

Campbell Rinker

Marketing Research for the Nonprofit World

Art Museum Membership Conference 2010
Attendee Survey

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Summary

The Art Museum Membership Conference 2010 partnered with research firm Campbell Rinker to conduct the 2010 Attendee Survey. Topics ranged from museum size and location to membership size, pricing, renewal rate, renewal practices, benefits and more. Approximately 160 registrants as of May 17th were invited to participate via e-mail in the online survey. The results below reflect the responses of 88 museum respondents. Detailed results and break-outs by museum type, active membership size and cost of adult admission are at the end of the report.

AMMC Attendees

- † This is the first year the conference was opened to all museums. Six in ten respondents (60%) represented Art Museums, 7% represented Gardens, another 7% represented Science Museums, and 13% categorized themselves as “other”, most of which were largely multi-focused museums.
- † For approximately half of all respondents (47%), AMMC 2010 is their first Art Museum Membership Conference. Previous AMMC attendees have been coming for an average of 4 years.
- † Similar proportions of respondents have been with their museum for 1 to 3 years (39%) or 4 to 9 years (38%). One in 10 (11%) have been with their museum for 10+ years.
- † Respondents have been in museum membership in general for a slightly longer period of time. Two in 10 (17%) have been in membership for 10+ years, and four in 10 (38%) have been in membership for 4 to 9 years.

Museum Location, Size, and Visitation

- † About half of the respondents (51%) work in museums with large metro populations of 1.5 million or more. Half (53%) also have about 10 or more other museums in their city.
- † Half of the museums represented have a local membership base (54%), and a third (35%) have a regional base.
- † Most respondents (42%) consider their museums to be medium, while a third (33%) describes their museum as large.
- † About a quarter of the museums represented (23%) have an active membership size of less than 2,500, while a little more than a quarter (28%) have between 2,500 to 9,999 active members. Fifteen percent of museums surveyed have active memberships of 50,000+.
- † Most museums represented (60%) have annual visitation of 150,000+. Only one in 10 (10%) have less than 50,000 visitors annually.

- † Two in 10 museums (21%) offer free adult admission. About half (49%) offer admission between \$10 and \$19.99.

Membership Categories and Prices

- † Most museums have seven or more membership categories (79%), with nearly four in 10 (37%) having 10 or more categories.
 - The typical cost of the most populated membership is between \$50 and \$99.99.
 - For six in 10 museums (63%), the lowest membership level starts at under \$50.
 - For more than half of the museums (51%), upper level membership begins at \$1000+.
 - Six in 10 museums represented (62%) report their highest membership level price at \$10,000+.
- † Most museums (40%) report that they rarely increase their membership prices, while similar proportions increase the prices every two to three years (24%) or every four to five years (24%).
- † Three-quarters of the museums represented (77%) have not raised their prices in the last 12 months. Art museums are less likely than other types of museums to have raised prices in the past year.
- † Two in 10 (20%) plan to raise prices in the next 12 months, while three in 10 (31%) are not sure.

Membership Budget

- † One in three museums represented (32%) receive \$1 million to less than \$5 million annually in gross revenue from their membership program. A quarter (26%) receives \$250,000 to less than \$1 million in revenue, and another quarter (23%) receives less than \$250,000.
- † Four in ten museums (40%) report an increase in gross revenue from last year. Three in ten (31%) report a decrease and 23% say revenue has stayed the same.
- † For more than half of all respondents (54%) membership revenue provides 5%-25% of the overall funds for their institution.
- † Six in ten museums (61%) report annual membership expense budgets of less than \$500,000 per year: 30% report a budget of less than \$100,000 and 31% report a budget between \$100,000 and \$499,999.
- † Four in ten (42%) say their expense budget has decreased since last year. Thirty-five percent say their budget has stayed the same.
- † Membership income supports operations for 85% of responding museums. For over half, membership income also supports education/outreach (58%) and exhibitions (53%).

- † In terms of membership expenses,
 - 73% of museums cover all of the membership staff expenses
 - 63% cover all mailing expenses
 - 53% cover all event expenses
 - 36% cover all magazine or newsletter expenses
 - 36% cover all donor/member database expenses, and
 - 29% cover all overhead expenses
- † Almost three-quarters of museums represented (73%) have staff of 5 or fewer: 43% have just one to two paid staff members and 30% have three to five paid membership staff. Most museums (69%) say their membership staff size has stayed the same since last year.
- † One in three museums (32%) have no paid on-site sales staff. Of those that do, most pay less than \$12 an hour.
- † Six in 10 museums (62%) do not pay commission for on-site sales.

Membership Renewals

- † The average renewal gift is generally between \$50 and \$124.99. One in four (25%) report renewal gifts of \$50 to less than \$75, 21% report gifts of \$75 to less than \$100, and 23% report gifts of \$100 to less than \$125.
- † The average overall renewal rate is between 50% and 79%, with 69% of respondents reporting renewal rates within this range. For nearly four in ten (37%) the renewal rate is 60% to 69%.
- † Three in ten (30%) say their renewal rate has increased in the last year, another 30% say it has remained the same, and 27% say it has decreased.
- † Nearly one in three respondents (32%) are unaware of the renewal rate for their first year members. Thirty-five percent are also unsure of the renewal rate for 2+ year members.
- † Most museums represented (81%) send between 3 and 5 renewal notices.
- † Six in ten (61%) use a combination of e-mail and paper mail notices. Nearly four in ten (38%) also use telemarketing.
- † Less than half (45%) offer premiums with renewals. A third (36%) offers discounts with renewals.

New Member Acquisitions

- † Three in four museums (73%) sell memberships on-site through visitor services, more than half (56%) sell memberships in their shop and 44% sell memberships via paid sales staff.

- † One in three museums (34%) have one member acquisition campaign annually. One in four (25%) have two member acquisition campaigns each year, and less than one in 10 (8%) have 5 or more campaigns.
- † A third of museums (33%) send less than 50,000 acquisition pieces annually, while three in 10 (29%) send between 50,000 to less than 250,000 pieces.
- † The average mailing quantity for half of these museums (52%) is less than 50,000 pieces. Three in 10 (30%) send 100,000+ pieces on average.
- † Most museums (38%) report the volume of their acquisition mailings decreased over the past year, while three in ten (31%) say it stayed the same.
- † Three in ten respondents (29%) are unsure of the response rate they receive from acquisition mailings. Almost half (46%) report response rates of less than 1.00%.
- † More than half (56%) do not split their mailing for testing.
- † Almost six in ten (57%) offer a membership discount in their acquisition mailings. A similar proportion (58%) offer intangible benefits and four in ten (43%) offer tangible benefits for those who join at a certain level.
- † The average gift in acquisition among responding museums is between \$50 and \$99.99. One in four (24%) give \$50 to less than \$75 and twenty-six percent give \$75 to less than \$100.

Member Appeals and Acknowledgements

- † Most museums send send lapsed/re-join appeals (86%) and annual fund appeals (81%). Six in ten (59%) also send upgrade appeals to their members.
- † Approximately half of the museums (48%) send one to two special appeals throughout the year. Another third (34%) send three to five special appeals.
- † The typical acknowledgment letter is produced in-house (81%) and sent out weekly (56%) in response to gifts at the \$500 and above level (56%). The typical signers are museum directors (60%) and membership directors (54%).

Websites and E-mail

- † Nine in 10 (92%) allow members to join or renew on their website.
- † Nearly six in 10 (57%) use e-mail to send renewal notices and almost all respondents (98%) say they use e-mail renewal notices in conjunction with direct mail renewal notices.
- † Most museums publish an e-newsletter (94%) and do so on a monthly basis (56%).

- † Email appeals are largely used for renewals (57%), new member acquisition (47%), annual fund (47%), and lapsed/re-join campaigns (43%).
- † Nearly all responding museums (96%) have a presence on Facebook and 75% have a presence on Twitter.

Exhibitions, Special Events, and Receptions

- † More than half of the museums (53%) normally host one “blockbuster” exhibition annually. Fifty-six percent do not surcharge major exhibitions. One in four (27%) do surcharge major exhibitions, but not for members.
- † One in four respondents (25%) report having three to five events/receptions each year. Approximately three in ten (28%) hold six to ten events and 20% hold eleven to fifteen events annually.
- † Most museums (70%) have not cut back on the number of special events offered in the last year.
- † Over seven in ten (72%) offer special events and receptions at no cost.

Member Benefits

- † The most commonly offered tangible benefits are museum newsletters (63%), museum magazines (54%), calendars of events (53%), exhibition tickets (41%), and exhibition catalogs (38%).
- † Among the most commonly offered intangible benefits are discounts in the museum shop (95%), reciprocal membership (87%), free admission (86%), and discounts in the museum restaurant (61%).
- † Over six in ten museums (63%) report their benefit offers remaining the same over the past year.
- † More than eight in ten (82%) offer free member programming such as tours, lectures, concerts, and films.
- † Most museums (84%) belong to a reciprocal membership program: 42% belong to more than one reciprocal membership program and another 42% belong to just one reciprocal membership program.
- † Seven in 10 museums (70%) offer reciprocal membership privileges at the \$100+ price level. One in four (26%) provide reciprocal membership at all price levels.

Tabulations

Explanation: The tables below provide results from each question in the survey, with overall results (first column) and results by key subgroups (subsequent columns). The following rows show the percent of people who gave each response.

Statistically significant differences between subgroups are noted by one or more letters immediately beneath the percentage line. The letter indicates which column(s) the result differs from. Uppercase letters represent stronger differences (more than 99% confidence); lowercase letters represent milder differences (more than 95% confidence).

Q. What type of museum do you work for?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Art	60%	100% B	0% A	65%	71%	50%	48%	78%	63%	56%	50%
History	5%	0% b	11% a	5%	13%	0%	0%	0%	13%	4%	4%
Science	7%	0% B	17% A	0%	4%	19%	8%	0%	0%	16%	8%
History & Science	5%	0% b	11% a	0%	8%	0%	8%	0%	6%	4%	8%
Garden	7%	0% B	17% A	5%	4%	19%	4%	6%	0%	8%	12%
Zoo	1%	0%	3%	0%	0%	0%	4%	0%	0%	4%	0%
Aquarium	3%	0% b	9% a	0%	0%	0%	12%	0%	0%	0%	12%
Other, please specify	13%	0% B	31% A	25%	0%	13%	16%	17%	19%	8%	8%

Q. How many years have you worked at your museum?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 1 year	11%	13%	9%	20%	8%	0%	13%	22%	0%	20%	4%
1 - 3 years	39%	38%	40%	40%	50%	50%	21%	39%	56%	32%	36%
4 - 9 years	38%	35%	43%	40%	25%	38%	50%	28%	38%	40%	40%
10+ years	11%	13%	9%	0%	17%	13%	17%	11%	6%	8%	20%

Q. How many years have you worked in museum membership?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 1 year	11%	11%	11%	20%	4%	6%	12%	17%	6%	12%	12%
1 - 3 years	34%	34%	34%	45%	46%	31%	20%	33%	56%	32%	27%
4 - 9 years	38%	38%	37%	35%	29%	44%	40%	39%	31%	40%	31%
10+ years	17%	17%	17%	0%	21%	19%	28%	11%	6%	16%	31%

Q. Is this your first AMMC conference?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	47%	37% b	63% a	50%	57%	50%	32%	44%	56%	54%	38%
No	53%	63% b	37% a	50%	43%	50%	68%	56%	44%	46%	62%

Q. How many years have you attended AMMC?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
1	27%	28%	25%	60%	30%	0%	18%	20%	57%	27%	20%
2	11%	16%	0%	20%	10%	14%	6%	20%	14%	9%	7%
3	25%	19%	42%	10%	10%	14%	47%	10%	0%	36%	40%
4	11%	9%	17%	10%	10%	43%	0%	20%	0%	9%	7%
5	2%	3%	0%	0%	0%	14%	0%	10%	0%	0%	0%
6	5%	6%	0%	0%	10%	0%	6%	0%	14%	0%	7%
7	7%	6%	8%	0%	0%	14%	12%	10%	0%	0%	13%
8	5%	3%	8%	0%	10%	0%	6%	10%	14%	0%	0%
10+	6%	9%	0%	0%	20%	0%	0%	0%	0%	18%	0%
Mean	4.32	4.66	3.42	1.70 E	6.10	4.14 C	4.88	3.70	2.86	5.09	4.87

Q. What is the population of your museum's metro area?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 100,000	7%	10%	3%	10%	17%	0%	0%	0%	19%	4%	8%
100,000 - 499,999	17%	21%	12%	30%	21%	13%	4%	33%	13%	16%	8%
500,000 - 1,499,999	21%	25%	15%	25%	29%	20%	8%	22%	25%	24%	15%
1,500,000 - 5,000,000	31%	27%	38%	15%	17%	60%	44%	39%	25%	20%	42%
5,000,000+	20%	13%	29%	15%	17%	7%	36%	6%	13%	32%	23%
Not sure	3%	4%	3%	5%	0%	0%	8%	0%	6%	4%	4%

Q. How many other museums are in your city?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
None	2%	4%	0%	5%	4%	0%	0%	11%	0%	0%	0%
1	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2	8%	13% b	0% a	5%	21%	0%	0%	11%	0%	8%	8%
3	6%	6%	6%	5%	8%	13%	0%	11%	0%	12%	0%
4	6%	6%	6%	10%	8%	0%	4%	6%	19%	0%	4%
5 - 9	20%	21%	18%	20%	21%	20%	20%	17%	19%	16%	27%
10 - 14	21%	19%	24%	15%	8%	33%	32%	6%	25%	24%	27%
15 - 24	13%	12%	15%	20%	4%	13%	12%	11%	19%	12%	12%
25+	19%	12% b	29% a	10%	21%	13%	28%	22%	13%	24%	15%
Not sure	6%	8%	3%	10%	4%	7%	4%	6%	6%	4%	8%

Q. Do you consider your museum to be...?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Small	24%	31% b	12% a	65%	17%	13%	0%	56%	25%	20%	4%
Medium	42%	45%	38%	30%	71%	47%	21%	28%	63%	36%	44%
Large	33%	24% b	47% a	0%	13%	40%	79%	17%	6%	44%	52%
Not sure	1%	0%	3%	5%	0%	0%	0%	0%	6%	0%	0%

Q. My membership base is primarily...

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Local	54%	57%	50%	75%	46%	67%	42%	67%	56%	60%	40%
Regional	35%	33%	38%	15%	46%	27%	50%	11%	38%	32%	56%
National	8%	6%	12%	10%	8%	7%	8%	17%	6%	8%	4%
Not sure	2%	4%	0%	0%	0%	0%	0%	6%	0%	0%	0%

Q. What is your museum's annual visitation?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 5,000	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
5,000 - 9,999	1%	0%	3%	0%	0%	7%	0%	6%	0%	0%	0%
10,000 - 24,999	5%	4%	6%	20%	0%	0%	0%	6%	13%	0%	4%
25,000 - 49,999	4%	6%	0%	15%	0%	0%	0%	11%	7%	0%	0%
50,000 - 74,999	7%	8%	6%	15%	13%	0%	0%	6%	20%	8%	0%
75,000 - 99,999	2%	4%	0%	5%	0%	0%	4%	6%	0%	4%	0%
100,000 - 124,999	6%	6%	6%	5%	13%	7%	0%	0%	13%	8%	4%
125,000 - 149,999	6%	10%	0%	5%	17%	0%	0%	17%	7%	0%	4%
150,000+	60%	52%	71%	15%	48%	87%	96%	33%	27%	72%	88%
Not sure	10%	10%	9%	20%	9%	0%	0%	17%	13%	8%	0%

Q. What is the cost of adult museum admission?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Free	21%	27%	12%	40%	8%	33%	8%	100%	0%	0%	0%
Less than \$5	2%	0%	6%	10%	0%	0%	0%	0%	13%	0%	0%
\$5 - \$9.99	16%	19%	12%	35%	25%	0%	4%	0%	88%	0%	0%
\$10 - \$14.99	29%	27%	32%	10%	50%	40%	20%	0%	0%	100%	0%
\$15 - \$19.99	20%	21%	18%	0%	17%	27%	36%	0%	0%	0%	65%
\$20+	10%	4% b	21% a	5%	0%	0%	32%	0%	0%	0%	35%
Not Sure	1%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. What is the size of your membership (active households in a 12-month period)?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 2,500	23%	25%	20%	100%	0%	0%	0%	44%	56%	8%	4%
2,500 - 9,999	28%	33%	20%	0%	100%	0%	0%	11%	38%	48%	15%
10,000 - 24,999	18%	15%	23%	0%	0%	100%	0%	28%	0%	24%	15%
25,000 - 49,999	13%	8%	20%	0%	0%	0%	44%	6%	6%	8%	27%
50,000 - 74,999	10%	12%	9%	0%	0%	0%	36%	0%	0%	12%	23%
75,000 - 99,999	3%	0% b	9% a	0%	0%	0%	12%	6%	0%	0%	8%
100,000+	2%	4%	0%	0%	0%	0%	8%	0%	0%	0%	8%
Not sure	2%	4%	0%	0%	0%	0%	0%	6%	0%	0%	0%

Q. How many membership categories do you offer?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
1	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
3	1%	2%	0%	0%	0%	6%	0%	6%	0%	0%	0%
4	3%	4%	3%	5%	0%	0%	8%	6%	0%	0%	8%
5	8%	4%	14%	10%	4%	6%	8%	6%	13%	8%	8%
6	8%	2% b	17% a	5%	8%	6%	12%	6%	13%	4%	8%
7	20%	18%	23%	25%	17%	25%	16%	11%	19%	32%	15%
8	9%	10%	9%	10%	0%	13%	16%	17%	13%	0%	12%
9	13%	12%	14%	15%	13%	19%	8%	17%	13%	8%	15%
10+	37%	49% B	20% A	30%	58%	25%	32%	33%	31%	48%	35%

Q. What is the cost of your most populated membership level?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than \$35	1%	0%	3%	0%	0%	0%	4%	6%	0%	0%	0%
\$35 - \$49.99	9%	10%	9%	10%	8%	13%	8%	11%	6%	12%	8%
\$50 - \$74.99	33%	39%	23%	40%	50%	31%	12%	39%	75%	28%	8%
\$75 - \$99.99	34%	33%	34%	35%	29%	50%	28%	28%	13%	40%	42%
\$100+	21%	14% b	31% a	15%	8%	6%	48%	11%	6%	16%	42%
Not sure	2%	4%	0%	0%	4%	0%	0%	6%	0%	4%	0%

Q. At what level does your upper level membership program begin?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than \$250	14%	12%	17%	25%	13%	6%	12%	6%	31%	17%	8%
\$250 - \$499	18%	10% b	29% a	15%	17%	13%	24%	11%	13%	21%	23%
\$500 - \$999	18%	20%	14%	20%	22%	0%	24%	11%	25%	8%	27%
\$1000 - \$1999	40%	44%	34%	30%	39%	69%	28%	61%	25%	46%	27%
\$2000+	11%	14%	6%	10%	9%	13%	12%	11%	6%	8%	15%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. What is your lowest membership level price?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than \$35	27%	38% B	12% A	40%	33%	7%	21%	39%	44%	28%	8%
\$35 - \$49.99	36%	40%	29%	45%	29%	53%	25%	44%	31%	40%	28%
\$50 - \$74.99	27%	20%	38%	10%	33%	40%	29%	11%	25%	32%	36%
\$75 - \$99.99	7%	2% b	15% a	5%	0%	0%	21%	6%	0%	0%	20%
\$100+	2%	0%	6%	0%	4%	0%	4%	0%	0%	0%	8%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. What is your highest membership level price?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than \$1000	7%	4%	12%	0%	17%	7%	4%	0%	6%	8%	12%
\$1000 - \$4,999	23%	12% B	39% A	30%	13%	13%	30%	11%	50%	13%	24%
\$5000 - \$9,999	6%	2%	12%	5%	8%	0%	9%	6%	0%	8%	8%
\$10,000 - \$24,999	30%	44% B	9% A	45%	33%	33%	13%	56%	38%	25%	12%
\$25,000 - \$49,999	16%	16%	15%	15%	17%	13%	17%	11%	6%	21%	20%
\$50,000+	18%	22%	12%	5%	13%	33%	26%	17%	0%	25%	24%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. How often do your membership prices increase?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yearly	1%	0%	3%	0%	0%	7%	0%	0%	0%	4%	0%
Every 2 - 3 years	24%	14% b	38% a	5%	21%	27%	42%	6%	13%	24%	44%
Every 4 - 5 years	24%	30%	15%	15%	33%	13%	29%	17%	19%	28%	28%
Infrequently	40%	44%	35%	55%	33%	53%	29%	50%	69%	28%	28%
Never	5%	4%	6%	10%	4%	0%	0%	17%	0%	4%	0%
Not sure	6%	8%	3%	15%	8%	0%	0%	11%	0%	12%	0%

Q. Have you raised membership prices in the last 12 months?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	23%	12% B	38% A	25%	13%	27%	29%	17%	25%	20%	28%
No	77%	88% B	62% A	75%	88%	73%	71%	83%	75%	80%	72%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. Do you plan to raise membership prices in the next 12 months?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	20%	22%	18%	10%	25%	20%	25%	6%	13%	24%	32%
No	49%	54%	41%	60%	46%	40%	50%	67%	56%	32%	48%
Not sure	31%	24%	41%	30%	29%	40%	25%	28%	31%	44%	20%

Q. What is your annual membership gross revenue?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than \$250,000	23%	26%	21%	80%	14%	0%	0%	47%	60%	8%	0%
\$250,000 - \$999,999	26%	30%	21%	20%	68%	13%	0%	12%	27%	38%	24%
\$1 million - \$4.99 million	32%	28%	38%	0%	9%	87%	46%	35%	13%	29%	44%
\$5 million - \$9.99 million	11%	11%	12%	0%	0%	0%	38%	0%	0%	13%	24%
\$10 million - \$14.99 million	2%	0%	6%	0%	0%	0%	8%	6%	0%	0%	4%
\$15 million - \$19.99 million	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$20 million+	2%	2%	3%	0%	0%	0%	8%	0%	0%	4%	4%
Not sure	2%	4%	0%	0%	9%	0%	0%	0%	0%	8%	0%

Q. Have your gross revenues increased or decreased from last year?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Increased	40%	32%	50%	15%	32%	47%	63%	18%	7%	50%	64%
Decreased	31%	40% b	18% a	45%	36%	33%	13%	41%	60%	25%	12%
Stayed the same	23%	21%	26%	30%	23%	13%	25%	35%	27%	17%	20%
Not sure	6%	6%	6%	10%	9%	7%	0%	6%	7%	8%	4%

Q. What is your annual membership expense budget?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than \$100,000	30%	34%	24%	80%	32%	7%	0%	47%	53%	25%	8%
\$100,000 - \$499,999	31%	32%	29%	10%	50%	60%	13%	24%	20%	38%	36%
\$500,000 - \$999,999	11%	11%	12%	0%	9%	27%	13%	18%	0%	13%	12%
\$1 million - \$2.49 million	19%	17%	21%	0%	5%	0%	58%	6%	7%	17%	36%
\$2.5 million - \$4.99 million	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$5 million+	2%	2%	3%	0%	0%	0%	8%	6%	0%	0%	4%
Not sure	7%	4%	12%	10%	5%	7%	8%	0%	20%	8%	4%

Q. Has your expense budget increased or decreased from last year?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Increased	15%	17%	12%	15%	23%	13%	8%	29%	7%	17%	8%
Decreased	42%	53% b	26% a	25%	41%	47%	54%	35%	40%	50%	40%
Stayed the same	35%	21% B	53% A	40%	32%	27%	38%	29%	40%	21%	48%
Not sure	9%	9%	9%	20%	5%	13%	0%	6%	13%	13%	4%

Q. What percentage of institutional income does the membership revenue fund?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 5%	21%	17%	26%	35%	36%	13%	0%	24%	27%	21%	16%
5% - 25%	54%	53%	56%	40%	41%	67%	71%	35%	47%	58%	68%
26% - 50%	4%	4%	3%	5%	5%	0%	4%	6%	7%	0%	4%
51%+	2%	0%	6%	0%	0%	7%	4%	6%	0%	4%	0%
Not sure	19%	26%	9%	20%	18%	13%	21%	29%	20%	17%	12%

Q. Membership income supports... (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Operations	85%	87%	82%	65%	91%	93%	92%	65%	87%	96%	88%
Art acquisitions	21%	26%	15%	15%	27%	13%	25%	41%	13%	21%	12%
Exhibitions	53%	64% b	38% a	60%	55%	67%	38%	71%	47%	63%	36%
Education/ outreach	58%	66%	47%	65%	59%	73%	42%	76%	53%	67%	40%
Other, please specify	10%	11%	9%	10%	14%	13%	4%	18%	7%	13%	4%
Not sure	4%	0% b	9% a	5%	5%	0%	4%	0%	7%	0%	8%

Q. Which of the following membership expenses are covered by your department? *Membership staff*

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Partially Paid	14%	16%	12%	32%	14%	8%	4%	20%	33%	4%	8%
Expenses All Paid	73%	70%	76%	42%	64%	92%	96%	53%	60%	74%	92%
Not Paid	5%	5%	6%	16%	5%	0%	0%	20%	0%	4%	0%
Not sure	8%	9%	6%	11%	18%	0%	0%	7%	7%	17%	0%

Q. Which of the following membership expenses are covered by your department? *Other department employees (such as visitor services, website management, technical staff or other)*

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Partially Paid	32%	29%	34%	26%	35%	25%	36%	27%	47%	15%	39%
Expenses All Paid	3%	2%	3%	0%	0%	0%	9%	0%	0%	10%	0%
Not Paid	56%	56%	56%	58%	55%	75%	45%	60%	40%	60%	61%
Not sure	10%	12%	6%	16%	10%	0%	9%	13%	13%	15%	0%

Q. Which of the following membership expenses are covered by your department? Donor/member database

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Partially Paid	36%	37%	35%	37%	50%	15%	35%	27%	43%	30%	44%
Expenses All Paid	36%	40%	32%	32%	41%	46%	30%	53%	29%	43%	24%
Not Paid	19%	16%	24%	16%	9%	38%	22%	13%	21%	13%	28%
Not sure	8%	7%	9%	16%	0%	0%	13%	7%	7%	13%	4%

Q. Which of the following membership expenses are covered by your department? Events

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Partially Paid	40%	47%	30%	47%	36%	36%	39%	38%	60%	35%	33%
Expenses All Paid	53%	49%	58%	47%	55%	57%	52%	56%	40%	43%	67%
Not Paid	6%	2%	12%	0%	9%	7%	9%	0%	0%	22%	0%
Not sure	1%	2%	0%	5%	0%	0%	0%	6%	0%	0%	0%

Q. Which of the following membership expenses are covered by your department? Magazine or newsletter (print and production portion sent to membership)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Partially Paid	34%	36%	30%	32%	32%	36%	36%	50%	36%	26%	29%
Expenses All Paid	36%	27%	48%	26%	41%	36%	41%	31%	21%	48%	38%
Not Paid	26%	32%	18%	32%	23%	29%	23%	13%	36%	22%	33%
Not sure	4%	5%	3%	11%	5%	0%	0%	6%	7%	4%	0%

Q. Which of the following membership expenses are covered by your department? *Overhead (phones, office rental, office supplies, etc.)*

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Partially Paid	35%	38%	30%	44%	48%	31%	17%	33%	46%	32%	32%
Expenses All Paid	29%	19% b	42% a	11%	24%	23%	52%	13%	23%	36%	36%
Not Paid	29%	33%	24%	28%	24%	46%	26%	47%	23%	18%	32%
Not sure	7%	10%	3%	17%	5%	0%	4%	7%	8%	14%	0%

Q. Which of the following membership expenses are covered by your department? *Mailings*

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Partially Paid	33%	38%	26%	53%	41%	14%	21%	44%	60%	17%	24%
Expenses All Paid	63%	60%	68%	42%	55%	79%	79%	44%	40%	78%	76%
Not Paid	3%	0%	6%	0%	5%	7%	0%	6%	0%	4%	0%
Not sure	1%	2%	0%	5%	0%	0%	0%	6%	0%	0%	0%

Q. What is the size of your paid membership staff?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
1 - 2	43%	43%	44%	85%	68%	13%	4%	53%	67%	42%	24%
3 - 5	30%	34%	24%	10%	32%	67%	21%	35%	27%	29%	28%
6 - 10	11%	6%	18%	0%	0%	20%	25%	0%	0%	17%	20%
11 - 15	6%	4%	9%	0%	0%	0%	21%	6%	7%	4%	8%
16 - 20	2%	4%	0%	5%	0%	0%	4%	6%	0%	4%	0%
21 - 24	4%	4%	3%	0%	0%	0%	13%	0%	0%	4%	8%
25+	4%	4%	3%	0%	0%	0%	13%	0%	0%	0%	12%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. Has the Membership staff size increased or decreased since last year?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Increased	9%	9%	9%	10%	10%	0%	13%	12%	7%	4%	12%
Decreased	23%	32% b	9% a	10%	24%	33%	25%	18%	7%	22%	36%
Stayed the same	69%	60% b	82% a	80%	67%	67%	63%	71%	87%	74%	52%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. If you have paid on-site sales staff, what is the hourly rate paid?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
\$7 - \$9.99	15%	11%	21%	5%	14%	27%	17%	0%	20%	17%	20%
\$10 - \$11.99	19%	23%	12%	10%	14%	27%	25%	6%	13%	29%	20%
\$12 - \$14.99	12%	6%	21%	0%	18%	7%	21%	6%	7%	21%	12%
\$15+	11%	13%	9%	5%	5%	20%	17%	6%	7%	0%	28%
No paid on-site staff	32%	32%	32%	70%	36%	7%	13%	71%	47%	21%	8%
Not sure	11%	15%	6%	10%	14%	13%	8%	12%	7%	13%	12%

Q. Do you pay a sales commission or incentive for on-site sales?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	38%	45%	29%	30%	41%	53%	33%	41%	40%	38%	36%
No	62%	55%	71%	70%	59%	47%	67%	59%	60%	63%	64%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. What is your average renewal gift?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than \$30	2%	0%	6%	5%	5%	0%	0%	0%	7%	4%	0%
\$30 - \$49.99	2%	0%	6%	0%	0%	13%	0%	6%	0%	0%	4%
\$50 - \$74.99	25%	30%	18%	20%	27%	33%	21%	35%	40%	25%	8%
\$75 - \$99.99	21%	23%	18%	25%	23%	33%	8%	18%	13%	33%	16%
\$100 - \$124.99	23%	21%	26%	20%	23%	13%	33%	12%	20%	25%	32%
\$125 - \$149.99	9%	6%	12%	0%	5%	0%	25%	6%	0%	4%	20%
\$150 - \$249.99	5%	4%	6%	10%	5%	0%	4%	12%	0%	0%	8%
\$250+	1%	2%	0%	0%	5%	0%	0%	6%	0%	0%	0%
Not sure	11%	13%	9%	20%	9%	7%	8%	6%	20%	8%	12%

Q. What is your overall renewal rate?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 50%	11%	2% B	24% A	5%	18%	13%	8%	0%	13%	13%	16%
50% - 59%	16%	11%	24%	5%	9%	27%	25%	12%	7%	25%	16%
60% - 69%	37%	43%	29%	30%	27%	47%	46%	24%	33%	38%	48%
70% - 79%	16%	19%	12%	10%	32%	7%	13%	18%	20%	17%	12%
80%+	9%	13%	3%	25%	9%	0%	0%	24%	13%	4%	0%
Not sure	11%	13%	9%	25%	5%	7%	8%	24%	13%	4%	8%

Q. In the last year, has your overall renewal rate...?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Increased	30%	30%	29%	15%	27%	27%	46%	12%	13%	25%	56%
Decreased	27%	30%	24%	30%	32%	33%	17%	41%	40%	25%	12%
Stayed the same	30%	28%	32%	35%	27%	27%	29%	29%	40%	33%	20%
Not sure	14%	13%	15%	20%	14%	13%	8%	18%	7%	17%	12%

Q. What is your renewal rate for first year members?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 20%	8%	2% b	16% a	5%	10%	0%	13%	0%	7%	9%	13%
20% - 29%	14%	13%	16%	11%	15%	14%	17%	24%	0%	13%	17%
30% - 39%	9%	7%	13%	0%	5%	21%	13%	6%	0%	4%	22%
40% - 49%	17%	22%	9%	11%	35%	7%	13%	12%	36%	13%	13%
50% - 59%	10%	11%	9%	11%	10%	14%	8%	12%	7%	13%	9%
60%+	9%	11%	6%	11%	5%	7%	13%	6%	14%	4%	13%
Not sure	32%	33%	31%	53%	20%	36%	25%	41%	36%	43%	13%

Q. What is your renewal rate for 2+ year members?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 30%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
30% - 39%	3%	4%	0%	0%	10%	0%	0%	0%	0%	8%	0%
40% - 49%	10%	4% b	19% a	11%	10%	7%	13%	12%	14%	4%	13%
50% - 59%	12%	11%	13%	5%	10%	7%	21%	0%	7%	17%	17%
60% - 69%	17%	17%	16%	0%	14%	43%	17%	29%	7%	13%	17%
70% - 79%	18%	20%	16%	16%	29%	14%	13%	6%	29%	17%	22%
80%+	6%	9%	3%	16%	5%	0%	4%	18%	0%	0%	9%
Not sure	35%	35%	34%	53%	24%	29%	33%	35%	43%	42%	22%

Q. How many renewal notices do you send?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
1	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
2	4%	4%	3%	5%	5%	0%	4%	6%	0%	4%	4%
3	40%	38%	42%	63%	55%	20%	21%	41%	71%	25%	36%
4	23%	17%	30%	26%	18%	27%	21%	29%	14%	17%	28%
5	18%	21%	12%	0%	18%	40%	17%	12%	0%	33%	16%
6	9%	11%	6%	5%	0%	13%	17%	6%	14%	8%	8%
7	3%	4%	0%	0%	5%	0%	4%	0%	0%	4%	4%
8+	5%	4%	6%	0%	0%	0%	17%	6%	0%	8%	4%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. Do you combine mailed renewal notices with any of the following? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Telemarketing	38%	43%	30%	21%	23%	40%	63%	35%	36%	25%	52%
Email	61%	53%	73%	42%	41%	60%	96%	47%	50%	58%	80%
Voice broadcasting	5%	9%	0%	0%	0%	0%	17%	0%	0%	0%	16%
None of these	30%	36%	21%	47%	50%	20%	4%	41%	36%	33%	16%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. Do you offer the following with renewals? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Discounts	36%	33%	41%	5%	29%	60%	52%	18%	14%	50%	48%
Premiums	45%	43%	47%	26%	33%	47%	70%	18%	29%	64%	56%
Neither	42%	46%	38%	68%	57%	27%	17%	65%	71%	23%	28%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. How are memberships sold on-site? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Visitor services	73%	65%	84%	68%	76%	80%	70%	69%	71%	79%	71%
Paid on-site sales staff	44%	41%	47%	5%	43%	67%	61%	13%	29%	58%	58%
Volunteers	23%	24%	22%	37%	19%	13%	22%	19%	29%	33%	13%
Shop	56%	65%	44%	58%	62%	40%	61%	50%	71%	46%	63%
Café	4%	2%	6%	0%	10%	0%	4%	0%	0%	8%	4%
Other, please specify	8%	11%	3%	16%	10%	0%	4%	13%	7%	8%	4%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. How many new member acquisition campaigns do you send annually?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
None	13%	15%	9%	26%	14%	14%	0%	18%	21%	13%	4%
1	34%	32%	38%	42%	50%	14%	25%	24%	29%	42%	38%
2	25%	23%	28%	16%	18%	64%	17%	35%	36%	21%	17%
3	10%	11%	9%	5%	9%	7%	17%	6%	7%	8%	17%
4	5%	6%	3%	11%	0%	0%	8%	6%	0%	4%	8%
5	5%	4%	6%	0%	0%	0%	17%	6%	0%	4%	8%
6	1%	0%	3%	0%	0%	0%	4%	6%	0%	0%	0%
7	1%	2%	0%	0%	0%	0%	4%	0%	0%	0%	4%
8+	1%	2%	0%	0%	5%	0%	0%	0%	0%	4%	0%
Not sure	4%	4%	3%	0%	5%	0%	8%	0%	7%	4%	4%

Q. What is the total volume of acquisition mailings annually?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
None	12%	13%	9%	21%	14%	7%	4%	18%	14%	9%	8%
Less than 50,000	33%	35%	31%	68%	57%	0%	4%	41%	64%	22%	21%
50,000 - 99,999	12%	13%	9%	5%	10%	36%	4%	12%	0%	22%	8%
100,000 - 249,999	17%	11%	25%	5%	10%	43%	17%	18%	7%	22%	17%
250,000 - 299,999	4%	4%	3%	0%	0%	0%	13%	0%	7%	0%	8%
300,000 - 499,999	3%	2%	3%	0%	0%	0%	8%	0%	0%	0%	8%
500,000 - 999,999	8%	9%	6%	0%	0%	0%	25%	0%	0%	9%	17%
1 - 2.99 million	4%	4%	3%	0%	0%	0%	13%	6%	0%	0%	8%
3 million+	1%	0%	3%	0%	0%	0%	4%	6%	0%	0%	0%
Not sure	8%	9%	6%	0%	10%	14%	8%	0%	7%	17%	4%

Q. What is the average quantity for each mailing?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than 50,000	52%	54%	48%	87%	76%	55%	5%	71%	82%	44%	29%
50,000 - 99,999	17%	22%	11%	13%	12%	18%	24%	7%	18%	17%	24%
100,000 - 249,999	25%	19%	33%	0%	6%	27%	57%	14%	0%	39%	33%
250,000 - 499,999	3%	3%	4%	0%	0%	0%	10%	0%	0%	0%	10%
500,000+	2%	0%	4%	0%	0%	0%	5%	7%	0%	0%	0%
Not sure	2%	3%	0%	0%	6%	0%	0%	0%	0%	0%	5%

Q. Has your acquisition mail volume increased or decreased from last year?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Increased	22%	20%	26%	16%	30%	7%	29%	24%	14%	23%	25%
Decreased	38%	39%	35%	26%	40%	50%	38%	35%	57%	32%	33%
Stayed the same	31%	28%	35%	37%	25%	36%	29%	29%	21%	27%	42%
Not sure	9%	13%	3%	21%	5%	7%	4%	12%	7%	18%	0%

Q. Do you divide/ split your mailings to test?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	38%	28% b	52% a	11%	20%	50%	67%	24%	29%	36%	54%
No	56%	63%	45%	79%	75%	43%	29%	65%	71%	59%	38%
Not sure	6%	9%	3%	11%	5%	7%	4%	12%	0%	5%	8%

Q. Do you offer a discount in your acquisition mailings?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	57%	49%	70%	33%	65%	79%	57%	53%	46%	64%	61%
No	37%	44%	27%	56%	35%	21%	35%	35%	54%	27%	39%
Not sure	5%	7%	3%	11%	0%	0%	9%	12%	0%	9%	0%

Q. Do you offer a gift for those who join at a certain level? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes, intangible benefits (e.g., extra months of membership, special discounts, etc.)	58%	54%	63%	61%	50%	64%	58%	47%	50%	64%	65%
Yes, tangible benefits (e.g., tote bag, catalogue, etc.)	43%	54% b	27% a	50%	45%	43%	38%	41%	43%	36%	52%
No	29%	30%	27%	33%	35%	21%	25%	35%	43%	32%	13%
Not sure	1%	0%	3%	0%	0%	0%	4%	0%	0%	0%	4%

Q. What is your average gift in acquisition?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than \$25	7%	2%	13%	11%	11%	0%	4%	12%	7%	9%	0%
\$25 - \$49.99	3%	2%	3%	0%	5%	7%	0%	6%	0%	5%	0%
\$50 - \$74.99	24%	27%	19%	26%	32%	21%	17%	18%	64%	18%	9%
\$75 - \$99.99	26%	31%	19%	16%	21%	43%	29%	29%	0%	36%	30%
\$100 - \$124.99	18%	18%	19%	16%	21%	7%	25%	18%	7%	9%	35%
\$125+	4%	0% b	10% a	0%	0%	0%	13%	0%	0%	0%	13%
Not sure	18%	20%	16%	32%	11%	21%	13%	18%	21%	23%	13%

Q. What is your average response rate in acquisition?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than .25%	5%	0% b	13% a	5%	17%	0%	0%	0%	14%	5%	4%
.25% - .49%	16%	16%	16%	16%	28%	7%	13%	24%	14%	14%	13%
.50% - .74%	13%	18%	6%	5%	17%	21%	13%	12%	7%	14%	17%
.75% - .99%	12%	9%	16%	0%	0%	29%	21%	6%	0%	14%	22%
1.00% - 1.24%	11%	11%	10%	5%	17%	7%	13%	18%	14%	5%	9%
1.25% - 1.49%	7%	7%	6%	11%	6%	7%	4%	0%	14%	10%	4%
1.50%+	7%	5%	10%	5%	6%	0%	13%	6%	0%	5%	13%
Not sure	29%	34%	23%	53%	11%	29%	25%	35%	36%	33%	17%

Q. What kind of special appeals do you send to your members? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Annual fund	81%	83%	79%	67%	82%	93%	83%	69%	71%	88%	88%
Upgrade campaigns	59%	63%	55%	44%	59%	67%	67%	44%	57%	54%	76%
Lapsed/ re-join campaigns	86%	89%	82%	89%	82%	87%	88%	88%	93%	79%	88%
Capital or campaign gifts	23%	13% b	36% a	11%	18%	27%	33%	13%	29%	21%	28%
Acquisition or collector club appeals	11%	17% b	3% a	11%	14%	7%	13%	25%	0%	13%	8%
Multiple appeals scheduled throughout the fiscal year	23%	17%	30%	17%	18%	13%	38%	25%	14%	21%	28%
Other, please specify	4%	7%	0%	11%	0%	7%	0%	19%	0%	0%	0%
None of these	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. How many special appeals are sent during the year?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
None	4%	2%	6%	17%	0%	0%	0%	13%	7%	0%	0%
1 - 2	48%	54%	39%	56%	68%	47%	25%	44%	64%	71%	20%
3 - 5	34%	35%	33%	22%	18%	40%	54%	38%	14%	17%	60%
6 - 8	6%	0% B	15% A	6%	5%	7%	8%	6%	7%	0%	12%
9+	3%	2%	3%	0%	5%	0%	4%	0%	0%	4%	4%
Not sure	5%	7%	3%	0%	5%	7%	8%	0%	7%	8%	4%

Q. What is the average time frame for your museum to send acknowledgements (thank you letters) to members?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
1 day	3%	2%	3%	6%	0%	0%	4%	6%	0%	0%	4%
2 - 3 days	13%	11%	15%	11%	18%	13%	8%	19%	14%	17%	4%
Weekly	56%	54%	58%	50%	55%	60%	58%	38%	71%	54%	60%
Bi-weekly	22%	22%	21%	22%	27%	27%	13%	25%	14%	25%	20%
Monthly	4%	7%	0%	11%	0%	0%	4%	13%	0%	0%	4%
Other	3%	2%	3%	0%	0%	0%	8%	0%	0%	0%	8%
Not sure	1%	2%	0%	0%	0%	0%	4%	0%	0%	4%	0%

Q. How are acknowledgement letters produced?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
In-house	81%	80%	82%	89%	100%	93%	50%	81%	86%	88%	72%
Out-sourced	18%	17%	18%	11%	0%	7%	46%	19%	14%	8%	28%
Not sure	1%	2%	0%	0%	0%	0%	4%	0%	0%	4%	0%

Q. At what level are acknowledgements hand-signed?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Less than \$100	19%	20%	19%	56%	19%	7%	0%	31%	29%	17%	8%
\$100 and above	19%	17%	22%	0%	43%	27%	8%	19%	14%	17%	24%
\$500 and above	24%	22%	28%	22%	10%	40%	29%	13%	29%	30%	24%
\$1,000 and above	23%	24%	22%	22%	14%	20%	33%	31%	14%	22%	24%
\$2,500 and above	9%	13%	3%	0%	10%	0%	21%	6%	7%	4%	16%
Not sure	5%	4%	6%	0%	5%	7%	8%	0%	7%	9%	4%

Q. Who typically signs acknowledgement letters? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Membership Director	54%	63%	41%	50%	57%	60%	50%	50%	79%	35%	60%
Chief Curator	1%	2%	0%	0%	5%	0%	0%	6%	0%	0%	0%
Vice President of Development	23%	22%	25%	28%	14%	13%	33%	13%	29%	17%	32%
Museum Director	60%	70% b	47% a	72%	67%	60%	46%	81%	50%	61%	52%
Board Chair	10%	17% b	0% a	11%	19%	0%	8%	0%	7%	22%	8%
Other, please specify	15%	15%	16%	6%	14%	20%	21%	6%	0%	26%	20%
Not sure	5%	2%	9%	0%	0%	7%	13%	0%	0%	13%	4%

Q. Can members join or renew through your website?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	92%	96%	88%	78%	91%	100%	100%	94%	71%	96%	100%
No	8%	4%	12%	22%	9%	0%	0%	6%	29%	4%	0%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. Do you use e-mail to send renewal notices?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	57%	50%	67%	39%	41%	60%	83%	50%	29%	58%	76%
No	43%	50%	33%	61%	59%	40%	17%	50%	71%	42%	24%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. Do you send e-mail renewal notices in conjunction with your direct mail renewal notices or is e-mail the only channel you use for renewals?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Use e-mail renewal notices along with direct mail renewal notices	98%	100%	95%	100%	89%	100%	100%	100%	100%	93%	100%
Use e-mail renewal notices only	2%	0%	5%	0%	11%	0%	0%	0%	0%	7%	0%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. How often do you publish an e-newsletter?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Weekly	11%	15%	6%	17%	5%	27%	4%	13%	7%	21%	4%
Twice a Month	11%	15%	6%	11%	18%	0%	13%	6%	21%	4%	16%
Monthly	56%	54%	58%	50%	45%	47%	75%	63%	43%	50%	64%
Quarterly	13%	7%	21%	6%	23%	20%	4%	6%	21%	21%	4%
Infrequently	3%	2%	3%	6%	0%	0%	4%	0%	0%	0%	8%
Do not publish one	6%	7%	6%	11%	9%	7%	0%	13%	7%	4%	4%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. Do you use email appeals for the following? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Renewals	57%	49%	69%	35%	43%	60%	83%	44%	54%	48%	76%
New member acquisition	47%	51%	41%	53%	48%	27%	54%	50%	38%	35%	60%
Upgrade campaigns	22%	18%	28%	0%	19%	33%	33%	13%	8%	26%	32%
Annual fund	47%	44%	50%	6%	52%	73%	54%	25%	23%	57%	64%
Lapsed/re-join campaigns	43%	40%	47%	29%	48%	27%	58%	38%	31%	35%	60%
Other, please specify	10%	9%	13%	12%	5%	13%	13%	19%	8%	4%	12%
Do not use e-mail for any appeals	19%	27%	9%	41%	19%	20%	4%	25%	38%	17%	8%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. Do you use telemarketing for the following? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Renewals	41%	46%	33%	33%	23%	40%	63%	38%	43%	25%	56%
New member acquisition	11%	13%	9%	6%	5%	7%	25%	0%	7%	4%	28%
Upgrade campaigns	18%	20%	15%	11%	5%	13%	38%	31%	0%	8%	28%
Annual fund	19%	20%	18%	6%	5%	27%	38%	25%	7%	8%	32%
Lapsed/re-join campaigns	37%	39%	33%	6%	36%	33%	63%	38%	21%	29%	52%
Other, please specify	3%	2%	3%	6%	0%	0%	4%	6%	0%	0%	4%
Do not use telemarketing	46%	41%	52%	61%	59%	40%	25%	44%	50%	54%	36%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. Does your museum have a presence on the following social media sites? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Facebook	96%	98%	94%	94%	100%	87%	100%	88%	100%	100%	96%
My Space	15%	13%	18%	6%	23%	7%	21%	13%	14%	13%	20%
Linked in	15%	15%	15%	11%	18%	20%	13%	6%	0%	33%	12%
Twitter	75%	74%	76%	67%	68%	80%	83%	69%	64%	83%	76%
Other, please specify	20%	24%	15%	22%	18%	20%	21%	25%	29%	21%	12%
We have no presence on social media sites	4%	2%	6%	6%	0%	13%	0%	13%	0%	0%	4%
Not sure	1%	2%	0%	0%	0%	0%	4%	0%	0%	0%	4%

Q. How many special events and receptions do you schedule each year?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
None	1%	0%	3%	0%	0%	0%	4%	0%	0%	0%	4%
1 - 2	13%	7%	21%	17%	18%	13%	4%	19%	29%	8%	4%
3 - 5	25%	28%	21%	22%	23%	47%	17%	19%	21%	29%	28%
6 - 10	28%	33%	21%	39%	18%	27%	29%	38%	29%	17%	32%
11 - 15	20%	13%	30%	11%	14%	13%	38%	19%	7%	25%	24%
16+	11%	17% b	3% a	11%	23%	0%	8%	6%	14%	17%	8%
Not sure	1%	2%	0%	0%	5%	0%	0%	0%	0%	4%	0%

Q. Have you cut back on the number of special events and receptions offered in the last year?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	25%	28%	21%	17%	18%	47%	25%	31%	21%	29%	20%
No	70%	67%	73%	78%	77%	40%	75%	69%	71%	63%	76%
Not sure	5%	4%	6%	6%	5%	13%	0%	0%	7%	8%	4%

Q. What is the typical fee for these events?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
No charge	72%	72%	73%	78%	77%	60%	71%	75%	79%	71%	68%
Less than \$10	6%	4%	9%	17%	0%	13%	0%	6%	14%	8%	0%
\$10 - \$15	8%	7%	9%	6%	5%	7%	13%	6%	7%	13%	4%
\$16 - \$20	1%	2%	0%	0%	5%	0%	0%	0%	0%	0%	4%
\$21 - \$25	1%	0%	3%	0%	0%	7%	0%	0%	0%	0%	4%
\$26 - \$50	5%	7%	3%	0%	0%	13%	8%	13%	0%	0%	8%
\$51+	3%	2%	3%	0%	9%	0%	0%	0%	0%	4%	4%
Not sure	4%	7%	0%	0%	5%	0%	8%	0%	0%	4%	8%

Q. Which of the following tangible member benefits do you offer? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Museum magazine	54%	61%	45%	22%	55%	53%	79%	50%	50%	58%	56%
Calendar of events	53%	57%	48%	44%	55%	33%	71%	50%	50%	58%	52%
Museum newsletter	63%	54%	76%	83%	59%	60%	54%	81%	64%	63%	52%
Exhibition catalogue(s)	38%	57% B	12% A	56%	41%	20%	33%	50%	50%	38%	24%
Exhibition tickets	41%	50% b	27% a	22%	36%	60%	46%	31%	36%	50%	40%
Free audio guides	19%	24%	12%	11%	27%	27%	13%	19%	7%	25%	20%
Museum guide	8%	4%	12%	6%	9%	0%	13%	6%	7%	8%	8%
Tote bag	22%	26%	15%	17%	23%	20%	25%	25%	7%	25%	24%
Other gifts/premiums	33%	39%	24%	39%	27%	53%	21%	50%	36%	29%	24%
Other, please specify	16%	13%	21%	17%	23%	13%	13%	6%	7%	17%	28%
None of these	3%	2%	3%	0%	5%	0%	4%	0%	0%	4%	4%

Q. Which of the following intangible benefits do you offer? (Select all that apply.)

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Free admission	86%	85%	88%	67%	91%	93%	92%	44%	100%	96%	96%
Discount in shop	95%	93%	97%	83%	100%	93%	100%	81%	93%	100%	100%
Discount in café/restaurant	61%	52%	73%	17%	73%	67%	79%	38%	29%	75%	80%
Fees waived for events and education programs	48%	48%	48%	56%	50%	40%	46%	50%	71%	42%	40%
Free parking	27%	20%	36%	33%	23%	27%	25%	31%	21%	33%	20%
Discounted parking	18%	20%	15%	6%	9%	27%	29%	13%	7%	13%	32%
Priority admission	44%	46%	42%	28%	32%	53%	63%	31%	21%	50%	60%
Reciprocal membership	87%	100% B	70% A	89%	91%	100%	75%	94%	86%	96%	76%
Consultation with curators	20%	22%	18%	44%	18%	20%	4%	38%	36%	13%	8%
Travel program	42%	50%	30%	22%	50%	53%	42%	44%	43%	38%	44%
Other, please specify	19%	17%	21%	6%	18%	27%	25%	19%	0%	13%	36%

Q. Do you offer free member programming such as tours, lectures, concerts, and films?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes	82%	89%	73%	94%	77%	73%	83%	94%	86%	71%	84%
No	16%	11%	24%	0%	23%	27%	17%	6%	7%	29%	16%
Not sure	1%	0%	3%	6%	0%	0%	0%	0%	7%	0%	0%

Q. Have your benefit offers increased or decreased in the past year?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Increased	25%	24%	27%	33%	27%	20%	21%	19%	21%	21%	36%
Decreased	9%	9%	9%	6%	5%	20%	8%	25%	7%	4%	4%
Stayed the same	63%	63%	64%	61%	68%	53%	67%	56%	71%	75%	52%
Not sure	3%	4%	0%	0%	0%	7%	4%	0%	0%	0%	8%

Q. Does your museum belong to one or more reciprocal membership programs?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes, one program	42%	39%	45%	56%	36%	47%	33%	50%	36%	50%	32%
Yes, more than one program	42%	57% B	21% A	33%	45%	53%	38%	44%	43%	38%	44%
No	13%	0% B	30% A	6%	14%	0%	25%	6%	7%	8%	24%
Not sure	4%	4%	3%	6%	5%	0%	4%	0%	14%	4%	0%

Q. At what price level do your members receive reciprocal membership privileges?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
All levels	26%	9%	59%	13%	22%	40%	29%	13%	27%	24%	37%
Under \$35	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$35 - \$49.99	3%	0%	9%	6%	0%	7%	0%	7%	9%	0%	0%
\$50 - \$99.99	2%	0%	5%	0%	0%	0%	6%	0%	0%	5%	0%
\$100-\$249.99	53%	70%	18%	75%	56%	33%	47%	53%	64%	57%	42%
\$250+	17%	20%	9%	6%	22%	20%	18%	27%	0%	14%	21%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q. How many "blockbuster" exhibitions does your museum normally host per year?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
None	27%	24%	30%	56%	27%	20%	8%	31%	64%	13%	16%
1	53%	57%	48%	33%	45%	73%	63%	50%	36%	67%	52%
2	11%	13%	9%	11%	5%	0%	25%	13%	0%	4%	24%
3	3%	0%	6%	0%	9%	0%	0%	0%	0%	4%	4%
4	4%	4%	3%	0%	9%	7%	0%	0%	0%	13%	0%
5+	1%	0%	3%	0%	0%	0%	4%	6%	0%	0%	0%
Not sure	1%	2%	0%	0%	5%	0%	0%	0%	0%	0%	4%

Q. Do you surcharge major exhibitions?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Yes, for everyone	4%	0% b	9% a	6%	5%	7%	0%	0%	7%	4%	4%
Yes, but not for members	27%	35%	15%	11%	27%	40%	29%	38%	21%	29%	20%
Yes, but members get a discount or some free tickets	13%	13%	12%	0%	14%	13%	21%	0%	14%	21%	12%
No	56%	52%	61%	83%	55%	40%	46%	63%	57%	46%	60%
Not sure	1%	0%	3%	0%	0%	0%	4%	0%	0%	0%	4%

Q. What does your museum usually charge members for a “blockbuster” or special ticket exhibitions?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
No charge	82%	91% b	69% a	88%	76%	73%	88%	94%	71%	75%	87%
Less than \$5	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
\$5 - \$9.99	6%	2%	13%	0%	10%	13%	4%	0%	7%	8%	9%
\$10 - \$14.99	3%	0%	6%	6%	0%	7%	0%	0%	7%	4%	0%
\$15 - \$19.99	3%	2%	3%	0%	10%	0%	0%	0%	0%	8%	0%
\$20+	3%	4%	0%	0%	0%	0%	8%	0%	0%	4%	4%
Not sure	4%	0% b	9% a	6%	5%	7%	0%	6%	14%	0%	0%

Q. Is your database program internal or outsourced?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Internal	87%	85%	91%	100%	77%	80%	92%	81%	93%	92%	84%
Outsourced	9%	9%	9%	0%	18%	7%	8%	13%	7%	4%	12%
Not sure	4%	7%	0%	0%	5%	13%	0%	6%	0%	4%	4%

Q. What database program do you use at your museum?

	Total	Museum Type		Active Membership Size				Adult Admission			
		Art	Other	Less than 2,500	2,500 - 9,999	10,000 - 24,999	25,000+	Free	Less than \$10	\$10 - \$14.99	\$15+
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)
Raiser’s Edge	55%	59%	50%	22%	77%	71%	50%	33%	36%	75%	60%
Donor Perfect	4%	0% b	9% a	11%	5%	0%	0%	0%	7%	4%	4%
Sage	5%	2%	9%	0%	5%	7%	8%	7%	14%	0%	4%
Other, please specify	36%	39%	31%	67%	14%	21%	42%	60%	43%	21%	32%
Not sure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

About Campbell Rinker

Campbell Rinker is recognized as a leader in producing quality marketing research for museums, universities, and other nonprofits. The full-service firm specializes in conducting research among donors, members, and alumni and is a pioneer in using trade-off analysis to understand the value members assign to membership benefits and build forecasts based on the results.

The firm brings core values to each project it delivers. The results are usable and concrete; not lofty and theoretical. The findings are interpreted with care and precision, giving clients confidence that their decisions will result in the best possible marketing direction. And, as members of the MRA and CASRO, Campbell Rinker follows a code of ethics designed to set an example for others in the research community.

Selected Campbell Rinker Staff Biographies

Dirk Rinker succeeded founder Bruce Campbell as the owner of the firm in December, 2003. He joined the firm in early 1999. He has been active in the field of nonprofit direct marketing analysis, research, and fundraising since 1983. During his tenure with Campbell Rinker, the firm has produced research and analysis for nonprofit clients as diverse as Mercy Corps, American Heart Association, Catholic Relief Services, American Red Cross, University of Michigan, Project HOPE, The Carter Center, Houston Grand Opera, Save the Children, UCLA School of Law, Arthritis Foundation, World Vision, and hundreds of other nonprofits around the country. Dirk earned a B. A. in Advertising with Distinction from San Jose State University.

Jim McGee, Vice President and Southeast Asia Director, leads many of Campbell Rinker's efforts to adapt leading-edge quantitative research methods to the nonprofit sector. In his work for Campbell Rinker, he has aided clients such as the Alumni Association of the University of Michigan, the Corcoran Gallery of Art in Washington D.C., Seattle Art Museum, the University of Iowa, and the Arthritis Foundation. Jim holds an M.S. degree in Marketing Research from the University of Texas at Arlington. He has worked with Campbell Rinker since 2000.

Jennifer Spencer, Director of Custom Research, has been with Campbell Rinker since 1995 and has served in her current position since 2003. During her tenure at the firm, Jennifer has worked with nearly every client in some capacity, including managing projects for the American Red Cross, the Japanese American National Museum, the Museum of Modern Art, Campus Crusade for Christ, Winterthur Museum & Country Estate, the Salvation Army, and Museum of Fine Arts, Boston among many others. Jennifer also oversees all Campbell Rinker's data analytics. She graduated summa cum laude from Biola University with a B. A. in Psychology. Jennifer is a member of the Market Research Association (MRA) and the Council of American Survey Research Organizations (CASRO).

Capabilities

When you select Campbell Rinker as your research partner, you receive our experience, our professionalism, and much more...

- † *A deep understanding of opinions and attitudes among donors, members and alumni*
- † *State-of-the-art calling centers featuring computer-aided telephone interviewing software*
- † *Interviewers trained in the art and science of donor and member interviews,*
- † *Remote silent monitoring for interview quality control,*
- † *Live pre-testing of all survey instruments,*
- † *SurveySystem™ software for cross-tabulations and banners,*
- † *SPSS™ and Sawtooth™ software fully-optimized for advanced analyses,*
- † *Proprietary Campbell Rinker software for database analyses,*
- † *Full-color reports suitable for boardroom presentations,*
- † *Optional, on-site presentation of research results and implications.*



Market Expertise

Campbell Rinker has experience with a wide range of research areas, demonstrating an ability to meet the needs of varied clientele.

- † *Membership Engagement*
- † *Donor Engagement*
- † *Alumni Engagement*
- † *Nonprofits and Fundraising*
- † *Civic and Governmental*
- † *Publishing and Broadcasting*
- † *Software*
- † *Tourism*

Research Expertise

Campbell Rinker is a full-service research agency, offering a complete array of research tools. We tailor our use of proven, innovative research techniques to deliver results to fulfill your specific objectives.

Satisfaction Research

- † *DASHtrack™ satisfaction system*

Custom Research & Analysis

- † *Live or Online Focus Groups*
- † *In-person interviews*
- † *Surveys by Internet, mail and phone*
- † *Conjoint Analysis and Modeling*
- † *Donor Value ModelingSM*
- † *Perceptual Mapping*
- † *Segmentation Analysis*
- † *Gift Sensitivity MeterSM*

Data Analytics

- † *Donor Performance Analysis*
- † *Member Performance Analysis*
- † *Life Time Value Analysis*
- † *Event Analysis*

Research Reports

- † *DonorPulseSM studies of donor attitudes, awareness and giving by sector*
- † *Donor & Member Software*
- † *NonProfit Accounting Software*
- † *NonProfit Consulting*
- † *Home School Curriculum*

Selected Clients

Advocacy

American Center for Law and Justice
American Scottish Foundation
Evangelical Development Ministries
Massachusetts SPCA
Presbyterian Lay Committee
Prison Fellowship
Voice of America
Wildlife Conservation Society

Arts

Corcoran Gallery of Art
Detroit Institute of Arts
Houston Grand Opera
Japanese American National Museum
Museum of Fine Arts, Boston
Museum of Modern Art
Museum of New Mexico Foundation
San Francisco Symphony Orchestra
Santa Fe International Folk Ark Market
Seattle Art Museum
Winterthur Museum & Country Estate

Education

Belmont Abbey College
Biola University
Bridgewater College
Bucknell University
California State University System
Clarkson University
Centennial College
Chicago Theological Seminary
Fordham University
Loyola Univ. of New Orleans
Meharry Medical College
Oral Roberts University
Phillips Academy Andover
Saint Mary's College (TX)
St. Mary's University
State University of New York

Summit Country Day School
Tiger Woods Foundation
UCLA External Affairs
The UCLA Fund
UCLA School of Law
University of Michigan College of Engineering
University of Pittsburgh
University of South Carolina
Western Governors University

Health and Hospital

ALS Association
Alzheimer's Association
American Heart Association
Arthritis Foundation
Children's Medical Center of Dallas
Little Company of Mary Hospital
MD Anderson Cancer Center
National Easter Seals
National Jewish Medical and Research Center
St. Jude Children's Research Hospital

International

American Red Cross
CARE
Catholic Medical Mission Board
ChildReach / Plan International
Compassion International
Food for the Hungry
Habitat for Humanity, Int'l
Heifer, International
Int'l Service Agencies
Latin American Childcare
Mercy Corps
Opportunity International
Project HOPE
Save the Children
The Carter Center
UNICEF
Voice of America
World Emergency Relief
World Witness

Membership

Alpha Beta Tau

Alumni Association of the University of Michigan
American Zoological Association
Binder Park Zoo
Boy Scouts of America
Brooklyn Botanical Gardens
California Society of CPAs
Fort Worth Museum of Science and History
International Code Council
Monterey Bay Aquarium
National Athletic Trainers' Association
National Catholic Development Conference
Point Defiance Zoo and Aquarium
University of Iowa Alumni Association

Social Service

Boy Scouts of America
Lutheran Social Services
Martin Luther Home
Methodist Children's Home
Salvation Army
Teen Challenge
The Bowery Mission
Union Rescue Mission
United Way of Greater Los Angeles

Partial list, some served through agencies