The board fired the previous AMC and hired me to lead it as a stand alone. I am reluctant even to consider interviewing potential employees who have an AMC background.	
	We actually were under an AMC for 5 years and they decimated our finances - had to break our contract with them finally and we will never go to another AMC again	
	Has not come up	
	Time to get AMC to fully understand association's members and their needs	
	don't need	
	Board hired me to in source from an AMC	
	Being a spokesperson for the industry and understanding our industry is critical. Advocacy is also a part of our value proposition.	
	Issue has not arisen since I became Exec. Dir. 8 months ago	
	We have an AMC business within our organization	
	Already managed by AMC	
	Have competent highly professional staff already	
	Association is too big	
	I am in an Association of Association execs that includes AMC and they have not impressed me. A good business to own, but not necessarily good for the industry.	
	We have adequate qualified staff	
	Haven't been on staff long enough to consider this.	
	Association is already managed by AMC	
	We are an association that owns a for-profit subsidiary that also is an AMC	
	assoc run by an AMC	
	AMC are a waste. If the group isn't big enough to hire staff, I still wouldn't ever suggest an AMC	
	Not my place to do so	
	Our organization is an AMC	

## APPENDIX 4

### Volunteer Leaders Survey Questions

#### Survey Questions Begins

*For the purpose of this survey, “association” refers to professional associations/societies, trade associations, and other professional associations.*

#### 1. About You (Survey Demographics)

1.1. Are you currently serving (or have you recently served) in a volunteer leadership role?

- Yes
- No ( If “No,” please exit this survey)

1.2. Regarding the organization for which you are a volunteer leader, which of the following most closely matches your most recent title? (Check only one)

- Chair/President of Board of Directors
- Chair-elect/President-elect of Board of Directors
- Past-chair/president of Board of Directors
- Treasurer of Board of Directors
- Board Member (non-officer)
- Former Board Member
- Other

1.3. Which of the following best describes this organization? (Check only one)

- Professional association/society (individual membership, often 501(c)3)
- Trade association (business or organizational membership, often 501(c)6)
- Other professional association
- Other (not-for-profit but not association, etc.) (Please describe) \_\_\_\_\_

Throughout the remainder of this survey, all of the organizations listed in the above question will be referred to as “associations.”

1.4. What type of members belong to your association? (Check only one)

- Companies/institutions only
- Individuals/professionals only
- Combination (companies/individuals)
- Associations
- Donors
- Other

1.5. How many members/donors does your association currently have? (Include all membership classes)

- Fewer than 100
- 101 to 500
- 501 to 1,000

- 1,001 to 5,000
- More than 5,000

1.6. Where are your association's members/donors mainly located? (Check only one)

- International
- U.S. – National
- U.S. – Regional
- U.S. – State
- U.S. – Local

1.7. What was your association's total revenue for the latest completed fiscal year? (Where revenue refers to the total revenue reported on the association's IRS Form 990)

- Less than \$500,000
- \$500,000 to \$1 million
- \$1 million to \$2.5 million
- \$2.5 million to \$5 million
- More than \$5 million

1.8. What is your age range?

- 20 or below
- 21 to 30
- 31 to 40
- 41 to 50
- 51 to 60
- Over 60

1.9. What is your gender?

- Male
- Female

1.10. How long have you been with your current association?

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- More than 20 years

1.11. If your association has paid employees, approximately how many full-time equivalent (FTE) employees are there?

- \_\_\_ FTEs

1.12. In addition to the association you are currently serving (or have recently served), are you a volunteer leader in any *other* association(s)/organization(s)?

- Yes (if "Yes," in how many?)
- No

## 2. Management

2.1. Which of the following best describes your association's current management structure?

(Check only one)

- My association has no paid staff. The volunteer board members do all the work
- My association works with an association management company that provides paid staff
- My association directly employs one or more individuals as its staff
- My association employs a hybrid model with directly-employed staff and an association management firm
- My association employs a hybrid model with some staff directly employed by the association and some function outsourced to professional service firms
- Other (Please describe) \_\_\_\_\_

2.2. How would you rate the overall performance of your association?

- The association is achieving all of its goals
- The association is achieving most of its goals
- The association is achieving some of its goals
- The association is not achieving its goals

2.3. Please rate your association's management structure/personnel (i.e., paid staff, not volunteer leaders) in terms of the ability to effectively advance the association's mission.

- Excellent
- Good
- Fair
- Poor
- Very Poor

2.4. Please indicate the extent to which you agree or disagree with the following statements.

	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree	Not Familiar/No Opinion
I am optimistic about the future of my industry/profession						
I am optimistic about the future of my association						
My association plays a key role in the success of my industry/profession						

2.5. Are there specific barriers and challenges that prevent your association from achieving its goals?

- Yes
- No

2.6. Please rate (on a scale of 1 to 5 with 1 being less significant and 5 being most significant) the current or potential challenges/barriers that you face now and five years into the future.

Challenge/Barrier	Now	Five years from now
Financial resources		
Technological		
Regulatory issues		
Increased competition		
Declining Membership Base/Relevance to Next Generation		
Lack of manpower/technical know-how		
Other 1 (please name) _____		
Other 2 (please name) _____		
Other 3 (please name) _____		

2.7. Where/to whom do you turn to find information, business solutions, industry trends, and/or professional advice?

Source	Please rate (on a scale of 1 to 5 with 1 being less important and 5 being most important)
Current staff members	
Professional listserve exchanges	
Colleagues I meet at professional conferences	
Professional and trade publications	
American Society of Association Executives (ASAE)	
Exchanges available through social media networks	
Business media (e.g. Wall Street Journal, Forbes)	
Search engine (Google, Bing, Yahoo)	

2.8. If you seek information, business solutions, industry trends, and/or professional advice through social media networks, which networks do you use most frequently? (Check all that apply)

- Facebook
- Google+
- LinkedIn
- Twitter
- Yahoo Groups
- Blogs
- Other (Please indicate) \_\_\_\_\_

2.9. Which of the following best describes your level of familiarity with the concept of association management companies (AMCs)? (Check only one)

- Have never heard of them
- Have heard of them but have never worked with one and don't know much about them
- Have a good understanding but never worked with one
- Working with one now or have worked with one in the past

2.10. If your association currently works with an AMC, please rate your satisfaction with the experience and skip to question 2.17. Otherwise, skip to next question.

- Not at all satisfied
- Not very satisfied
- Neutral
- Somewhat satisfied
- Very satisfied

2.11. Do you think your association could better advance its mission if it could outsource certain functions?

- Yes, definitely
- Yes, maybe
- No, probably not
- No, definitely not

2.12. What functions could be potential candidates for outsourcing? (Check all that apply)

- Administrative staffing
- Bookkeeping/accounting
- Events management
- Government relations
- Information technology services
- Public relations/communications
- Strategic planning
- Strategic marketing
- Other (Please indicate) \_\_\_\_\_

2.13. In your association, who is typically involved in the decision whether to outsource certain tasks? (Check all that apply)

- Outsourcing has never been considered
- CEO/Executive Director/Associate Director
- Department Director/Head
- Operations Manager
- Board of Directors
- Other (Please indicate) \_\_\_\_\_

2.14. Which, if any, of the following resources would you consult if your association were considering its options for staffing and management? (Check all that apply)

- Current CEO/Executive Director/Associate Director of my association



- Professionals my association already works with (e.g., lawyer, accountant, hotel or convention staff)
- Other professionals, such as a strategic planning or other consultant in the association field
- Other associations in our industry or field
- Trade and Professional Publications
- American Society of Association Executives or Other Professional Associations
- Association Management Companies (AMC) Institute
- Online professional networking
- Other (Please indicate) \_\_\_\_\_

2.15. Have you ever recommended, or have you sat on a board that considered recommending the possibility of outsourcing some or all association functions to an AMC?

- Yes
- No

2.16. If no, why not? (Check all that apply)

- Lack of expertise/knowledge of my association's industry segment
- Believe cost will be too high
- Fear drop-off in quality overall
- Fear drop-off in quality of service provided to members
- Fear drop-off in quality of staff
- Fear loss of autonomy/association's independence
- Could not find right AMC/right "fit"
- Fear encroachment by AMC on other staff functions
- Did not have Board support/buy-in
- Prefer individual service providers instead of full-service
- Concern over what would happen to existing staff
- Do not perceive AMCs to be a good value
- Lack of information about AMCs
- Do not know how to begin the search/unfamiliar with engagement process
- Previously used an AMC and did not have a good experience
- Other (Please indicate) \_\_\_\_\_

2.17. Would you recommend an association management company to your association or another association as a viable management option?

- Yes, definitely
- Yes, probably
- No, probably not
- No, definitely not

## APPENDIX 5

### Volunteer Leaders - Detailed Survey Results (Raw Data)

Q1.1		
1.1. Are you currently serving (or have you recently served) in a volunteer leadership role?		
Yes	72	91.14%
No ( If "No," please exit this survey)	7	8.86%
<b>Total</b>	<b>79</b>	
Mean	1.09	
Standard Dev.	0.29	
Variance	0.08	

Q1.2		
1.2. Regarding the organization for which you are a volunteer leader, which of the following most closely matches your most recent title?		
Chair/President of Board of Directors	13	23.64%
Chair-elect/President-elect of Board of Directors	2	3.64%
Past-chair/president of Board of Directors	7	12.73%
Treasurer of Board of Directors	4	7.27%
Board Member (non-officer)	24	43.64%
Former Board Member	4	7.27%
Other	1	1.82%
<b>Total</b>	<b>55</b>	
Mean	3.73	
Standard Dev.	1.81	
Variance	3.28	

Q1.3		
1.3. Which of the following best describes this organization?		
Professional association/society (individual membership, often 501(c)3)	30	54.55%
Trade association (business or organizational membership, often 501(c)6)	20	36.36%
Other professional association	2	3.64%
Other (not-for-profit but not association, etc.)	3	5.45%
<b>Total</b>	<b>55</b>	

Mean	1.60	
Standard Dev.	0.81	
Variance	0.65	
<b>Other Option [Other (not-for-profit but not association, etc.)]</b>		
	charity	
	Camp association, individual and businesses	

<b>Q1.4</b>		
Throughout the remainder of this survey, all of the organizations listed in the above question will be referred to as "associations."		
1.4. What type of members belongs to your association?		
Companies/institutions only	10	18.18%
Individuals/professionals	22	40.00%
Combination (companies/individuals)	<b>23</b>	<b>41.82%</b>
Associations	0	0.00%
Donors	0	0.00%
Other	0	0.00%
<b>Total</b>	<b>55</b>	
Mean	2.24	
Standard Dev.	0.74	
Variance	0.55	

<b>Q1.5</b>		
1.5. How many members/donors does your association currently have? (Include all membership classes)		
Fewer than 100	1	1.85%
101 to 500	7	12.96%
501 to 1,000	9	16.67%
1,001 to 5,000	<b>20</b>	<b>37.04%</b>
More than 5,000	17	31.48%
<b>Total</b>	<b>54</b>	
Mean	3.83	
Standard Dev.	1.08	
Variance	1.16	

Q1.6		
1.6. Where are your association's members/donors mainly located?		
International	8	14.55%
U.S. – National	<b>45</b>	<b>81.82%</b>
U.S. – Regional	1	1.82%
U.S. – State	1	1.82%
U.S. – Local	0	0.00%
<b>Total</b>	<b>55</b>	
Mean	1.91	
Standard Dev.	0.48	
Variance	0.23	

Q1.7		
1.7. What was your association's total revenue for the latest completed fiscal year? (Where revenue refers to the total revenue reported on the association's IRS Form 990)		
Less than \$500,000	0	0.00%
\$500,000 to \$1 million	5	9.26%
\$1 million to \$2.5 million	<b>18</b>	<b>33.33%</b>
\$2.5 million to \$5 million	15	27.78%
More than \$5 million	16	29.63%
<b>Total</b>	<b>54</b>	
Mean	3.78	
Standard Dev.	0.98	
Variance	0.97	

Q1.8		
1.8. What is your age range?		
20 or below	0	0.00%
21 to 30	0	0.00%
31 to 40	1	1.82%
41 to 50	12	21.82%
51 to 60	<b>25</b>	<b>45.45%</b>
Over 60	17	30.91%
<b>Total</b>	<b>55</b>	

Mean	5.05	
Standard Dev.	0.78	
Variance	0.61	

Q1.9		
1.9. What is your gender?		
Male	32	58.18%
Female	23	41.82%
<b>Total</b>	<b>55</b>	
Mean	1.42	
Standard Dev.	0.50	
Variance	0.25	

Q1.10		
1.10. How long have you been with your current association?		
Less than 1 year	0	0.00%
1 to 5 years	5	9.09%
6 to 10 years	8	14.55%
11 to 15 years	12	21.82%
16 to 20 years	12	21.82%
More than 20 years	18	32.73%
<b>Total</b>	<b>55</b>	
Mean	4.55	
Standard Dev.	1.33	
Variance	1.77	

Q1.12		
1.12. In addition to the association you are currently serving (or have recently served), are you a volunteer leader in any other association(s)/organization(s)?		
Yes (if "Yes," in how many?)	34	62.96%
No	20	37.04%
<b>Total</b>	<b>54</b>	
Mean	1.37	
Standard Dev.	0.49	

Variance	0.24	

Q2.1		
2.1. Which of the following best describes your association's current management structure?		
My association has no paid staff. The volunteer board members do all the work	1	1.82%
My association works with an association management company that provides paid staff	1	1.82%
My association directly employs one or more individuals as its staff	<b>45</b>	<b>81.82%</b>
My association employs a hybrid model with directly-employed staff and an association management firm	3	5.45%
My association employs a hybrid model with some staff directly employed by the association and some function outsourced to professional service firms	4	7.27%
Other (please describe)	1	1.82%
<b>Total</b>	<b>55</b>	
Mean	3.20	
Standard Dev.	0.76	
Variance	0.57	
<b>Other Option [Other (please describe)]</b>		
	Paid staff and volunteer BOD	

Q2.2		
2.2. How would you rate the overall performance of your association?		
The association is achieving all of its goals	9	16.36%
The association is achieving most of its goals	<b>39</b>	<b>70.91%</b>
The association is achieving some of its goals	7	12.73%
The association is not achieving its goals	0	0.00%
<b>Total</b>	<b>55</b>	
Mean	1.96	
Standard Dev.	0.54	
Variance	0.29	

Q2.3		
2.3. Please rate your association's management structure/personnel (e.g., paid staff, not volunteer leaders) in terms of the ability to effectively advance the association's mission.		
Excellent	33	60.00%
Good	21	38.18%
Fair	1	1.82%
Poor	0	0.00%
Very Poor	0	0.00%
<b>Total</b>	<b>55</b>	
Mean	1.42	
Standard Dev.	0.53	
Variance	0.28	

Q2.4		
2.4. Please indicate the extent to which you agree or disagree with the following statements.		
I am optimistic about the future of my industry/profession		
Strongly Agree	38	70.37%
Somewhat Agree	15	27.78%
Neutral	1	1.85%
Somewhat Disagree	0	0.00%
Strongly Disagree	0	0.00%
Not Familiar/No Opinion	0	0.00%
<b>Total</b>	<b>54</b>	
Mean	1.31	
Standard Dev.	0.51	
Variance	0.26	
I am optimistic about the future of my association		
Strongly Agree	31	57.41%
Somewhat Agree	19	35.19%
Neutral	4	7.41%
Somewhat Disagree	0	0.00%
Strongly Disagree	0	0.00%
Not Familiar/No Opinion	0	0.00%
<b>Total</b>	<b>54</b>	
Mean	1.50	

Standard Dev.	0.64	
Variance	0.41	
My association plays a key role in the success of my industry/profession		
Strongly Agree	<b>34</b>	<b>62.96%</b>
Somewhat Agree	17	31.48%
Neutral	3	5.56%
Somewhat Disagree	0	0.00%
Strongly Disagree	0	0.00%
Not Familiar/No Opinion	0	0.00%
<b>Total</b>	<b>54</b>	
Mean	1.43	
Standard Dev.	0.60	
Variance	0.36	

<b>Q2.5</b>		
2.5. Are there specific barriers and challenges that prevent your association from achieving its goals?		
Yes	<b>41</b>	<b>74.55%</b>
No	14	25.45%
<b>Total</b>	<b>55</b>	
Mean	1.25	
Standard Dev.	0.44	
Variance	0.19	

<b>Q2.6.1</b>		
Now[Less Significant,Most Significant]		
Financial resources		
1	5	12.50%
2	6	15.00%
3	5	12.50%
4	9	22.50%
5	<b>15</b>	<b>37.50%</b>
<b>Total</b>	<b>40</b>	
Mean	3.58	



Standard Dev.	1.45	
Variance	2.10	

Q2.6.1		
Five Years From Now[Less Significant,Most Significant]		
Financial resources		
1	2	5.13%
2	5	12.82%
3	10	25.64%
4	14	35.90%
5	8	20.51%
<b>Total</b>	<b>39</b>	
Mean	3.54	
Standard Dev.	1.12	
Variance	1.26	

Q2.6.1		
Now[Less Significant,Most Significant]		
Technological		
1	2	5.00%
2	12	30.00%
3	14	35.00%
4	7	17.50%
5	5	12.50%
<b>Total</b>	<b>40</b>	
Mean	3.03	
Standard Dev.	1.10	
Variance	1.20	

Q2.6.1		
Five Years From Now[Less Significant,Most Significant]		
Technological		
1	3	7.69%
2	12	30.77%
3	15	38.46%
4	7	17.95%
5	2	5.13%

<b>Total</b>	<b>39</b>	
Mean	2.82	
Standard Dev.	1.00	
Variance	0.99	

<b>Q2.6.1</b>		
Now[Less Significant,Most Significant]		
Regulatory		
1	7	18.42%
2	<b>10</b>	<b>26.32%</b>
3	9	23.68%
4	7	18.42%
5	5	13.16%
<b>Total</b>	<b>38</b>	
Mean	2.82	
Standard Dev.	1.31	
Variance	1.72	

<b>Q2.6.1</b>		
Five Years From Now[Less Significant,Most Significant]		
Regulatory		
1	7	18.92%
2	<b>9</b>	<b>24.32%</b>
3	8	21.62%
4	7	18.92%
5	6	16.22%
<b>Total</b>	<b>37</b>	
Mean	2.89	
Standard Dev.	1.37	
Variance	1.88	

<b>Q2.6.1</b>		
Now[Less Significant,Most Significant]		
Increased competition		
1	1	2.56%
2	13	33.33%

## 2014 AMC Institute Perception Survey



3	8	20.51%
4	<b>14</b>	<b>35.90%</b>
5	3	7.69%
<b>Total</b>	<b>39</b>	
Mean	3.13	
Standard Dev.	1.06	
Variance	1.11	

Q2.6.1		
Five Years From Now[Less Significant,Most Significant]		
Increased competition		
1	2	5.26%
2	8	21.05%
3	<b>15</b>	<b>39.47%</b>
4	9	23.68%
5	4	10.53%
<b>Total</b>	<b>38</b>	
Mean	3.13	
Standard Dev.	1.04	
Variance	1.09	

Q2.6.1		
Now[Less Significant,Most Significant]		
Declining Membership Base/Relevance to Next Generation		
1	2	5.00%
2	7	17.50%
3	<b>13</b>	<b>32.50%</b>
4	8	20.00%
5	10	25.00%
<b>Total</b>	<b>40</b>	
Mean	3.43	
Standard Dev.	1.20	
Variance	1.43	

Q2.6.1		
Five Years From Now[Less Significant,Most Significant]		
Declining Membership Base/Relevance to Next Generation		
1	2	5.13%
2	4	10.26%
3	11	28.21%
4	10	25.64%
5	12	30.77%
<b>Total</b>	<b>39</b>	
Mean	3.67	
Standard Dev.	1.18	
Variance	1.39	

Q2.6.1		
Now[Less Significant,Most Significant]		
Lack of manpower/technical know-how		
1	10	25.00%
2	13	32.50%
3	12	30.00%
4	1	2.50%
5	4	10.00%
<b>Total</b>	<b>40</b>	
Mean	2.40	
Standard Dev.	1.19	
Variance	1.43	

Q2.6.1		
Five Years From Now[Less Significant,Most Significant]		
Lack of manpower/technical know-how		
1	7	17.95%
2	15	38.46%
3	13	33.33%
4	2	5.13%
5	2	5.13%
<b>Total</b>	<b>39</b>	
Mean	2.41	

Standard Dev.	1.02	
Variance	1.04	

Q2.6.1		
Now[Less Significant,Most Significant]		
Other		
1	8	40.00%
2	4	20.00%
3	4	20.00%
4	3	15.00%
5	1	5.00%
<b>Total</b>	<b>20</b>	
Mean	2.25	
Standard Dev.	1.29	
Variance	1.67	

Q2.6.1		
Five Years From Now[Less Significant,Most Significant]		
Other		
1	7	36.84%
2	4	21.05%
3	4	21.05%
4	3	15.79%
5	1	5.26%
<b>Total</b>	<b>19</b>	
Mean	2.32	
Standard Dev.	1.29	
Variance	1.67	

Q2.7		
2.7. Where/to whom do you turn to find information, business solutions, industry trends, and/or professional advice? Please rate (on a scale of 1 to 5 with 1 being less important and 5 being most important)		
Current staff members		
1	6	11.76%
2	1	1.96%
3	10	19.61%
4	23	45.10%

## 2014 AMC Institute Perception Survey



5	11	21.57%
<b>Total</b>	<b>51</b>	
Mean	3.63	
Standard Dev.	1.20	
Variance	1.44	
Professional listserve exchanges		
1	<b>17</b>	<b>34.69%</b>
2	13	26.53%
3	7	14.29%
4	8	16.33%
5	4	8.16%
<b>Total</b>	<b>49</b>	
Mean	2.37	
Standard Dev.	1.33	
Variance	1.78	
Colleagues I meet at professional conferences		
1	1	1.92%
2	2	3.85%
3	11	21.15%
4	<b>21</b>	<b>40.38%</b>
5	17	32.69%
<b>Total</b>	<b>52</b>	
Mean	3.98	
Standard Dev.	0.94	
Variance	0.88	
Professional and trade publications		
1	2	3.85%
2	8	15.38%
3	<b>20</b>	<b>38.46%</b>
4	13	25.00%
5	9	17.31%
<b>Total</b>	<b>52</b>	

Mean	3.37	
Standard Dev.	1.07	
Variance	1.14	
American Society of Association Executives (ASAE)		
1	30	60.00%
2	8	16.00%
3	6	12.00%
4	2	4.00%
5	4	8.00%
<b>Total</b>	<b>50</b>	
Mean	1.84	
Standard Dev.	1.27	
Variance	1.61	
Exchanges available through social media networks		
1	12	24.00%
2	13	26.00%
3	15	30.00%
4	7	14.00%
5	3	6.00%
<b>Total</b>	<b>50</b>	
Mean	2.52	
Standard Dev.	1.18	
Variance	1.40	
Business media (e.g., Wall Street Journal, Forbes)		
1	7	13.46%
2	12	23.08%
3	17	32.69%
4	13	25.00%
5	3	5.77%
<b>Total</b>	<b>52</b>	
Mean	2.87	

Standard Dev.	1.12	
Variance	1.26	
Search engine (Google, Bing, Yahoo)		
1	4	7.69%
2	8	15.38%
3	17	32.69%
4	16	30.77%
5	7	13.46%
<b>Total</b>	<b>52</b>	
Mean	3.27	
Standard Dev.	1.12	
Variance	1.26	

Q2.8		
2.8. If you seek information, business solutions, industry trends, and/or professional advice through social media networks, which networks do you use most frequently? (Check all that apply)		
Facebook	21	20.59%
Google+	14	13.73%
LinkedIn	35	34.31%
Twitter	9	8.82%
Yahoo Groups	2	1.96%
Blogs	16	15.69%
Other	5	4.90%
<b>Total</b>	<b>102</b>	
Mean	3.25	
Standard Dev.	1.82	
Variance	3.30	
<b>Other Option [Other]</b>		
	None	
	I have no idea	
	None	
	None, they are useless	



Q2.9		
2.9. Which of the following best describes your level of familiarity with the concept of association management companies (AMCs)?		
Have never heard of them	6	11.54%
Have heard of them but have never worked with one and don't know much about them	<b>21</b>	<b>40.38%</b>
Have a good understanding but never worked with one	11	21.15%
Working with one now or have worked with one in the past	14	26.92%
<b>Total</b>	<b>52</b>	
Mean	2.63	
Standard Dev.	1.01	
Variance	1.02	

Q2.10		
2.10. If your association currently works with an AMC, please rate your satisfaction with the experience and you will be automatically transferred to question 2.18. Otherwise, skip to next question.		
Not at all satisfied	0	0.00%
Not very satisfied	1	2.13%
Neutral	3	6.38%
Somewhat satisfied	2	4.26%
Very satisfied	5	10.64%
Skip to next question	<b>36</b>	<b>76.60%</b>
<b>Total</b>	<b>47</b>	
Mean	5.53	
Standard Dev.	1.00	
Variance	0.99	

Q2.11		
2.11. Do you think your association could better advance its mission if it could outsource certain functions?		
Yes, definitely	5	12.82%
Yes, maybe	<b>22</b>	<b>56.41%</b>
No, probably not	10	25.64%
No, definitely not	2	5.13%
<b>Total</b>	<b>39</b>	
Mean	2.23	

Standard Dev.	0.74	
Variance	0.55	

Q2.12		
2.12. What functions could be potential candidates for outsourcing? (Check all that apply)		
Administrative staffing	3	3.61%
Bookkeeping/accounting	13	15.66%
Events management	14	16.87%
Government relations	4	4.82%
Information technology services	18	21.69%
Public relations/communications	13	15.66%
Strategic planning	4	4.82%
Strategic marketing	12	14.46%
Other	2	2.41%
<b>Total</b>	<b>83</b>	
Mean	4.78	
Standard Dev.	2.18	
Variance	4.76	
<b>Other Option [Other]</b>		
	international development/staffing	
	member services	

Q2.13		
2.13. In your association, who is typically involved in the decision whether to outsource certain tasks? (Check all that apply)		
Outsourcing has never been considered	2	3.70%
CEO/Executive Director/Associate Director	34	62.96%
Department Director/Head	0	0.00%
Operations Manager	0	0.00%
Board of Directors	17	31.48%
Other	1	1.85%
<b>Total</b>	<b>54</b>	
Mean	2.98	

Standard Dev.	1.50	
Variance	2.24	
<b>Other Option [Other]</b>		
	COO/CFO	

<b>Q2.14</b>		
2.14. Which, if any, of the following resources would you consult if your association were considering its options for staffing and management? (Check all that apply)		
Current CEO/Executive Director/Associate Director of my association	<b>30</b>	<b>29.41%</b>
Professionals my association already works with (e.g., lawyer, accountant, hotel or convention staff)	20	19.61%
Other professionals, such as a strategic planning or other consultants in the association field	19	18.63%
Other associations in our industry or field	14	13.73%
Trade and Professional Publications	4	3.92%
American Society of Association Executives or Other Professional Associations	9	8.82%
Association Management Companies (AMC) Institute	2	1.96%
Online professional networking	3	2.94%
Other	1	0.98%
<b>Total</b>	<b>102</b>	
Mean	2.98	
Standard Dev.	1.97	
Variance	3.90	
<b>Other Option [Other]</b>		
	BoD	

<b>Q2.15</b>		
2.15. Have you ever recommended, or have you sat on a board that considered recommending the possibility of outsourcing some or all association functions to an AMC?		
Yes	12	31.58%
No	<b>26</b>	<b>68.42%</b>
<b>Total</b>	<b>38</b>	
Mean	1.68	
Standard Dev.	0.47	
Variance	0.22	

Q2.16		
2.16. If no, why not? (Check all that apply)		
Lack of expertise/knowledge of my association's industry segment	7	10.45%
Believe cost will be too high	7	10.45%
Fear drop-off in quality overall	4	5.97%
Fear drop-off in quality of service provided to members	7	10.45%
Fear drop-off in quality of staff	4	5.97%
Fear loss of autonomy/association's independence	3	4.48%
Could not find right AMC/right "fit"	1	1.49%
Fear encroachment by AMC on other staff functions	4	5.97%
Did not have Board support/buy-in	3	4.48%
Prefer individual service providers instead of full-service	2	2.99%
Concern over what would happen to existing staff	7	10.45%
Do not perceive AMCs to be a good value	1	1.49%
Lack of information about AMCs	11	16.42%
Do not know how to begin the search/unfamiliar with engagement process	5	7.46%
Previously used an AMC and did not have a good experience	0	0.00%
Other	1	1.49%
<b>Total</b>	<b>67</b>	
Mean	7.51	
Standard Dev.	4.69	
Variance	21.95	
<b>Other Option [Other ]</b>		
	NA	

Q2.17		
2.17. Would you recommend an association management company to your association or another association as a viable management option?		
Yes, definitely	6	13.64%
Yes, probably	12	27.27%
No, probably not	23	52.27%
No, definitely not	3	6.82%
<b>Total</b>	<b>44</b>	
Mean	2.52	
Standard Dev.	0.82	
Variance	0.67	