



2014 AIC/FAIC CONSERVATION COMPENSATION RESEARCH

OVERVIEW REPORT
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THE FOUNDATION
OF THE AMERICAN
INSTITUTE FOR
CONSERVATION
OF HISTORIC AND
ARTISTIC WORKS



The Foundation of the American Institute for
Conservation of Historic and Artistic Works

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Introduction

Overview

The American Institute for Conservation of Historic and Artistic Works (AIC) and its Foundation regularly provide AIC members and the conservation profession as a whole with updated statistics regarding key issues facing the profession. Compensation and compensation-related topics are among the most significant areas of interest, and the focus of this research.

This research is based upon an online survey conducted of the AIC membership from September to December 2014. The survey builds upon a similar study conducted by FAIC in 2009, collecting data on a wide range of compensation and compensation-related issues including benefits, work setting metrics (e.g., staffing levels, clients served, etc.) and respondent demographics.

Research Methodology

The 2014 survey was closely modeled after the 2009 survey to allow the data to track trends. Modifications were limited to adding a small number of new questions, plus some question restructuring based on feedback from the 2009 respondents. The resulting survey was reviewed and tested by AIC/FAIC prior to fielding. Hard copy representation of the online form is provided in Appendix A.

Invitation emails, with click-through access to the survey, were distributed by AIC beginning in late September 2014. Reminder emails were distributed at regular intervals to encourage as many responses as possible. The survey remained open until December 8, 2014 to allow all who wished to participate the opportunity to do so.

The survey database was maintained by an independent third-party research firm to maintain strict respondent confidentiality. No raw or untabulated data were released outside of the research firm with the exception of respondent contact information to enable AIC/FAIC to send the respondents a free summary of the research results. Additionally, all analysis results are based on aggregate data, and structured in such a manner to ensure responses cannot be related to a specific individual or company/organization.

A total of 1,104 individuals accessed the survey form. The survey form included screening questions to ensure the sample was limited to individuals located in the U.S. or Canada who are currently employed in the conservation profession (versus being an unpaid intern, retired, etc.). The responses from those who met the screening requirements were examined for completeness and duplications. Removal of the substantially incomplete responses and duplicates left a total usable sample of 890 responses (including 27 individuals who derive only a small portion of their income from conservation services).



Each of the retained responses was reviewed. In some cases, individual responses were re-coded to avoid excessive use of the “other” category, or to correct verifiable response errors. All monetary data that were provided in Canadian dollars were converted to US dollars using the exchange rate as of 12/16/2014 (1.00 CAD = 0.8598 USD). Significant outlier responses were also examined and, in cases where they could not be verified, were removed to avoid skewing the data.

The surveys collected data for some numerical values by using ranges. For example, rather than ask for the respondent’s specific age, the survey asked if the individual fell into the “under 25,” “25 to 30,” etc. age bracket. This method speeds survey completion times and improves response rates. Averages for these data, however, must be computed using range mid-points. While accurate, it is less precise than working directly with a discrete value. Averages derived from range mid-points are noted as such in the report.

Report Organization

The report is divided into the following five sections:

- ▶ **Sample Demographics and Profile** — this section provides a synopsis of key demographics and professional issues across the full sample. Issues explored include age, gender, experience, educational background, speciality areas, and how conservators allocate their time. The data are segmented by employment setting.
- ▶ **Private Practice** — this section is limited to the private practice conservators, and examines issues unique to this segment.
- ▶ **Museum/Historical Society** — this section is limited to those who are employed by a museum or historical society.
- ▶ **Library/Archive** — this portion of the report focuses on conservators employed in a library or archive setting.
- ▶ **All other settings** — there were insufficient responses from the remaining settings (regional conservation centers/labs, universities, and government institutions) to support a detailed analysis. This section explores the data collected for each setting to as fine a degree as supportable by the sample sizes.

When possible and appropriate, the 2014 data are compared with the 2009 results. Please refer to the 2009 report for details on the past research methodology and results.



I. Sample Demographics and Profile

Conservation Involvement

Nearly all of the respondents (97%) indicate that conservation work is their primary (or only) profession, and their main source of income. A small number of individuals (total of 27) consider themselves to be “secondary conservators” — they are engaged in conservation work, but only as a secondary occupation or side-line business (see Exhibit 1.1).

1.1: Conservation Involvement

	Percentage of sample	n=
Conservation work is my primary (or only) profession, and is the main source of my income	97.0%	863
I am involved in conservation work, but only as a secondary occupation or side-line business. Conservation work is NOT my primary source of income at present.	3.0%	27

Most of these “secondary conservators” report that conservation work comprises 10% or less of their total income (see Exhibit 1.2), and many did not fully complete subsequent sections of the survey. To avoid skewing the data, the 27 “secondary conservators” were removed from the analysis pool and are not included in any subsequent analyses.

1.2: Percentage of Income from Conservation Work Among “Secondary Conservators”

	Less than 5%	5%–10%	11%–15%	16%–25%	26%–35%	n=
% of income from conservation work in 2013	55.6%	18.5%	11.1%	14.8%	0.0%	27
% of income from conservation work in 2014	37.0%	29.6%	18.5%	11.1%	3.7%	27

All subsequent data are based upon the 863 individuals who state that conservation work is their primary or only profession.



Location

The sample primarily consists of U.S.-based respondents, with the largest share located in the Northeast region. A total of 52 states and provinces are represented in the 2014 sample, with the top states being New York (18.7% of the sample) and California (10.7% of the sample); the top province is Ontario (3% of the sample). A regional breakout of the data is illustrated in Exhibit 1.3.

Regional Breakout

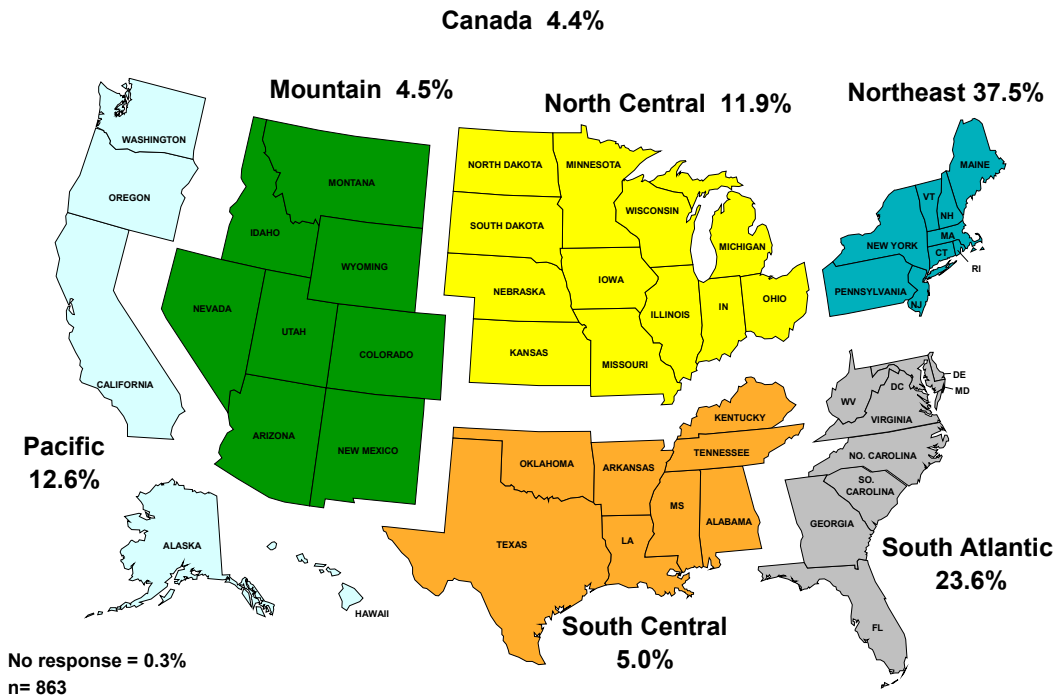


Exhibit 1.3

Membership Status

Nearly 98% of the respondents are current AIC members. Only nine individuals have never been AIC members, with the remaining being either past members or unsure of their membership status (see Exhibit 1.4).

AIC Membership Status

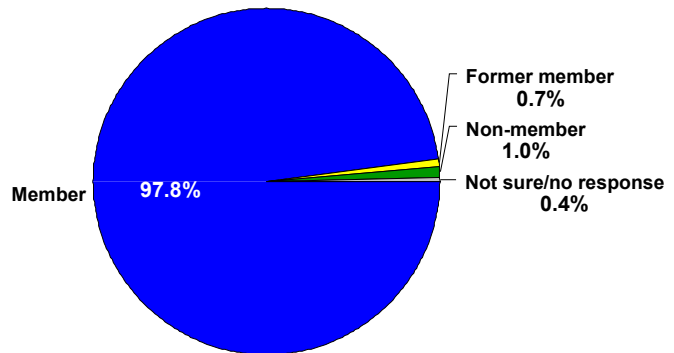


Exhibit 1.4



Employment Setting

The respondents' employment setting is one of the most critical data elements to examine in a compensation study since it has an enormous impact on not only compensation, but also factors such as benefits, type of work performed, and responsibilities. Accordingly, the survey used ten categories to capture employment setting data, plus the option to use an "other" category should none of the established categories be applicable.

As summarized in Exhibit 1.5, a museum or historical society that is not based at a university or college is the most common response, accounting for nearly 36% of the responses. Private practice is also well-represented, accounting for nearly 31% of the sample (see Exhibit 1.5).

1.5: Employment Setting

	Percentage of sample	n=
Conservation private practice/company — This category includes for-profit companies that are engaged in conservation activities as their PRIMARY line of business. It also includes those who are self-employed in the conservation profession.	29.0%	250
Other private practice/company — This category includes for-profit companies that are engaged in conservation activities, but as a SECONDARY line of business (for example, an architectural firm that engages in conservation activities, a vendor of supplies/materials for the conservation field, etc.). As above, it also includes those who are self-employed.	1.7%	15
Museum or historical society — university- or college-based	7.3%	63
Museum or historical society — all others	35.8%	309
Library or archive — university- or college-based	8.3%	72
Library or archive — all others	7.3%	63
Regional conservation center/lab	4.6%	40
University, college or other educational institution*	2.3%	20
Government institution (federal, state or local) that is NOT a museum, library, or any of the above choices	2.9%	25
Other non-profit organization not listed above	0.7%	6

* = respondents employed at a museum or library at a university/college were instructed to not select this choice, but rather select one of the museum or library choices.



As seen in the 2009 data, some settings are composed of only a small number of individuals, making it statistically untenable to independently analyze each of the ten settings. Some categories were combined to bolster the sample size and provide for a more meaningful analysis, resulting in the following six working categories:

- ▶ Conservation private practice/company plus other private practice/company — 30.7% (265 individuals)
- ▶ Museum or historical society (both university and non-university based) — 43.1% (372 individuals)
- ▶ Library or archive (both university and non-university based) — 15.6% (135 individuals)
- ▶ Regional conservation center/lab — 4.6% (40 individuals)
- ▶ University, college or other educational institution — 2.3% (20 individuals)
- ▶ Government institution — 2.9% (25 individuals)

These six categories are the same categories used in the 2009 analysis, and serve as the foundation for all subsequent analyses.



Demographic Trends

The 2009 and 2014 samples are highly analogous on all demographic criteria. This close correlation is important to allow for a viable comparison of trends between the two data sets (see Exhibit 1.6)

1.6: Demographic Trends

		2014	2009
Conservation work status	Conservation work is my primary (or only) profession, and is the main source of my income	97.0%	96.9%
	I am involved in conservation work, but only as a secondary occupation or side-line business. Conservation work is NOT my primary source of income at present.	3.0%	3.1%
AIC membership status	Member	97.8%	97.1%
	Former member	0.7%	1.1%
	Non-member	1.0%	0.5%
	Not sure/no response	0.4%	1.3%
Location	Northeast	37.5%	35.2%
	South Atlantic	23.6%	21.7%
	South Central	5.0%	6.6%
	North Central	11.9%	15.2%
	Mountain	4.5%	3.4%
	Pacific	12.6%	12.5%
	Canada	4.4%	5.3%
	No response	0.3%	0.2%
Work setting	Conservation private practice/company	29.0%	27.6%
	Other private practice/company	1.7%	2.4%
	Museum or historical society — university- or college-based	7.3%	5.9%
	Museum or historical society — all others	35.8%	36.6%
	Library or archive — university- or college-based	8.3%	10.4%
	Library or archive — all others	7.3%	5.6%
	Regional conservation center/lab	4.6%	4.8%
	University, college or other educational institution	2.3%	2.1%
	Government institution (federal, state or local) that is NOT a museum, library, or any of the above choices	2.9%	3.7%
	Other non-profit organization not listed above	0.7%	0.8%

n= 863 (2014); 623 (2009)



Areas of Specialization

The respondents are engaged in a diverse number of conservation areas. While books and paper, objects, preventative conservation, and paintings are the most popular (each cited as an area of specialization by at least one in five respondents), appreciable response rates are seen for nearly all of the 18 defined areas explored in the survey.

A more focused picture emerges when the respondents were asked to narrow their response to their main area of specialization, defined in the survey as the one area where the respondent does the most work and/or spends the most time. Books and paper is top-ranked by a notable margin, cited by nearly one-quarter of the respondents. Objects and paintings are also popular, each cited by about 17% (see Exhibit 1.7).

Only minor differences are seen when comparing the 2014 and 2009 results, with the top three areas (books and paper, objects, and paintings) remaining top-ranked in both samples at virtually the same prevalence levels in each sample.

More significant variations are seen across work settings, although books and paper, objects, and paintings remain the top selections across most settings. Responses by year and work setting are provided in Exhibits 1.8 and 1.9 beginning on the following page.

1.7: Areas of Specialization

	All areas of specialization	Single primary area
Books and paper	34.5%	24.9%
Objects	33.8%	17.1%
Preventive conservation	29.8%	3.2%
Paintings	21.9%	16.8%
Sculpture	18.1%	3.1%
Conservation administration	17.0%	6.5%
Archaeological objects	15.3%	2.4%
Conservation education	14.8%	1.5%
Ethnographic objects	14.3%	1.2%
Collections care specialist	14.3%	0.7%
Photographic materials	12.4%	3.9%
Wooden artifacts	11.8%	2.5%
Textiles	7.6%	4.8%
Architecture	7.0%	2.8%
Conservation science	5.6%	1.9%
Natural history	3.5%	0.3%
Site conservation	2.9%	0.1%
Electronic media	2.8%	0.7%
Other	2.3%	0.5%
I have no specialty areas	0.1%	0.1%
No response	0.5%	4.9%

n= 863



1.8: Areas of Specialization: Trends

	2014		2009	
	All areas of specialization	Single primary area	All areas of specialization	Single primary area
Books and paper	34.5%	24.9%	36.1%	25.2%
Objects	33.8%	17.1%	33.5%	16.7%
Preventive conservation	29.8%	3.2%	26.2%	2.1%
Paintings	21.9%	16.8%	23.1%	16.2%
Sculpture	18.1%	3.1%	14.9%	1.9%
Conservation administration	17.0%	6.5%	18.8%	7.5%
Archaeological objects	15.3%	2.4%	17.0%	2.9%
Conservation education	14.8%	1.5%	15.1%	1.1%
Collections care specialist	14.3%	0.7%	N/A	N/A
Ethnographic objects	14.3%	1.2%	14.9%	1.4%
Photographic materials	12.4%	3.9%	11.1%	2.7%
Wooden artifacts	11.8%	2.5%	12.2%	3.2%
Textiles	7.6%	4.8%	7.7%	4.0%
Architecture	7.0%	2.8%	6.7%	3.0%
Conservation science	5.6%	1.9%	5.6%	1.8%
Natural history	3.5%	0.3%	3.4%	0.0%
Site conservation	2.9%	0.1%	3.4%	0.0%
Electronic media	2.8%	0.7%	2.9%	0.2%
Other	2.3%	0.5%	2.9%	0.6%
I have no specialty areas	0.1%	0.1%	0.0%	0.0%
No response	0.5%	4.9%	0.0%	9.3%

N/A = choice not offered in the 2009 survey. n= 863 (2014); 623 (2009)



1.9: Primary Area of Specialization by Work Setting

*The most prevalent response for each segment is noted in **bold**.*

	Overall	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
Books and paper	24.9%	17.0%	15.3%	71.1%	35.0%	5.0%	0.0%
Objects	17.1%	16.2%	24.5%	0.7%	15.0%	5.0%	16.0%
Paintings	16.8%	29.8%	15.3%	0.0%	10.0%	10.0%	8.0%
Conservation administration	6.5%	2.3%	7.3%	11.9%	7.5%	5.0%	12.0%
Textiles	4.8%	5.7%	5.4%	0.0%	7.5%	0.0%	12.0%
Photographic materials	3.9%	2.6%	4.3%	5.2%	7.5%	0.0%	4.0%
Preventive conservation	3.2%	0.8%	4.8%	3.7%	0.0%	10.0%	4.0%
Sculpture	3.1%	5.7%	3.0%	0.0%	2.5%	0.0%	0.0%
Architecture	2.8%	8.3%	0.3%	0.0%	0.0%	0.0%	4.0%
Wooden artifacts	2.5%	3.0%	3.0%	0.7%	2.5%	0.0%	4.0%
Archaeological objects	2.4%	0.8%	3.0%	0.0%	2.5%	5.0%	24.0%
Conservation science	1.9%	0.8%	2.4%	2.2%	0.0%	5.0%	4.0%
Conservation education	1.5%	0.4%	0.0%	0.0%	2.5%	55.0%	0.0%
Ethnographic objects	1.2%	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%
Electronic media	0.7%	0.0%	0.5%	1.5%	2.5%	0.0%	0.0%
Collections care specialist	0.7%	0.0%	1.3%	0.7%	0.0%	0.0%	0.0%
Other	0.5%	0.4%	0.8%	0.0%	0.0%	0.0%	0.0%
Natural history	0.3%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%
Site conservation	0.1%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%
I have no specialty areas	0.1%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%
No response	4.9%	6.4%	4.8%	2.2%	5.0%	0.0%	8.0%
n=	863	265	372	135	40	20	25



Years of Experience

Practitioners of all levels of experience are represented in the 2014 sample but, as seen in 2009, the more experienced individuals tend to be better represented. Overall, respondents report an average of 18.6 years of conservation experience, highly similar to the average of 18.0 years reported in 2009. The most experienced individuals tend to be found in private practice (average of 21.6 years) and the university/college setting (average of 20.1 years). Overall responses are summarized in Exhibit 1.10; responses by work setting are provided in Exhibit 1.11.

1.10: Years of Conservation Experience

	2014	2009
Less than 1	2.0%	0.6%
1 to 2	3.8%	5.3%
3 to 5	9.0%	9.1%
6 to 10	16.1%	14.4%
11 to 15	14.4%	12.4%
16 to 20	9.4%	15.2%
21 to 25	12.5%	13.0%
26 to 30	10.0%	14.6%
31 to 35	12.1%	10.8%
36+	9.4%	3.2%
No response	1.4%	1.3%
Average (from range mid-points)	18.6 years	18.0 years
n=	863	623

1.11: Years of Conservation Experience by Work Setting

	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
Less than 1	0.4%	3.0%	1.5%	0.0%	10.0%	4.0%
1 to 2	3.0%	4.6%	4.4%	2.5%	0.0%	4.0%
3 to 5	4.9%	11.9%	8.1%	12.5%	5.0%	12.0%
6 to 10	13.6%	14.2%	24.5%	22.5%	10.0%	20.0%
11 to 15	11.3%	13.4%	22.2%	17.5%	20.0%	12.0%
16 to 20	9.8%	8.9%	12.6%	7.5%	5.0%	0.0%
21 to 25	14.3%	13.2%	9.6%	10.0%	0.0%	12.0%
26 to 30	11.3%	9.9%	4.4%	7.5%	25.0%	20.0%
31 to 35	14.7%	10.8%	9.6%	12.5%	15.0%	8.0%
36+	14.7%	8.6%	2.2%	7.5%	10.0%	8.0%
No response	1.9%	1.6%	0.7%	0.0%	0.0%	0.0%
Average (*)	21.6 years	17.8 years	15.1 years	17.2 years	20.1 years	17.6 years
n=	265	372	135	40	20	25

(*) = the average is computed from the range mid-points.



Age and Gender

There has been little change in the age and gender distribution of respondents since 2009, with the typical respondent being a woman who is 47.2 years old (see Exhibit 1.12).

The average age peaks at 51.4 years among those in private practice. The youngest individuals are found in the library/archives setting, with an average age of 43.6 years. Women comprise a large majority of the respondents across all settings, with the percentage of women reaching a high of 83% among those in the library/archive setting. Responses by segment are provided in Exhibit 1.14 on the following page.

Retirement Plans

A new question in the 2014 survey collected data on the respondents' retirement plans. As summarized in Exhibit 1.13, while fewer than 3% of the respondents have immediate plans to retire (e.g., retirement in the next 1-to-2 years), the data suggests that the conservation profession could lose 28.6% of the currently working conservators by 2025 due to retirement.

There is reasonable correlation between average age and retirement plans, with the percentage expecting to retire by 2025 elevated in the segments that have the highest average age practitioners. The percentage expecting to retire by 2025 peaks at 36% among those in the government institution setting, and remains above 34% for those in the private practice and university/college settings. Those least likely to retire are found in the library/archive setting, where only 18.5% expect to retire by 2025 (see Exhibit 1.15 on the following page).

1.12: Age and Gender

	2014	2009
Under 25	0.3%	0.8%
26 to 30	8.2%	7.5%
31 to 35	14.9%	11.4%
36 to 40	11.1%	14.1%
41 to 45	11.5%	12.0%
46 to 50	12.4%	11.4%
51 to 55	9.8%	14.3%
56 to 60	12.9%	19.1%
61 to 65	13.0%	5.6%
66 to 70	3.7%	0.5%
71 or older	1.6%	1.0%
No response	0.5%	2.2%
Average	47.2 years	46.3 years
Male	19.5%	21.7%
Female	77.4%	75.9%
No response	3.1%	2.4%
n=	863	623

Retirement Plans

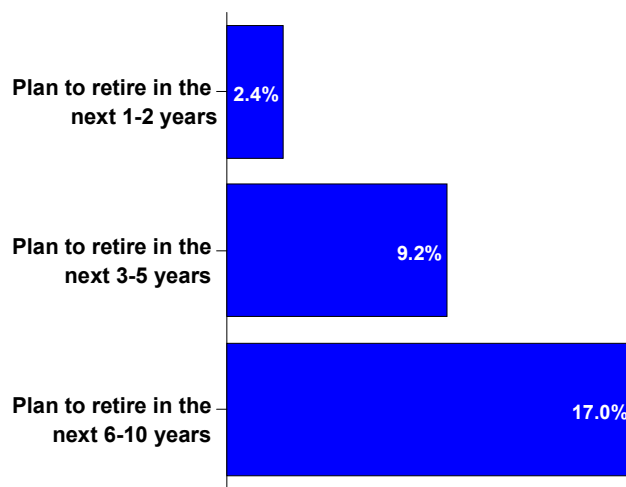


Exhibit 1.13



1.14: Age and Gender by Work Setting

	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
Under 25	0.0%	0.3%	0.7%	0.0%	0.0%	4.0%
26 to 30	3.8%	11.6%	5.9%	10.0%	20.0%	8.0%
31 to 35	10.9%	16.4%	22.2%	7.5%	10.0%	8.0%
36 to 40	8.3%	11.6%	13.3%	15.0%	10.0%	16.0%
41 to 45	9.1%	10.2%	17.0%	25.0%	5.0%	8.0%
46 to 50	10.2%	12.9%	19.3%	7.5%	5.0%	8.0%
51 to 55	14.3%	8.3%	3.7%	15.0%	10.0%	8.0%
56 to 60	16.6%	12.1%	7.4%	7.5%	15.0%	20.0%
61 to 65	15.5%	13.2%	7.4%	10.0%	20.0%	16.0%
66 to 70	5.7%	3.0%	2.2%	2.5%	5.0%	4.0%
71 or older	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%
No response	0.4%	0.5%	0.7%	0.0%	0.0%	0.0%
Average (*)	51.4 years	45.7 years	43.6 years	45.6 years	47.3 years	47.9 years
Male	25.3%	17.5%	14.1%	20.0%	15.0%	20.0%
Female	72.5%	79.8%	83.0%	70.0%	80.0%	72.0%
No response	2.3%	2.7%	3.0%	10.0%	5.0%	8.0%
n=	265	372	135	40	20	25

(*) = the average is computed from the range mid-points.

1.15: Retirement Plans by Work Setting

	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
Plan to retire in the next 1-2 years	2.6%	2.4%	2.2%	2.5%	0.0%	4.0%
Plan to retire in the next 3-5 years	9.8%	10.2%	5.9%	7.5%	10.0%	8.0%
Plan to retire in the next 6-10 years	22.3%	15.3%	10.4%	12.5%	25.0%	24.0%
Total percentage planning to retire by 2025	34.7%	27.9%	18.5%	22.5%	35.0%	36.0%
Average age	51.4 years	45.7 years	43.6 years	45.6 years	47.3 years	47.9 years
n=	265	372	135	40	20	25



Educational Background

As seen in 2009, a Master's level degree in conservation is the most commonly held degree, cited by about two-thirds of the respondents overall when they were asked to indicate all degrees currently held. A Bachelor's level degree in a field other than conservation is the next most popular degree held, cited by 43.8%. A post-Bachelor's Certificate or Diploma, a new entry in the 2014 survey, is fairly popular, cited by 11.2% (see Exhibit 1.16).

Segmenting the data shows a Master's level degree in conservation remains the most prevalent degree across all work settings (see Exhibit 1.17)

1.16: Degrees Held

	2014	2009
No degree – self-taught	2.7%	1.8%
No degree – apprenticeship program	6.4%	5.8%
Bachelor's level in Conservation	4.1%	3.2%
Bachelor's level in any other field	43.8%	34.8%
Post-Bachelor's Certificate or Diploma	11.2%	N/A
Master's level in conservation	67.4%	68.1%
Master's level in any other field	21.2%	21.3%
Ph.D. in conservation	0.7%	0.5%
Ph.D. in any other field	1.6%	1.6%
Other	1.9%	6.3%
No response	1.0%	0.3%
n=	863	623

N/A = choice not offered in the 2009 survey.

1.17: Degrees Held by Work Setting

	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
No degree – self-taught	5.7%	0.8%	3.0%	0.0%	0.0%	4.0%
No degree – apprenticeship program	11.7%	3.5%	5.9%	2.5%	0.0%	4.0%
Bachelor's level in Conservation	1.9%	5.9%	3.7%	5.0%	0.0%	4.0%
Bachelor's level in any other field	45.3%	44.4%	39.3%	45.0%	40.0%	44.0%
Post-Bachelor's Certificate or Diploma	9.1%	11.3%	14.8%	7.5%	10.0%	20.0%
Master's level in conservation	60.0%	74.5%	60.7%	75.0%	70.0%	60.0%
Master's level in any other field	23.4%	17.2%	28.1%	22.5%	25.0%	16.0%
Ph.D. in conservation	0.8%	0.3%	0.0%	2.5%	0.0%	8.0%
Ph.D. in any other field	0.4%	1.9%	2.2%	0.0%	10.0%	4.0%
Other	2.6%	0.8%	3.0%	5.0%	0.0%	0.0%
No response	0.8%	1.3%	1.5%	0.0%	0.0%	0.0%
n=	265	372	135	40	20	25

Note: Data do not sum to 100% since the respondents could select more than one choice.



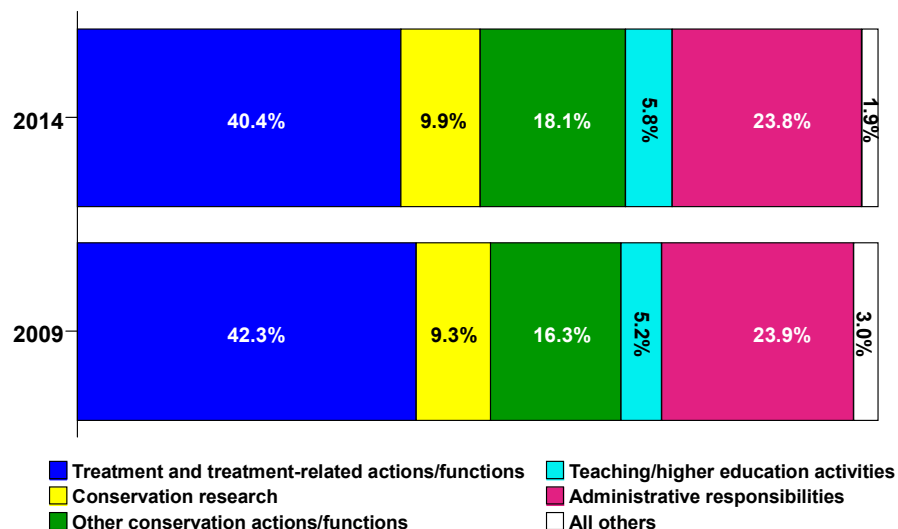
Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following six general areas:

- ▶ Treatment and treatment-related actions/functions
- ▶ Conservation research
- ▶ Other conservation actions/functions (e.g., surveys, preventive activities, etc.)
- ▶ Teaching/higher education activities (e.g., classroom instruction, etc.)
- ▶ Administrative responsibilities
- ▶ All others

As summarized in Exhibit 1.18, there are only minor differences in the data distribution when comparing 2009 and 2014 results, with treatment continuing to account for the largest share of time by a notable margin (average of 40.4%). Administrative responsibilities account for the next largest share of time (average of 23.8%) followed by other conservation actions/functions (average of 18.1%).

Work Activities



Data are the average percentage of time spent on each activity.
n= 850 (2014); 605 (2009)

Exhibit 1.18

More significant differences are seen based on work setting. As summarized in Exhibit 1.19 on the following page, the university/college segment stands out, as expected, with the most time allocated to teaching/higher education activities. In terms of treatment activities, those in the regional conservation center/lab category spend the most amount of time on that (average of 57.4%) followed by those in the private practice category (average of 51.5%).



Examining responses by experience level (see Exhibit 1.20) shows the same pattern seen in 2009, with a fairly large decline in the amount of time spent on treatment activities as experience levels rise, with a concurrent increase in the amount of time spent on administrative responsibilities.

1.19: Work Activities by Employment Setting

All data are averages.

	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
Treatment and treatment-related actions/functions	51.5%	32.9%	39.5%	57.4%	16.3%	38.6%
Conservation research	8.2%	12.6%	6.5%	3.7%	14.4%	10.7%
Other conservation actions/functions	13.0%	22.1%	20.0%	10.1%	8.0%	22.8%
Teaching/higher education activities	4.1%	5.5%	4.6%	6.9%	37.7%	7.1%
Administrative responsibilities	22.5%	24.2%	26.8%	20.8%	21.3%	19.6%
All others	0.8%	2.6%	2.6%	1.2%	2.3%	1.2%
n=	252	372	135	40	20	25

1.20: Work Activities by Years of Experience

All data are averages.

	Up to 5	6 to 10	11 to 15	16 to 20	21 to 30	30+
Treatment and treatment-related actions/functions	48.8%	43.4%	41.4%	35.4%	38.8%	36.0%
Conservation research	12.7%	10.0%	9.9%	10.7%	7.9%	9.7%
Other conservation actions/functions	20.3%	20.1%	18.1%	16.9%	17.8%	16.6%
Teaching/higher education activities	3.1%	5.3%	5.7%	7.2%	6.0%	6.9%
Administrative responsibilities	13.4%	19.2%	22.9%	27.1%	27.3%	29.6%
All others	1.7%	2.1%	2.1%	2.6%	2.3%	1.3%
n=	124	137	123	79	192	183



II. Private Practice Conservators

A. Company Overview

Segmentation Approach

As in the 2009 survey, company size is used as the “backbone” segmentation criterion for the private practice setting data since company size usually has the most impact on compensation and operational factors.

Company size categories can be based on either revenue or staff count. As in 2009, staff count is a more reliable method for this particular data set since far more individuals provided information regarding staff numbers than gross revenue.

Three groups were created:

- ▶ Solo practitioners — these are individuals who are the sole employee of their practice. This is the largest group within the private practice segment, consisting of 150 individuals (56.6% of the sample).
- ▶ Company size of 2 to 5 — these are respondents who indicated that their company has 2 to 5 total employees (including themselves). This segment consists of 70 individuals (26.4% of the sample).
- ▶ Company size of 6 or more — these are respondents who indicated that their company has 6 or more total employees (including themselves). This segment consists of 45 individuals (17% of the sample).

Private Practice Classification

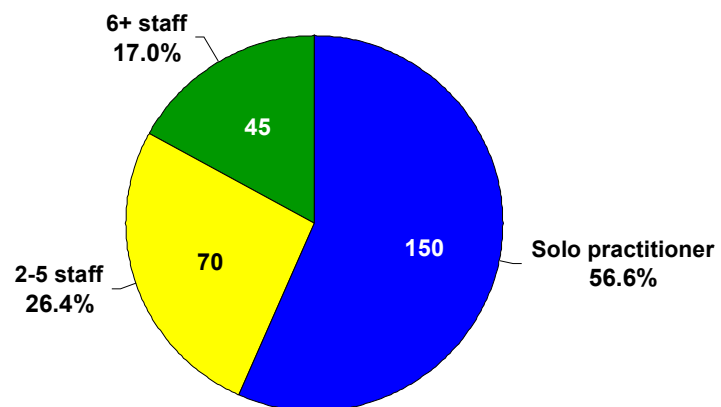


Exhibit 2.1

The 2014 company size distribution is highly similar to the distribution seen in the 2009 data, as discussed subsequently in the report.



Establishment Date

The typical private practice company was formed in 1997. A plurality of companies (23.4%) were started in the 2000 to 2009 time span; nearly 15% were started since 2010. As expected, the larger companies have the longest track record — companies with employees have a median formation date of 1988 versus 2002 for the solo practitioners (see Exhibit 2.2).

Company Establishment Date

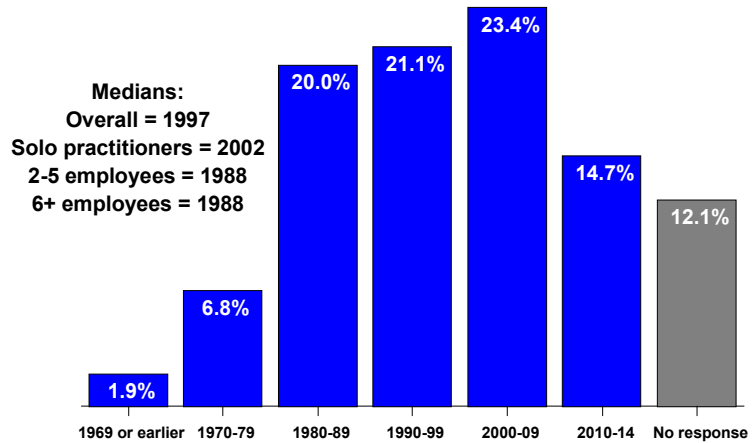


Exhibit 2.2

Organizational Structure

A sole proprietorship is the most common organizational structure, cited by 41.1% of the respondents overall. As expected, it is the leading structure by a notable margin among the solo practitioners, but falls significantly in popularity among other segments. The mid-size companies are most often organized as a limited liability company (LLC); the large companies are most often organized as a Chapter S corporation. Responses are summarized in Exhibit 2.3.

2.3: Company Organizational Structure

	Overall	Solo	2-5 employees	6+ employees
Sole proprietorship/solo practitioner/independent contractor	41.1%	59.3%	22.9%	8.9%
General Partnership	0.8%	1.3%	0.0%	0.0%
Limited Partnership	1.1%	0.0%	1.4%	4.4%
Limited Liability Partnership (LLP)	0.4%	0.0%	1.4%	0.0%
Limited Liability Company (LLC)	30.2%	26.0%	41.4%	26.7%
Corporation (Chapter S)	20.4%	12.0%	27.1%	37.8%
Corporation (Chapter C)	3.4%	0.7%	2.9%	13.3%
Other	0.4%	0.0%	1.4%	0.0%
Not sure/don't know/no response	2.3%	0.7%	1.4%	8.9%
n=	265	150	70	45



Ownership Levels

As seen in the 2009 survey, the solo practitioners are nearly always the sole owner of their company, with fewer than 5% reporting that they are a co-owner/partner. Those in the 2 to 5 employee segment are also typically the company owner or co-owner. Those in the 6 or more employee category, however, are usually at the staff level. This should be kept in mind when interpreting the company financial and operational data presented in subsequent report sections since individuals from large companies may not have access to full and complete company records.

2.4: Ownership Levels

	Overall	Solo	2-5 employees	6+ employees
I own 100% of the company, or am a one-person company or independent contractor	72.1%	93.3%	62.9%	15.6%
I am a co-owner/partner in the company	12.8%	4.7%	24.3%	22.2%
I am a shareholder in the company and have no other ownership interest	0.4%	0.0%	0.0%	2.2%
I am an employee and have no ownership interest	13.6%	0.0%	12.9%	60.0%
No response	1.1%	2.0%	0.0%	0.0%
n=	265	150	70	45

Trends

The demographics of the 2014 and 2009 samples of those in private practice are highly similar. The typical respondent in both samples is a solo practitioner who is the sole owner of the company, with his/her company organized as a sole proprietorship. This close correlation helps ensure all subsequent data comparisons between the 2014 and 2009 samples are based on highly similar samples. A demographic summary of both samples is provided in Exhibit 2.5.



2.5: Private Practice Demographics: Trends

		2014	2009
Size classification	Solo practitioners	56.6%	57.8%
	2-5 employees	26.4%	20.9%
	6+ employees	17.0%	18.7%
	No data	0.0%	2.7%
Median company establishment date		1997	1991
Organizational structure	Sole proprietorship/solo practitioner/independent contractor	41.1%	48.7%
	General Partnership	0.8%	0.5%
	Limited Partnership	1.1%	N/A
	Limited Liability Partnership (LLP)	0.4%	1.1%
	Limited Liability Company (LLC)	30.2%	21.9%
	Corporation (Chapter S)	20.4%	16.0%
	Corporation (Chapter C)	3.4%	7.5%
	Other	0.4%	3.2%
Not sure/don't know/no response		2.3%	1.1%
Ownership status	I own 100% of the company, or am a one-person company or independent contractor	72.1%	72.2%
	I am a co-owner/partner in the company	12.8%	11.8%
	I am a shareholder in the company and have no other ownership interest	0.4%	1.6%
	I am an employee and have no ownership interest	13.6%	13.4%
	No response	1.1%	1.1%

n= 265 (2014); 187 (2009)



B. Staffing

Staff Counts and Trends

The respondents who represent companies that have employees (e.g., everyone other than the solo practitioners) were asked to provide statistics as to staff numbers. As summarized in Exhibit 2.6, the typical private practice setting consists of 4.0 total employees, 3.0 of whom are conservation professionals¹. This represents a slight decline from the median of 5.0 total employees reported in the 2009 survey, and no change for the median number of conservation professionals.

Additional staffing metrics were collected in the 2014 survey, namely the total number of staff who directly support the work of conservation staff. The typical company has one such staff person, but a fair number have none. Ratios based on employment data show that conservation professionals comprise two-thirds of the total staff in the typical private practice company; support staff who directly support the work of conservation staff comprise 18.2% of total staff.

2.6: Number of Employees

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	2009 median
Total number of employees	114	2.0	3.0	4.0	9.3	15.5	5.0
Total number of conservation professionals	111	1.0	2.0	3.0	5.0	10.0	3.0
Number of conservation professionals as a percentage of total employees	111	25.7%	50.0%	66.7%	100.0%	100.0%	N/A
Total number of staff who directly support the work of conservation staff	107	0.0	0.0	1.0	2.0	3.0	N/A
Number of support staff as a percentage of total employees	107	0.0%	0.0%	18.2%	40.0%	50.0%	N/A

N/A = data not collected or available from 2009.

Segmenting the data by company size shows the expected pattern of rising median staff counts, with values increasing from 3.0 among those in the 2 to 5 employee category, to 11.0 to those in the 6 or more employee category. The level of conservation professionals and support staff, as a percentage of staff, remains fairly stable across segments, as summarized in Exhibit 2.7 on the following page.

¹ The term “conservation professional” was broadly defined in the survey to encompass any paid employee who is primarily engaged in conservation work.



2.7: Number of Employees by Company Size

	Overall		2-5 employees		6+ employees	
	n=	Median	n=	Median	n=	Median
Total number of employees	114	4.0	70	3.0	44	11.0
Total number of conservation professionals	111	3.0	68	2.0	43	6.0
Number of conservation professionals as a percentage of total employees	111	66.7%	68	75.0%	43	66.7%
Total number of staff who directly support the work of conservation staff	107	1.0	64	1.0	43	2.0
Number of support staff as a percentage of total employees	107	18.2%	64	20.0%	43	18.2%

Company growth (in terms of employment levels) has improved over 2009 results, especially with regard to the number of conservation professionals on staff. While a plurality indicate no change over the past three years for both the total number of staff and the total number of conservation professionals, the average trend index has improved for both metrics. The average trend index for the change in the total number of staff over the past three years has increased from 3.3 to 3.4 since 2009, and has increased from 3.2 to 3.5 for the total number of conservation professionals (the index is based on a 1 to 5 scale where 1 is “significant decrease” and 5 is “significant increase.” A value greater than 3.0 indicates growth).

Improvements over 2009 results are also seen when the respondents look three years into the future. Again, a plurality to majority expect no change to occur regarding both total staff numbers and the total number of conservation professionals, but the average trend index improves from 3.1 to 3.4 for total staff, and from 3.1 to 3.3 for the total number of conservation professionals (see Exhibit 2.8).

2.8: Staffing Trends

		Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index - 2014 (*)	Average trend index - 2009 (*)
Past three years	Total number of staff	4.3%	11.3%	34.8%	20.9%	19.1%	9.6%	3.4	3.3
	Total number of conservation professionals	2.6%	7.0%	47.8%	19.1%	19.1%	4.3%	3.5	3.2
Next three years	Total number of staff	0.9%	4.3%	46.1%	27.0%	7.0%	14.8%	3.4	3.1
	Total number of conservation professionals	0.9%	4.3%	52.2%	29.6%	3.5%	9.5%	3.3	3.1

* = the average trend index is based on a 1 to 5 scale where 1 is “significant decrease” and 5 is “significant increase.” Not sure/no response values are excluded from average score calculations. n= 265 (2014) and 187 (2009).



Examining the data by company size category shows the same pattern seen in 2009: larger companies are the ones most likely to have experienced growth. For example, a majority (55.6%) of the companies with 6 or more employees report total staff growth over the past three years versus only 30% of the companies with 2 to 5 employees. An even wider gap is seen regarding the total number of conservation professionals, with the percentage indicating an increase jumping from 24.3% among the 2 to 5 person companies to 60% among the 6+ person companies.

The response pattern is maintained when the respondents look three years into the future, but to a lesser extent (e.g., the smaller companies are only slightly less likely to forecast growth versus their larger company peers). Responses by segment are summarized in Exhibit 2.9.

2.9: Staffing Trends by Company Size

						Average trend index (2014)	Average trend index (2009)
		Decrease	Remain the same	Increase	Not sure/no response		
<i>The most common response for each metric is noted in bold.</i>							
Past three years	Overall	15.7%	34.8%	40.0%	9.6%	3.4	3.3
	Total staff						
	2-5 employees	12.9%	45.7%	30.0%	11.4%	3.3	3.1
	6+ employees	20.0%	17.8%	55.6%	6.7%	3.7	3.6
	Total number of conservation professionals						
	Overall	9.6%	47.8%	38.3%	4.3%	3.5	3.2
Next three years	Overall	5.2%	46.1%	33.9%	14.8%	3.4	3.1
	Total staff						
	2-5 employees	2.9%	52.9%	30.0%	14.3%	3.4	3.1
	6+ employees	8.9%	35.6%	40.0%	15.6%	3.5	3.2
	Total number of conservation professionals						
	Overall	5.2%	52.2%	33.0%	9.6%	3.3	3.1
Next three years	2-5 employees	2.9%	61.4%	30.0%	5.7%	3.3	3.0
	6+ employees	8.9%	37.8%	37.8%	15.6%	3.4	3.1

n= 265 (overall); 70 (2-5 employees); 45 (6+ employees).



C. Revenue

Gross Revenue

The respondents were asked to indicate their total gross revenue for 2013, and how this revenue was allocated between conservation services and all other services. As summarized in Exhibit 2.10, total gross revenue spans a wide range, with a 10th to 90th percentile range of \$12,560 to nearly \$812,030. The typical company generated \$75,000 in revenue in 2013, with \$60,300 attributed to conservation services (see Exhibit 2.10).

Median gross revenue moves in concert with company size, rising from \$44,500 for the solo practitioners, to \$915,000 to companies with 6 or more employees. As expected, the smaller companies are nearly exclusively focused on conservation services, attributing an average of 94.4% of their 2013 total revenue to conservation services. The average percentage of revenue derived from conservation services drops to 78.8% among the largest companies (see Exhibit 2.11).

2.10: Gross Revenue

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Total gross revenue for 2013	Overall	236	\$12,560	\$33,250	\$75,000	\$178,750	\$812,030
	Solo	146	\$10,000	\$19,750	\$44,500	\$76,250	\$126,500
	2-5 employees	61	\$40,800	\$80,000	\$140,000	\$365,000	\$758,000
	6+ employees	29	\$400,000	\$650,500	\$915,000	\$2,498,500	\$9,000,000
Gross revenue attributed to conservation activities	Overall	232	\$12,000	\$30,754	\$60,300	\$150,360	\$770,500
	Solo	145	\$10,000	\$18,000	\$44,550	\$73,500	\$125,000
	2-5 employees	60	\$35,250	\$69,750	\$125,000	\$250,188	\$735,000
	6+ employees	27	\$271,500	\$600,000	\$900,000	\$1,300,000	\$2,497,600

2.11: Gross Revenue Allocation

	n=	Average % of gross from conservation services	Average % of gross from all other services
Overall	244	91.4%	8.6%
Solo	146	94.4%	5.6%
2-5 employees	65	90.8%	9.2%
6+ employees	33	78.8%	21.2%



Comparing results with data collected in the 2009 survey (which encompassed the revenue generated in 2008) shows that while the overall median revenue remains unchanged at \$75,000, total revenue within each segment has dropped somewhat. This does not indicate that revenue is trending down, since these surveys are not tracking studies (e.g., a survey that contains the exact same respondents each time it is run). In fact, revenue trends are up, as discussed in the following report section.

The gross revenue comparison in Exhibit 2.12 is more of an indicator that the 2014 sample is more representative of the smaller private practice firms than the 2009 sample. It also shows that companies are relying more on conservation services as a revenue stream, especially the largest companies. In the 2009 survey, the largest companies reported deriving an average of 61.1% of their company's total revenue from conservation services. In the 2014 survey this increases to an average of 78.8%. Overall, across all companies, the percentage of revenue from conservation services has increased from 88.9% to 91.4%.

2.12: Gross Revenue: 2008 vs. 2013

		2014 survey		2009 survey	
		n=	Median	n=	Median
Total gross revenue for previous year	Overall	236	\$75,000	163	\$75,000
	Solo	146	\$44,500	103	\$50,000
	2-5 employees	61	\$140,000	32	\$165,000
	6+ employees	29	\$915,000	24	\$1,125,000
Gross revenue attributed to conservation activities	Overall	232	\$60,300	152	\$70,750
	Solo	145	\$44,550	97	\$48,500
	2-5 employees	60	\$125,000	31	\$144,000
	6+ employees	27	\$900,000	21	\$500,000
Average percentage of gross from conservation services	Overall	244	91.4%	166	88.9%
	Solo	146	94.4%	102	95.9%
	2-5 employees	65	90.8%	34	88.9%
	6+ employees	33	78.8%	27	61.1%



Gross Revenue Trends

Revenue trends are explored in the 2014 survey in the same manner as was used in 2009, which was to ask the respondents to forecast the expected change in total company revenue in 2014 versus 2013.

The 2014 survey results are markedly different than the pattern seen in 2009. The 2009 respondents were quite cautious, with a plurality anticipating a decrease in revenue in the coming year. In sharp contrast, a majority of the 2014 respondents anticipate an increase in revenue in the coming year. The overall average change moves from an anticipated 4.7% drop in revenue to an 8.6% increase in revenue. The variance is especially pronounced among the mid-sized firms, with their average revenue change moving from a negative 9.6% to a positive 12%.

Overall results are summarized in Exhibit 2.13, with more detailed breakouts provided in Exhibit 2.14 on the following page.

2.13: Gross Revenue Trends Overview

<i>What changes, if any, do you expect will occur regarding your company's total gross revenue for next year versus this year?</i>							
<i>The most common response for each metric is noted in bold.</i>		Decrease	Remain the same	Increase	Not sure/no response	Average change(*)	n= (**)
2014 survey	Overall	17.4%	19.2%	55.8%	7.5%	8.6%	210
	Solo	19.3%	20.7%	56.0%	4.0%	8.3%	127
	2-5 employees	15.7%	20.0%	57.1%	7.1%	12.0%	55
	6+ employees	13.3%	13.3%	53.3%	20.0%	3.6%	28
2009 survey	Overall	41.7%	17.6%	31.0%	9.6%	(4.7)%	134
	Solo	42.6%	18.5%	36.1%	2.8%	(3.6)%	82
	2-5 employees	46.2%	17.9%	23.1%	12.8%	(9.6)%	29
	6+ employees	37.1%	11.4%	28.6%	22.9%	(1.7)%	20

* = averages computed using range midpoints. Please see Exhibit 2.14 for details on the ranges used.

** = the n= value refers to the number of responses that were able to be used to compute the average change.



2.14: Gross Revenue Trends Detail

	Decrease								Remain about the same
	>50%	40-49%	30-39%	20-29%	10-19%	5-9%	<5%	Decrease, but not sure how much	
Overall	1.1%	2.3%	1.1%	3.8%	2.6%	1.1%	1.1%	4.2%	19.2%
Solo	2.0%	4.0%	2.0%	2.7%	4.0%	0.0%	1.3%	3.3%	20.7%
2-5 employees	0.0%	0.0%	0.0%	4.3%	1.4%	2.9%	1.4%	5.7%	20.0%
6+ employees	0.0%	0.0%	0.0%	6.7%	0.0%	2.2%	0.0%	4.4%	13.3%
	Increase								Not sure/no response
	>50%	40-49%	30-39%	20-29%	10-19%	5-9%	<5%	Increase, but not sure how much	
Overall	6.4%	1.5%	4.9%	8.7%	10.9%	11.7%	2.6%	9.1%	7.5%
Solo	8.7%	2.0%	6.7%	8.0%	10.0%	10.0%	2.7%	8.0%	4.0%
2-5 employees	5.7%	1.4%	4.3%	14.3%	11.4%	11.4%	0.0%	8.6%	7.1%
6+ employees	0.0%	0.0%	0.0%	2.2%	13.3%	17.8%	6.7%	13.3%	20.0%

n= 265 (overall); 150 (solo); 70 (2-5 employees); 45 (6+ employees).



D. Client base

Overall Client Base

There are only modest differences since 2009 regarding the broad scope of private practice clients. Each of the 15 specific client groups examined in the survey is serviced by some proportion of the private practice conservators. While there have been some shifts in the prevalence of many client types, the relative ranking remains fairly stable, with the three most common clients in both samples being individuals/private collections, museums/ historical societies, and art and antique galleries and dealers. (see Exhibit 2.15).

2.15: Client Base

	2014	2009
Individuals/private collections (e.g., “consumers”)	93.2%	85.0%
Museums/historical societies	87.2%	78.1%
Art and antique galleries and dealers (*)	62.6%	48.7%
Insurance companies/agencies	46.8%	43.9%
Corporate collections	43.4%	37.4%
Colleges/universities (other than museums or libraries)	40.4%	43.3%
Local/municipal governments (other than museums or libraries)	33.6%	26.7%
Libraries/archives	29.1%	31.6%
Federal government (other than museums or libraries)	28.7%	26.2%
Auction houses	28.3%	25.7%
State governments (other than museums or libraries)	23.4%	25.1%
Non-profits (other than those listed above)	22.3%	23.0%
All other for-profit companies	13.2%	23.5%
Foreign governments (other than museums or libraries)	4.5%	4.3%
K-12 schools	3.0%	7.0%
All others	3.8%	1.1%
No response	0.4%	1.6%
n=	265	187

* = listed as “art galleries” in 2009.



Significant variations are seen based on the company size, with the larger firms more likely to service a broader client base. For example, among the largest companies, nine of the client categories are cited as client types by a majority of the respondents. The number of client categories cited by a majority drops to five among the mid-size companies, and further down to three among the solo practitioners (see Exhibit 2.16).

2.16: Client Base by Company Size

	Overall	Solo	2-5 employees	6+ employees
Individuals/private collections (e.g., “consumers”)	93.2%	93.3%	94.3%	91.1%
Museums/historical societies	87.2%	84.7%	95.7%	82.2%
Art and antique galleries and dealers	62.6%	56.0%	75.7%	64.4%
Insurance companies/agencies	46.8%	35.3%	61.4%	62.2%
Corporate collections	43.4%	32.0%	58.6%	57.8%
Colleges/universities (other than museums or libraries)	40.4%	30.7%	41.4%	71.1%
Local/municipal governments (other than museums or libraries)	33.6%	22.7%	40.0%	60.0%
Libraries/archives	29.1%	20.7%	38.6%	42.2%
Federal government (other than museums or libraries)	28.7%	18.7%	34.3%	53.3%
Auction houses	28.3%	21.3%	42.9%	28.9%
State governments (other than museums or libraries)	23.4%	16.7%	17.1%	55.6%
Non-profits (other than those listed above)	22.3%	15.3%	28.6%	35.6%
All other for-profit companies	13.2%	10.0%	15.7%	20.0%
Foreign governments (other than museums or libraries)	4.5%	1.3%	7.1%	11.1%
K-12 schools	3.0%	1.3%	5.7%	4.4%
All others	3.8%	3.3%	4.3%	4.4%
No response	0.4%	0.0%	0.0%	2.2%
n=	265	150	70	45



In addition to indicating all client types that their company services, the respondents were asked to indicate the one client type that accounts for the greatest share of their company’s revenue. As summarized in Exhibit 2.17, individuals/private collections are the top revenue source regardless of the company size. The prevalence of individuals/private collections as the top revenue source is most pronounced among the solo practitioners, where it is cited by 43.3%.

Regardless of what client is considered to be the top revenue source, the respondents are highly reliant on that one client type for their revenue — on average, the most significant revenue source accounts for a majority of the company’s total revenue regardless of the company size, and peaks at 67.2% of revenue among the solo practitioners.

2.17: Most Significant Revenue Source

	Overall	Solo	2-5 employees	6+ employees
Individuals/private collections (e.g., “consumers”)	38.1%	43.3%	40.0%	17.8%
Museums/historical societies	21.5%	32.7%	10.0%	2.2%
Art and antique galleries and dealers	5.7%	6.7%	7.1%	0.0%
Local/municipal governments (other than museums or libraries)	4.5%	2.0%	5.7%	11.1%
Federal government (other than museums or libraries)	4.2%	2.0%	4.3%	11.1%
Insurance companies/agencies	3.8%	2.0%	4.3%	8.9%
Libraries/archives	3.4%	3.3%	2.9%	4.4%
State governments (other than museums or libraries)	2.3%	0.7%	1.4%	8.9%
All other for-profit companies	2.3%	1.3%	1.4%	6.7%
Non-profits (other than those listed above)	1.5%	1.3%	2.9%	0.0%
Auction houses	1.5%	1.3%	2.9%	0.0%
Corporate collections	1.1%	0.7%	2.9%	0.0%
Colleges/universities (other than museums or libraries)	1.1%	0.0%	1.4%	4.4%
Foreign governments (other than museums or libraries)	0.4%	0.0%	0.0%	2.2%
K-12 schools	0.0%	0.0%	0.0%	0.0%
All others	1.5%	1.3%	1.4%	2.2%
No response/Not sure	7.2%	1.3%	11.4%	20.0%
Average % of total revenue generated from the top client	63.1%	67.2%	56.8%	55.1%
n= (*)	235	146	62	27

* = the sample size refers to the number of responses that were used for calculating the average percentage of total revenue. Averages are computed using range mid-points.



Individuals/private collections continue to be top-ranked when the respondents indicate their second most significant revenue source. Museum/historical societies follow closely, especially among the solo practitioners. The second most significant revenue source accounts for an average of between 21% and 23.7% of total company conservation revenue (see Exhibit 2.18).

2.18: Second Most Significant Revenue Source

	Overall	Solo	2-5 employees	6+ employees
Individuals/private collections (e.g., “consumers”)	25.7%	28.7%	22.9%	20.0%
Museums/historical societies	20.4%	25.3%	17.1%	8.9%
Art and antique galleries and dealers	10.2%	11.3%	12.9%	2.2%
Insurance companies/agencies	4.5%	4.0%	5.7%	4.4%
Colleges/universities (other than museums or libraries)	4.2%	5.3%	2.9%	2.2%
Federal government (other than museums or libraries)	3.8%	3.3%	5.7%	2.2%
Local/municipal governments (other than museums or libraries)	3.4%	1.3%	2.9%	11.1%
Corporate collections	3.4%	2.7%	2.9%	6.7%
State governments (other than museums or libraries)	3.0%	2.7%	2.9%	4.4%
Libraries/archives	1.9%	2.0%	2.9%	0.0%
All other for-profit companies	1.9%	2.0%	1.4%	2.2%
Non-profits (other than those listed above)	1.9%	1.3%	2.9%	2.2%
Auction houses	1.1%	0.7%	2.9%	0.0%
Foreign governments (other than museums or libraries)	0.4%	0.0%	0.0%	2.2%
K-12 schools	0.0%	0.0%	0.0%	0.0%
All others	0.4%	0.7%	0.0%	0.0%
No response/Not sure/Not applicable	14.0%	8.6%	14.3%	31.1%
Average % of total revenue generated from the second-most significant client	23.2%	23.7%	23.3%	21.0%
n= (*)	216	132	57	27

* = the sample size refers to the number of responses that were used for calculating the average percentage of total revenue. Averages are computed using range mid-points.



A comparison of the 2009 and 2014 results for top client types shows only modest differences. The most and second most significant revenue sources remain stable across both samples (individuals/private collection) and there is only a modest variation in the average amount of revenue attributable to these client categories. For both samples, individuals/private collections are closely followed by museums/historical societies, with all remaining client categories lagging well behind. Responses are summarized in Exhibit 2.19.

2.19: Revenue Sources: Trends

	Most significant		Second most significant	
	2014	2009	2014	2009
Individuals/private collections (e.g., “consumers”)	38.1%	35.3%	25.7%	25.7%
Museums/historical societies	21.5%	25.7%	20.4%	18.7%
Art and antique galleries and dealers (*)	5.7%	8.6%	10.2%	5.9%
Local/municipal governments (other than museums or libraries)	4.5%	3.7%	3.4%	1.6%
Federal government (other than museums or libraries)	4.2%	4.8%	3.8%	4.3%
Insurance companies/agencies	3.8%	1.6%	4.5%	2.7%
Libraries/archives	3.4%	2.1%	1.9%	2.7%
State governments (other than museums or libraries)	2.3%	1.6%	3.0%	2.7%
All other for-profit companies	2.3%	5.3%	1.9%	4.8%
Auction houses	1.5%	1.1%	1.1%	3.7%
Non-profits (other than those listed above)	1.5%	4.3%	1.9%	4.3%
Colleges/universities (other than museums or libraries)	1.1%	1.1%	4.2%	6.4%
Corporate collections	1.1%	0.5%	3.4%	3.2%
Foreign governments (other than museums or libraries)	0.4%	0.0%	0.4%	0.0%
K-12 schools	0.0%	0.0%	0.0%	0.5%
All others	1.5%	0.5%	0.4%	0.0%
No response/Not sure/Not applicable	7.2%	3.7%	14.0%	12.9%
Average % of total revenue generated from this client type	63.1%	60.3%	23.2%	24.8%
n= (**)	235	170	216	164

* = listed as “art galleries” in 2009.

** = the sample size refers to the number of responses that were used for calculating the average percentage of total revenue. Averages are computed using range mid-points.



E. Billing Rates

Billing Structure

Prior to examining specific billing rates, the respondents were asked to indicate which specific services are offered at an hourly fee, offered at no charge, offered for a non-hourly fee, or not offered. As summarized in Exhibit 2.20, treatment work by a senior conservator/company principal is the most common task offered at an hourly fee, cited by nearly 94%. Other popular hourly fee-based services include written reports/assessments, surveys/assessments, examination without treatment, and travel time, with each structured as an hourly fee-based service by a majority of the respondents. Conservators are least likely to charge for estimates, with about one-third stating that they offer this service at no charge.

2.20: Billing Structure Overview

	Overall (n=255)					
	Do not offer this service	Offer, but do not charge	Offer, but do not charge by the hour	Offer, but unsure of the billing rate	Offer and charge by the hour (see rates in following tables)	No response
Treatment work by a senior conservator/company principal	2.0%	0.4%	2.4%	0.8%	93.7%	0.8%
Treatment work by an associate conservator	38.0%	0.8%	1.6%	1.2%	33.7%	24.7%
Treatment work by an assistant conservator	41.6%	0.4%	1.2%	0.0%	29.8%	27.1%
Treatment work by a conservation technician	37.6%	1.6%	1.2%	0.8%	34.9%	23.9%
Written report/assessment	1.2%	7.1%	12.2%	2.7%	67.1%	9.8%
Examination (no treatment)	0.4%	18.4%	11.8%	3.1%	55.7%	10.6%
Surveys or assessments	5.5%	2.7%	5.1%	4.7%	68.2%	13.7%
Estimate for treatment	2.0%	32.5%	9.4%	4.7%	38.4%	12.9%
Administrative work/office time	5.1%	21.2%	13.7%	6.3%	38.8%	14.9%
Travel time	1.6%	11.0%	10.6%	7.1%	57.3%	12.5%

Segmenting responses by company size shows no major deviations from the overall pattern, other than the expected strong increase in offering treatment work by non-senior conservators among the larger firms. Regardless of company size, estimates for treatment remain the most prevalent service offered at no charge. Responses by segment are provided in Exhibit 2.21 beginning on the following page.



2.21: Billing Structure by Company Size

	Solo practitioners (n=147)					
	Do not offer this service	Offer, but do not charge	Offer, but do not charge by the hour	Offer, but unsure of the billing rate	Offer and charge by the hour (see rates in following tables)	No response
Treatment work by a senior conservator/company principal	2.7%	0.0%	2.0%	0.0%	94.6%	0.7%
Treatment work by an associate conservator	53.7%	0.0%	0.7%	0.7%	10.2%	34.7%
Treatment work by an assistant conservator	57.1%	0.0%	0.0%	0.0%	6.8%	36.1%
Treatment work by a conservation technician	50.3%	2.0%	0.7%	0.7%	12.2%	34.0%
Written report/assessment	2.0%	8.2%	10.2%	2.7%	66.7%	10.2%
Examination (no treatment)	0.7%	19.0%	10.9%	2.7%	53.1%	13.6%
Surveys or assessments	5.4%	2.7%	6.1%	4.8%	65.3%	15.6%
Estimate for treatment	2.0%	34.7%	7.5%	2.0%	38.8%	15.0%
Administrative work/office time	4.8%	25.9%	15.6%	6.1%	31.3%	16.3%
Travel time	2.0%	11.6%	11.6%	2.7%	57.8%	14.3%
	2-5 employees (n=68)					
	Do not offer this service	Offer, but do not charge	Offer, but do not charge by the hour	Offer, but unsure of the billing rate	Offer and charge by the hour (see rates in following tables)	No response
Treatment work by a senior conservator/company principal	1.5%	0.0%	1.5%	1.5%	94.1%	1.5%
Treatment work by an associate conservator	23.5%	1.5%	2.9%	1.5%	54.4%	16.2%
Treatment work by an assistant conservator	27.9%	0.0%	1.5%	0.0%	50.0%	20.6%
Treatment work by a conservation technician	22.1%	0.0%	1.5%	1.5%	63.2%	11.8%
Written report/assessment	0.0%	4.4%	14.7%	2.9%	64.7%	13.2%
Examination (no treatment)	0.0%	19.1%	8.8%	4.4%	58.8%	8.8%
Surveys or assessments	5.9%	1.5%	0.0%	4.4%	73.5%	14.7%
Estimate for treatment	2.9%	30.9%	13.2%	7.4%	32.4%	13.2%
Administrative work/office time	5.9%	16.2%	7.4%	5.9%	47.1%	17.6%
Travel time	0.0%	7.4%	5.9%	13.2%	61.8%	11.8%

Table continued on following page



2.21: Billing Structure by Company Size

	6+ employees (n=40)					
	Do not offer this service	Offer, but do not charge	Offer, but do not charge by the hour	Offer, but unsure of the billing rate	Offer and charge by the hour (see rates in following tables)	No response
Treatment work by a senior conservator/company principal	0.0%	2.5%	5.0%	2.5%	90.0%	0.0%
Treatment work by an associate conservator	5.0%	2.5%	2.5%	2.5%	85.0%	2.5%
Treatment work by an assistant conservator	7.5%	2.5%	5.0%	0.0%	80.0%	5.0%
Treatment work by a conservation technician	17.5%	2.5%	2.5%	0.0%	70.0%	7.5%
Written report/assessment	0.0%	7.5%	15.0%	2.5%	72.5%	2.5%
Examination (no treatment)	0.0%	15.0%	20.0%	2.5%	60.0%	2.5%
Surveys or assessments	5.0%	5.0%	10.0%	5.0%	70.0%	5.0%
Estimate for treatment	0.0%	27.5%	10.0%	10.0%	47.5%	5.0%
Administrative work/office time	5.0%	12.5%	17.5%	7.5%	52.5%	5.0%
Travel time	2.5%	15.0%	15.0%	12.5%	47.5%	7.5%

Billing Rates

Billing rates span a wide range, but tend to stay in the \$100 to \$120 per hour span for many of the more prevalent tasks. Treatment work by a senior conservator, the most common service offered, is billed at an average of \$124 per hour. The least costly rate is for treatment work by a conservation technician, with an average hourly billing rate of \$83 (see Exhibit 2.22 on the following page).

As in 2009, it is important to note that the hourly fee averages are computed using range mid-points. While accurate, averages computed in this manner are less precise than those generated from literal responses.

Comparing 2014 and 2009 results shows an increase in rates for every service examined in the surveys. The greatest increases are seen for examination without treatment and surveys/assessment services, with the hourly fee for each increasing by more than 10%. The lowest increase is for treatment work by an associate conservator, with an increase of less than 2% in the hourly fee. Averaging the billing rate across all services shows an increase of 7%, with aggregated hourly fees rising from \$100 in 2009 to \$107 in 2014 (see Exhibit 2.23 on the following page).



2.22: Billing Rates

	<\$61	\$61- \$80	\$81- \$100	\$101- \$120	\$121- \$140	>\$140	Average (*)	n=
Treatment work by a senior conservator/company principal	7.9%	10.0%	28.5%	13.8%	10.9%	28.9%	\$124	239
Treatment work by an associate conservator	8.1%	11.6%	22.1%	17.4%	12.8%	27.9%	\$123	86
Treatment work by an assistant conservator	15.8%	10.5%	31.6%	14.5%	7.9%	19.7%	\$110	76
Treatment work by a conservation technician	42.7%	18.0%	18.0%	9.0%	3.4%	9.0%	\$83	89
Written report/assessment	14.6%	15.8%	25.1%	11.1%	11.1%	22.2%	\$111	171
Examination (no treatment)	14.8%	13.4%	20.4%	12.7%	13.4%	25.4%	\$116	142
Surveys or assessments	8.6%	12.6%	26.4%	13.8%	13.8%	24.7%	\$119	174
Estimate for treatment	25.5%	11.2%	21.4%	9.2%	9.2%	23.5%	\$107	98
Administrative work/office time	29.3%	19.2%	20.2%	10.1%	6.1%	15.2%	\$91	99
Travel time	38.4%	16.4%	18.5%	6.8%	5.5%	14.4%	\$89	146

* = averages computed using midpoints from the following categories: \$40 or less, \$41 to \$60, \$61 to \$80, \$81 to \$100, \$101 to \$120, \$121 to \$140, \$141 to \$160, \$161 to \$180, \$181 to \$200, \$201 to \$220, \$221 to \$240, \$241 to \$260, \$261 to \$280, \$281+

2.23: Billing Rates: Trends

	2014		2009		Percentage change, 2009 to 2014
	% who offer and charge hourly	Average hourly fee	% who offer and charge hourly	Average hourly fee	
Treatment work by a senior conservator/company principal	90.0%	\$124	89.8%	\$113	9.7%
Treatment work by an associate conservator	85.0%	\$123	31.0%	\$121	1.7%
Treatment work by an assistant conservator	80.0%	\$110	21.9%	\$101	8.9%
Treatment work by a conservation technician	70.0%	\$83	31.6%	\$76	9.2%
Written report/assessment	72.5%	\$111	71.7%	\$107	3.7%
Examination (no treatment)	60.0%	\$116	49.2%	\$104	11.5%
Surveys or assessments	70.0%	\$119	73.3%	\$108	10.2%
Estimate for treatment	47.5%	\$107	33.7%	\$100	7.0%
Administrative work/office time	52.5%	\$91	43.9%	\$86	5.8%
Travel time	47.5%	\$89	62.6%	\$86	3.5%
Overall average hourly fee		\$107		\$100	7.0%



Segmenting the data by company size shows the expected pattern of rates increasing with company size. For example, there is about a 50% increase in the hourly rate for treatment work by a senior conservator when comparing the solo practitioners with larger companies. The least rate differential across company sizes is for administrative work/office time, which is billed at \$86 by the solo practitioners versus \$101 by the mid-size firms and \$87 by the largest firms. Responses by segment are provided in Exhibit 2.24.

2.24: Billing Rates by Company Size

	Overall		Solo		2-5 employees		6+ employees	
	Average	n=	Average	n=	Average	n=	Average	n=
Treatment work by a senior conservator/company principal	\$124	239	\$101	139	\$152	64	\$156	36
Treatment work by an associate conservator	\$123	86	\$77	15	\$135	37	\$133	34
Treatment work by an assistant conservator	\$110	76	\$65	10	\$116	34	\$117	32
Treatment work by a conservation technician	\$83	89	\$50	18	\$90	43	\$93	28
Written report/assessment	\$111	171	\$91	98	\$141	44	\$132	29
Examination (no treatment)	\$116	142	\$92	78	\$150	40	\$138	24
Surveys or assessments	\$119	174	\$99	96	\$144	50	\$138	28
Estimate for treatment	\$107	98	\$86	57	\$149	22	\$120	19
Administrative work/office time	\$91	99	\$86	46	\$101	32	\$87	21
Travel time	\$89	146	\$74	85	\$110	42	\$114	19

Note: Averages computed from range midpoints.



As seen in 2009, it is fairly common for conservators to charge less than their normal rates in cases where the treatment is unsuccessful or only partially successful, or when they are working with a non-profit client. This situation is most common among non-profit clients, with 52.4% of the conservators overall saying they charge a lower rate at least “sometimes.” However, a substantial number (41.5%) say they “always” charge their nonprofit clients their standard rate.

The response patterns are similar across company size categories, with nonprofit clients the group most likely to receive a lower rate at least “sometimes.” Response patterns also correlate with 2009 responses, with the most significant difference being an increased likelihood of charging lower fees to non-profit clients among the 2014 respondents (a lower rate is charged at least “sometimes” for non-profit clients by 52.4% of the 2014 respondents versus 41.2% of the 2009 respondents). Responses are summarized in Exhibit 2.25.

2.25: Rate Variances

		Always charge standard rate	Sometimes charge lower rates	Usually charge lower rates	Always charge lower rate
Overall (n=246)	Unsuccessful treatments	19.1%	26.0%	10.6%	11.0%
	Partially successful treatments	35.0%	25.6%	6.1%	5.3%
	Non-profit clients	41.5%	32.5%	10.6%	9.3%
Solo (n=141)	Unsuccessful treatments	17.7%	22.7%	12.1%	12.8%
	Partially successful treatments	34.8%	26.2%	7.1%	5.0%
	Non-profit clients	41.8%	35.5%	9.2%	7.8%
2-5 employees (n=65)	Unsuccessful treatments	16.9%	32.3%	7.7%	10.8%
	Partially successful treatments	32.3%	21.5%	7.7%	7.7%
	Non-profit clients	41.5%	27.7%	10.8%	13.8%
6+ employees (n=40)	Unsuccessful treatments	27.5%	27.5%	10.0%	5.0%
	Partially successful treatments	40.0%	30.0%	0.0%	2.5%
	Non-profit clients	40.0%	30.0%	15.0%	7.5%
Overall (2009)	Unsuccessful treatments	23.0%	25.7%	12.3%	11.2%
	Partially successful treatments	38.5%	24.1%	7.5%	3.2%
	Non-profit clients	43.3%	26.2%	11.8%	3.2%



Daily Rate

The prevalence of having a daily rate has increased a small amount since 2009, rising from 56.1% to 61.8%. These increases are limited to firms with two or more employees, as illustrated in Exhibit 2.26.

The actual daily rate shows a similar broad range as seen in 2009, with a 10th to 90th percentile span of \$500 to \$1,675. The overall median rate has increased a small amount, rising from \$800 in the 2009 survey to \$820 in the 2014 survey.

Median rates rise with company size, peaking at \$1,200 among those with 2 to 5 employees, versus \$800 among the solo practitioners. Responses by segment are provided in Exhibit 2.27.

Presence of a Daily Rate

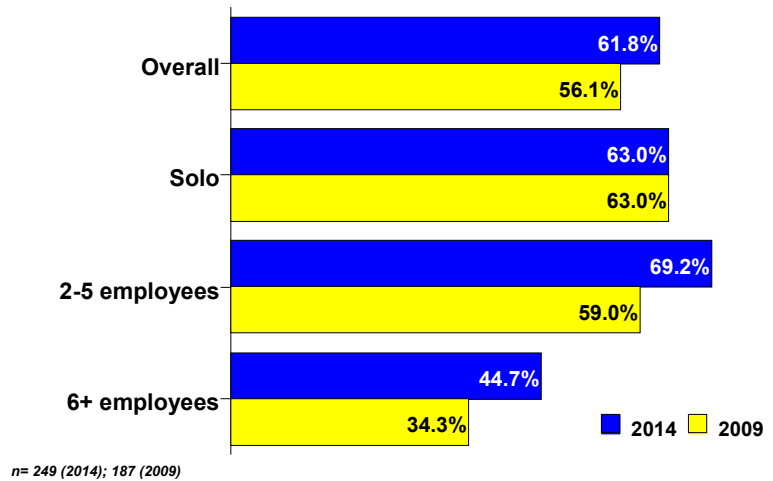


Exhibit 2.26

2.27: Daily Rate

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	154	\$500	\$700	\$820	\$1,200	\$1,675
Solo	92	\$500	\$600	\$800	\$950	\$1,200
2-5 employees	45	\$724	\$925	\$1,200	\$1,500	\$2,400
6+ employees	17	\$700	\$900	\$1,000	\$2,000	\$2,420
Overall (2009)	105	\$500	\$645	\$800	\$1,000	\$1,500



F. Compensation

Compensation Method

A draw is the most common compensation method among those in private practice, cited by nearly two-thirds of the respondents overall, and by nearly 83% of the solo practitioners. As in 2009, a draw remains the compensation method for a majority of respondents employed by mid-sized firms, and is overtaken by receiving a salary only among those employed at companies with six or more staff (see Exhibit 2.28).

2.28: Compensation Method

	2014 (n= 252)		2009 (n= 171)	
	Take a draw	On salary (either annual or hourly)	Take a draw	On salary (either annual or hourly)
Overall	63.1%	36.9%	66.7%	33.3%
Solo	82.6%	17.4%	81.7%	18.3%
2-5 employees	52.2%	47.8%	67.7%	32.3%
6+ employees	12.2%	87.8%	17.3%	82.7%

Work Hours

No significant changes are seen regarding the allocation of full-time and part-time status, with about three-quarters of the respondents employed on a full-time basis. Part-time workers are mostly found in the solo practitioner category, with nearly 41% of those individuals classifying themselves as part-time (defined in the survey as working less than 30 hours per week). Response distribution is summarized in Exhibit 2.29.

2.29: Employment Status

	2014 (n=247)		2009 (n=157)	
	Full-time (defined as 30 or more hours per week)	Part-time (defined as less than 30 hours per week)	Full-time (defined as 30 or more hours per week)	Part-time (defined as less than 30 hours per week)
Overall	74.1%	25.9%	74.5%	25.5%
Solo	59.3%	40.7%	59.1%	40.9%
2-5 employees	91.0%	9.0%	93.8%	6.2%
6+ employees	97.5%	2.5%	100.0%	0.0%



No changes are seen regarding the number of hours a full-time individual works in a “typical” week, with a median of 40 hours reported in both the 2009 and 2014 surveys. The median number of hours worked in a “heavy” week has increased a small amount, moving from 51.8 hours to 55.0 hours. The work week for part-time individuals has also remained stable since 2009, with these individuals working a median of 20 hours in a “typical” week and 35 hours in a “heavy” week.

There is a small amount of variation based on company size. Those employed at the largest firms report a few more hours for their “typical” week (median of 43 hours versus 40 hours for other settings); those employed at the mid-sized firms report the greatest number of hours for a “heavy” week (median of 60 hours, versus 50 to 55 hours at other settings). The response distribution is illustrated in Exhibit 2.30.

2.30: Hours Worked

	Full-time individuals				Part-time individuals			
	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=
Overall	40.0	180	55.0	162	20.0	62	35.0	56
Solo	40.0	80	50.0	70	20.0	55	35.0	50
2-5 employees	40.0	61	60.0	53	19.0	6	30.0	5
6+ employees	43.0	39	55.0	39	**	1	**	1
Overall (2009)	40.0	114	51.8	98	20.0	39	35.0	38

** = insufficient responses for tabulation.

Compensation Statistics

Examining compensation data for a group as diverse as private practice conservators is challenging. To explore compensation to as fine a level as possible, the data were first segmented by full-time and part-time status. Then, within each group, the data were segmented by a variety of standard compensation-related criteria such as years of experience, location, education background, company size, and so forth.

As in 2009, some of the subsamples have small sample sizes. Small sample sizes will magnify outliers in the sample (individuals that reported an unusually large or unusually small compensation amount) and should be interpreted with care. Additionally, the majority of private practice conservators take a draw rather than receive an annual salary. This has a significant impact on compensation data since draw amounts often change year-to-year based upon company performance, and are also highly affected by overall company dynamics, such as the amount of revenue that is “fed back” into the business rather than taken as salary/profit. This situation is often manifested as outliers on the data edges (the 10th and 90th percentile values). To help minimize the impact of “unusual”



years, those respondents who take a draw were asked to indicate the draw taken for 2013 and 2014. An average was used as the analysis value when respondents provided both data points. Still, even with this data smoothing, there remains significant variability to the data.

A variety of segmentation criteria are used to help explore the data in detail. These criteria can be combined to help extend the data utility. For example, imagine the need to determine the median compensation for someone who is a solo practitioner, takes a draw, and has 12 years of experience. Taking each these criteria from Exhibit 2.31 shows median base compensation for each is \$40,000, \$40,000 and \$50,000 respectively. The average of these three values is \$43,333. While not precise, this method of combining categories makes maximum use of the data collected.

Compensation data for full-time individuals are provided in Exhibits 2.31 and 2.32; data for part-time individuals are provided in Exhibit 2.33. Due to the smaller sample size of part-time individuals, the data are limited to medians.

The 2009 and 2014 results are compared to highlight trends. Overall, the typical full-time conservator has realized an 11.1% gain in compensation since 2009. However, as noted previously, strong variations are present for some categories due to effect of response outliers coupled with small sample sizes. For example, the data suggests that the compensation for self-taught conservators has doubled since 2009. This is most likely not the case, but an artifact of the small number of responses in the “self-taught” category for both 2014 and 2009. The most statistically-trustworthy metric for compensation trends is the overall value of 11.1%, since that datum is based on two fairly large samples.



2.31: Compensation: Full-time Individuals

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall		164	\$18,336	\$34,436	\$50,000	\$78,368	\$120,000
Company size	Solo	70	\$9,100	\$21,846	\$40,000	\$61,725	\$90,000
	2-5 employees	55	\$24,600	\$35,360	\$50,000	\$75,000	\$120,000
	6+ employees	39	\$38,000	\$50,000	\$62,500	\$100,000	\$200,000
Compensation type	Draw	97	\$9,800	\$26,750	\$40,000	\$64,500	\$91,200
	Salary	67	\$35,000	\$41,000	\$60,000	\$96,000	\$164,000
Total years of professional experience	Up to 5 years	13	\$22,115	\$36,680	\$40,000	\$50,000	\$69,200
	6-10 years	20	\$25,500	\$36,500	\$46,910	\$60,550	\$86,150
	11-15 years	17	\$27,600	\$33,500	\$50,000	\$79,750	\$101,920
	16-20 years	16	\$11,000	\$27,625	\$39,250	\$69,375	\$95,780
	21-30 years	45	\$15,200	\$30,000	\$55,000	\$100,750	\$200,400
	30+ years	51	\$10,400	\$30,000	\$50,250	\$77,220	\$120,000
Years in present position	Up to 5 years	35	\$11,715	\$35,000	\$40,000	\$53,000	\$72,800
	6-10 years	24	\$27,750	\$34,438	\$52,993	\$84,375	\$100,800
	11-15 years	19	\$26,000	\$38,000	\$73,250	\$90,000	\$200,000
	16-20 years	24	\$16,250	\$25,875	\$47,500	\$87,500	\$225,500
	20+ years	61	\$10,000	\$30,000	\$53,000	\$90,500	\$120,000
Gender	Male	54	\$17,659	\$38,090	\$64,500	\$92,250	\$177,500
	Female	109	\$18,000	\$33,125	\$45,000	\$65,780	\$100,000
Degree (1)	No degree, self-taught	11	\$7,700	\$20,317	\$62,500	\$120,000	\$148,000
	No degree, apprenticeship	16	\$21,550	\$35,621	\$43,000	\$58,250	\$78,000
	Bachelor's in conservation or any other field	74	\$12,763	\$31,500	\$44,185	\$64,300	\$90,500
	Post-Bachelor's Certificate or Diploma	15	\$18,300	\$32,000	\$45,000	\$73,250	\$104,040
	Master's in conservation	101	\$20,277	\$35,000	\$50,000	\$78,500	\$124,300
	Master's in any other field	39	\$12,000	\$37,500	\$50,000	\$80,000	\$149,000

Table continued on following page



2.31: Compensation: Full-time Individuals

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall		164	\$18,336	\$34,436	\$50,000	\$78,368	\$120,000
Company age	Up to 5 years	16	\$12,168	\$22,289	\$37,000	\$61,175	\$100,150
	6-10 years	19	\$27,500	\$32,000	\$45,000	\$55,000	\$93,600
	11-20 years	40	\$20,032	\$30,875	\$47,500	\$81,875	\$147,620
	20+ years	69	\$12,500	\$37,750	\$53,000	\$82,500	\$120,000
Region	Northeast	67	\$23,800	\$40,000	\$55,000	\$82,500	\$151,000
	South Atlantic	39	\$18,671	\$34,995	\$46,500	\$85,000	\$121,500
	South Central	12	\$16,000	\$30,500	\$35,680	\$55,085	\$92,500
	North Central	9	**	\$14,500	\$30,500	\$83,000	**
	Mountain/Pacific	31	\$7,600	\$22,500	\$40,000	\$70,000	\$86,000
	Canada	5	**	**	\$93,600	**	**

** = insufficient response for tabulation.

(1) = educational degree data are for all degrees held. Thus, any given respondent may be included in more than one category if he/she holds multiple degrees.



2.32: Compensation Trends: Full-time Individuals

		2014		2009		
		n=	Median	n=	Median	Variation
Overall		164	\$50,000	114	\$45,000	11.1%
Company size	Solo	70	\$40,000	53	\$35,000	14.3%
	2-5 employees	55	\$50,000	29	\$55,000	(9.1)%
	6+ employees	39	\$62,500	29	\$60,000	4.2%
Compensation type	Draw	97	\$40,000	72	\$40,000	0.0%
	Salary	67	\$60,000	42	\$51,500	16.5%
Total years of professional experience	Up to 5 years	13	\$40,000	6	\$40,930	(2.3)%
	6-10 years	20	\$46,910	14	\$40,000	17.3%
	11-15 years	17	\$50,000	12	\$55,500	(9.9)%
	16-20 years	16	\$39,250	19	\$42,000	(6.5)%
	21-30 years	45	\$55,000	38	\$50,000	10.0%
	30+ years	51	\$50,250	23	\$46,800	7.4%
Years in present position	Up to 5 years	35	\$40,000	21	\$45,000	(11.1)%
	6-10 years	24	\$52,993	20	\$41,800	26.8%
	11-15 years	19	\$73,250	15	\$60,000	22.1%
	16-20 years	24	\$47,500	20	\$42,500	11.8%
	20+ years	61	\$53,000	37	\$45,000	17.8%
Gender	Male	54	\$64,500	44	\$54,486	18.4%
	Female	109	\$45,000	66	\$40,000	12.5%
Degree (1)	No degree, self-taught	11	\$62,500	17	\$30,000	108.3%
	No degree, apprenticeship	16	\$43,000		N/A	
	Bachelor's in conservation or any other field	74	\$44,185	42	\$43,000	2.8%
	Post-Bachelor's Certificate or Diploma	15	\$45,000		N/A	
	Master's in conservation	101	\$50,000	60	\$51,500	(2.9)%
	Master's in any other field	39	\$50,000	28	\$40,000	25.0%

Table continued on following page



2.32: Compensation Trends: Full-time Individuals

		2014		2009		
		n=	Median	n=	Median	Variation
Overall		164	\$50,000	114	\$45,000	11.1%
Company age	Up to 5 years	16	\$37,000	9	\$35,000	5.7%
	6-10 years	19	\$45,000	10	\$46,000	(2.2)%
	11-20 years	40	\$47,500	26	\$41,210	15.3%
	20+ years	69	\$53,000	36	\$45,900	15.5%
	Region	Northeast	67	\$55,000	44	\$50,000
	South Atlantic	39	\$46,500	24	\$43,500	6.9%
	South Central	12	\$35,680	13	\$35,000	1.9%
	North Central	9	\$30,500	10	\$60,000	(49.2)%
	Mountain/Pacific	31	\$40,000	18	\$28,300	41.3%
	Canada	5	\$93,600	4	\$58,500	60.0%

(1) = educational degree data are for all degrees held. Thus, any given respondent may be included in more than one category if he/she holds multiple degrees.



2.33: Compensation: Part-time Individuals

		2014		2009			
		n=	Median	n=	Median	Variation	
Overall		57	\$16,000	37	\$20,000	(20.0)%	
Company size	Solo	50	\$12,250	35	\$20,000	(38.8)%	
	2-5 employees	6	\$25,000	2	**	N/A	
	6+ employees	1	**	0	**	N/A	
	Draw	43	\$12,500	32	\$18,500	(32.4)%	
Compensation type		Salary	14	\$26,540	5	\$30,000	(11.5)%
Total years of professional experience	Up to 5 years	4	\$34,450	1	**	N/A	
	6-10 years	11	\$12,000	3	\$14,000	(14.3)%	
	11-15 years	11	\$12,500	4	\$27,000	(53.7)%	
	16-20 years	5	\$10,000	9	\$20,000	(50.0)%	
	21-30 years	12	\$17,500	15	\$18,000	(2.8)%	
	30+ years	11	\$21,000	4	\$31,500	(33.3)%	
Years in present position	Up to 5 years	17	\$12,000	4	\$20,400	(41.2)%	
	6-10 years	14	\$19,986	6	\$19,800	0.9%	
	11-15 years	6	\$17,500	10	\$18,000	(2.8)%	
	16-20 years	4	\$16,000	8	\$21,000	(23.8)%	
	20+ years	16	\$18,750	9	\$25,000	(25.0)%	
Gender	Male	4	\$17,500	2	**	N/A	
	Female	49	\$17,472	34	\$20,000	(12.6)%	
Degree (1)	No degree, self-taught	3	\$11,000	3	\$20,000	(45.0)%	
	No degree, apprenticeship	8	\$12,250	N/A			
	Bachelor's (in conservation or any other field)	27	\$11,500	12	\$21,400	(46.3)%	
	Post-Bachelor's Certificate or Diploma	7	\$11,000	N/A			
	Master's in conservation	37	\$17,500	25	\$20,000	(12.5)%	
	Master's in any other field	8	\$14,000	4	\$20,500	(31.7)%	

Table continue on following page



2.33: Compensation: Part-time Individuals

		2014		2009		
		n=	Median	n=	Median	Variation
Overall		57	\$16,000	37	\$20,000	(20.0)%
Company age	Up to 5 years	11	\$21,000	5	\$20,800	1.0%
	6-10 years	11	\$17,472	8	\$12,000	45.6%
	11-20 years	8	\$17,250	16	\$20,000	(13.8)%
	20+ years	18	\$12,000	0	**	N/A
Region	Northeast	26	\$19,250	14	\$22,900	(15.9)%
	South Atlantic	12	\$13,500	8	\$19,000	(28.9)%
	South Central	1	**	1	**	N/A
	North Central	4	\$9,000	4	\$15,000	(40.0)%
	Mountain/Pacific	7	\$17,500	6	\$28,500	(38.6)%
	Canada	7	\$12,500	4	\$10,637	17.5%

** = insufficient response for tabulation.

(1) = educational degree data are for all degrees held. Thus, any given respondent may be included in more than one category if he/she holds multiple degrees.

Draw Variations

As noted previously, individuals who take a draw were asked to indicate the draw taken for both 2013 and the anticipated draw for 2014. An average of the two values was used in the compensation analysis. It is also helpful to explore the two draw data points individually for trends.

Doing so shows that an increase in the draw amount is the most common situation, cited by nearly one-half of both the full-time and the part-time

individuals. Decreases are also seen, especially among part-time individuals, a situation cited by nearly 30% (see Exhibit 2.34).

2013 vs. 2014 Draw Trends

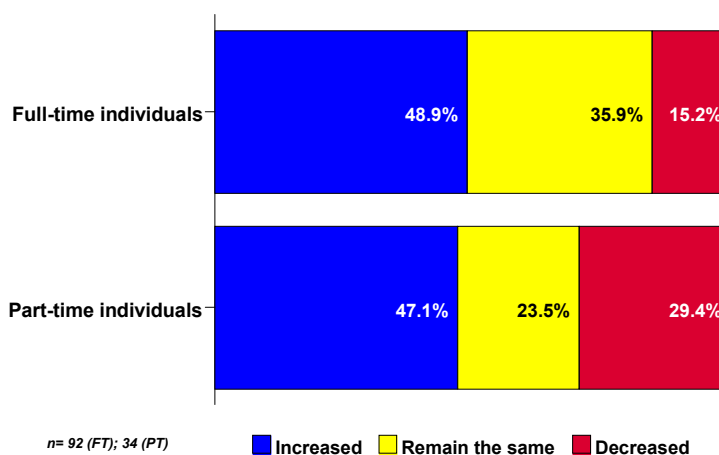


Exhibit 2.34



Despite the prevalence of increases in the draw amount, the overall median change is zero percent for both full-time and part-time individuals, since many of the increases are offset by those who decreased their draw amount for 2014 from 2013.

Salary Increases

Salary increases among the salaried individuals was fairly uncommon in the 2009 survey, a situation cited by only 17.5%. This situation has improved in the 2014 survey, with 31.2% of the salaried individuals reporting receiving a salary boost in the past 12 months. A majority (53.8%) did not, with the balance (15.1%) not indicating their salary change.

Of those who did receive an increase, the median amount was 7.5%, somewhat lower than the median increase of 11.5% reported in 2009. The 2014 range was 1% to 25%, the same reported in 2009. January and June are the most common months in which to receive a salary increase, cited by 25% and 20.8% respectively.

Additional Compensation

The prevalence of receiving additional cash compensation beyond base salary remains an uncommon event. This situation was cited by only 13.4% of the 2009 respondents, and by only 17.7% of the 2014 respondents. As in 2009, this additional compensation is usually a bonus (often described as an “annual bonus”) but also encompasses situations such as overtime pay, profit sharing/distribution, and dividends. The median amount received was \$9,000, a substantial increase from the \$5,000 reported in 2009. The 2014 bonus amount equates to 12% of the base salary of the individuals who received one.



G. Benefits

Retirement Plans

A retirement plan is uncommon overall, with two-thirds of the respondents indicating that their company does not offer any type of retirement plan. As expected, not having a retirement plan is an especially common situation among the solo practitioners (cited by 77.9%) and the smaller companies (cited by 70.1%). However, a majority of the largest companies offer a retirement plan, and 63.4% of the large company respondents participate in the plan (see Exhibit 2.35).

It is not possible to directly compare 2009 and 2014 results due to differences in question wording and structure, but it appears that the prevalence of a retirement plan has declined. In 2009, 47.1% of the respondents' companies did not offer a retirement plan. This has increased to 66.5% in 2014. However, a sizeable number (12.3%) of the 2009 respondents were unsure, so the exact magnitude of change cannot be accurately determined.

2.35: Retirement Plan Prevalence

	Overall	Solo	2-5 employees	6+ employees
Participate in retirement plan	29.4%	22.1%	23.9%	63.4%
Plan offered, but do not participate or am not eligible for it	3.2%	0.0%	4.5%	12.2%
Company does not offer a retirement plan	66.5%	77.9%	70.1%	22.0%
Not sure	0.8%	0.0%	1.5%	2.4%
n=	248	140	67	41

An “investment account” (such as a 401k, a SEP-IRA or another type of defined contribution plan) is the most common retirement plan offering by a wide margin, cited as a plan that they participate in by 83.6% of the respondents who participate in a plan. A profit sharing plan is the only other option that garners at notable response overall, cited by 12.3% (see Exhibit 2.36 on the following page).



2.36: Retirement Plan Offerings

	Overall	Solo	2-5 employees	6+ employees
Traditional pension plan	5.5%	0.0%	12.5%	7.7%
Profit sharing plan	12.3%	9.7%	12.5%	15.4%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	83.6%	90.3%	62.5%	88.5%
Other	0.0%	0.0%	0.0%	0.0%
Not sure	8.2%	6.5%	18.8%	3.8%
n=	73	31	16	26

Note: Data limited to the 73 respondents who indicated that their company offers a retirement plan and they participate in it. Responses may not sum to 100% since more than one option could be selected.

General Benefits

Membership dues and meeting fees remain the most popular general benefits available to the respondents, with a majority overall indicating that their company provides AIC (or other professional association) membership dues and meeting fees as a benefit. Only one other benefit (professional liability insurance) is cited by a majority of the respondents. Two benefits reach near majority-level: health insurance for the employee and non-degree continuing education.

Trends since 2009 regarding benefit prevalence are mixed. Of the 15 benefits examined, seven have increased in prevalence; eight have declined. Most of the changes are minor, with the percentage variance often limited to less than three percentage points. Only one benefit stands out as having a major decrease: non-degree continuing education costs. This benefit is offered by 47.6% of the companies in the 2014 survey versus nearly 60% of the companies in the 2009 survey. A summary of trends is provided in Exhibit 2.37 on the following page.



2.37: General Benefits Offered

Data are the percentage saying the benefit is available through or from their company.

	Overall 2014	Overall 2009	Trend
AIC membership dues	88.4%	86.2%	2.2%
Other professional association membership dues	73.8%	72.9%	0.9%
AIC Annual Meeting fees (registration, travel, etc.)	67.1%	60.4%	6.7%
Other professional meeting fees	62.7%	62.2%	0.5%
Professional liability insurance	50.7%	40.9%	9.8%
Health insurance for myself	48.9%	45.3%	3.6%
On-going continuing education costs (non-degree)	47.6%	59.8%	(12.2)%
Dental insurance (self OR family)	16.9%	18.8%	(1.9)%
Health insurance for spouse/partner/family	16.4%	20.1%	(3.7)%
Life insurance	14.2%	17.6%	(3.4)%
Short-term disability insurance	11.6%	12.6%	(1.0)%
Continuing education costs to pursue a degree	10.2%	6.9%	3.3%
Long-term disability insurance	9.3%	12.0%	(2.7)%
Vision insurance (self OR family)	8.0%	8.8%	(0.8)%
Child care/day care expenses	3.6%	5.1%	(1.5)%
n=	225	159	

Note: "Trend" is the percentage point difference between the two sample years.

Segmenting the benefits data by company size also shows a mixed pattern. Some benefits, such as AIC and other professional association membership dues, are offered as a benefit far more often by the solo practitioners and mid-sized companies versus the large companies. As expected, benefits such as health insurance show the opposite pattern, offered by only 35.5% of the solo practitioners versus 82.5% of the large companies. Responses by segment are illustrated in Exhibit 2.38 on the following page.



2.38: General Benefits Offered by Company Size

Data are the percentage saying the benefit is available through or from their company.

	Overall	Solo	2-5 employees	6+ employees
AIC membership dues	88.4%	97.5%	84.4%	67.5%
Other professional association membership dues	73.8%	82.6%	70.3%	52.5%
AIC Annual Meeting fees (registration, travel, etc.)	67.1%	67.8%	67.2%	65.0%
Other professional meeting fees	62.7%	63.6%	60.9%	62.5%
Professional liability insurance	50.7%	54.5%	50.0%	40.0%
Health insurance for myself	48.9%	35.5%	53.1%	82.5%
On-going continuing education costs (non-degree)	47.6%	49.6%	54.7%	30.0%
Dental insurance (self OR family)	16.9%	10.7%	17.2%	35.0%
Health insurance for spouse/partner/family	16.4%	7.4%	18.8%	40.0%
Life insurance	14.2%	11.6%	15.6%	20.0%
Short-term disability insurance	11.6%	5.8%	9.4%	32.5%
Continuing education costs to pursue a degree	10.2%	7.4%	15.6%	10.0%
Long-term disability insurance	9.3%	4.1%	14.1%	17.5%
Vision insurance (self OR family)	8.0%	3.3%	7.8%	22.5%
Child care/day care expenses	3.6%	5.8%	0.0%	2.5%
n=	225	121	64	40



Paid Time Off and Sabbaticals

Given the large proportion of solo practitioners, only limited data are available on paid time off (PTO) and sabbaticals. As expected, a formal PTO structure is only common among the largest companies, where it is cited by about 85% of the respondents. Overall, this PTO is somewhat more likely to have defined categories (such as “sick time,” “vacation,” etc.) versus being non-defined. Responses are summarized in Exhibit 2.39.

2.39: Paid Time Off

	Overall	2-5 employees	6+ employees	Overall (2009)	
Receive paid time off	21.3%	26.9%	84.6%	19.3%	
Categorized into defined types	46.2%	44.4%	45.5%	44.4%	
How paid time off is offered	Receive set number of days that can be used for any purpose	34.6%	16.7%	45.5%	22.2%
	Both	17.3%	33.3%	9.1%	25.0%
	No response	1.9%	5.6%	0.0%	8.3%
Median number of days per year	Vacation	15.0	14.5	12.5	14.0
	Sick time	5.0	5.0	5.0	5.0
	Personal time	5.0	7.5	2.0	10.0
	Bereavement leave	5.0	14.0	3.0	3.0
	Paid time off (PTO) days (not included above)	12.0	25.0	10.0	12.0

Sabbaticals are rarely offered — only 3.7% of the companies overall offer sabbaticals, a small increase from the 2.1% indicating sabbatical benefits in the 2009 survey. The prevalence of a sabbatical increases to 10% among the largest companies. Due to the small number of responses, details on factors such as sabbatical length and the employment time needed to qualify cannot be provided beyond the summary data in Exhibit 2.40.

2.40: Sabbaticals

	Overall	2-5 employees	6+ employees
Company offers sabbaticals and individual is eligible	3.3%	6.0%	10.0%
Offers sabbaticals but the individual is not eligible	0.4%	1.5%	0.0%
n=	245	67	40

III. Museum/Historical Society Conservators

A. Organization Overview

Segmentation Approach

As in 2009, the total employee count was used as the major segmentation criterion, since organizational size has a significant impact on compensation and compensation-related issues. The 2009 analysis used three segments (Small, Medium, and Large). Due to the larger sample size in the 2014 survey, the segmentation method was expanded to four categories to explore the data on a finer level. The segment definitions are as follows:

- ▶ “Small” — museums with up to 100 total staff (21.8% of the sample, total of 81 responses).
- ▶ “Medium” — museums with 101 to 250 staff (28.8% of the sample, total of 107 responses).
- ▶ “Medium/Large” — museums with 251 to 500 staff (19.6% of the sample, total of 73 responses).
- ▶ “Large” — museums with greater than 500 total staff (28.6% of the sample, total of 106 responses).

Museum Size Categories

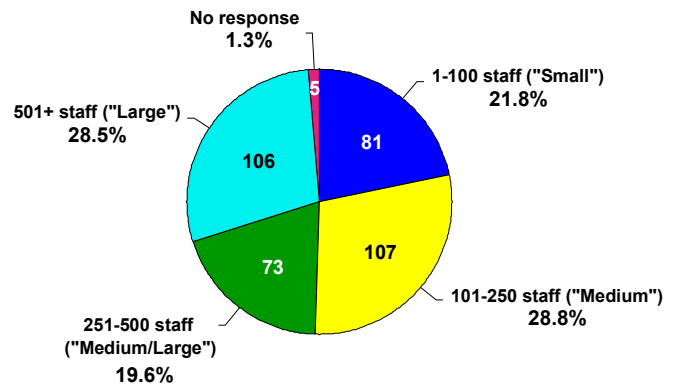


Exhibit 3.1

Five respondents did not specify the total number of staff at their museums, and are excluded from all size-based analyses.

The larger sample size of the 2014 data set also permits segmentation by museum type using the categories of university- or college-based (total of 63 respondents) and “standalone,” which encompasses all other museums/historical societies in the sample (total of 309 responses).

Museum Type Categories

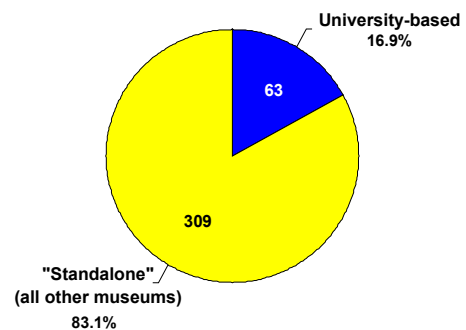


Exhibit 3.2

It is important to keep in mind the category definition differences when comparing the 2009 and 2014 results. The Medium category in the 2009 analysis consisted of institutions with 101 to 500 staff, thus encompassing



both the Medium and the Medium/Large categories in the 2014 analysis. The Small and Large categories use the same definition in both surveys.

As in 2009, the terms Small, Medium, and Large are used for convenience and to maximize the utility of this specific data set. These definitions may not necessarily translate into specific or “official” museum sector definitions of museum sizes.

Governing Authority

No significant changes are seen since 2009 regarding governing authority, with a large majority of respondents indicating that their institution is a private non-profit entity. The federal government is the next most popular response, cited by 11.6% overall and by nearly 15% of the Small museums. These latter institutions show the greatest governing authority diversity — while most are private non-profit entities, a substantial number cite some level of government as their governing authority (see Exhibit 3.3).

3.3: Governing Authority

	Overall	Small	Medium	Medium/ Large	Large	University- based	Stand- alone	Overall 2009
Municipal/county/local government	4.8%	6.2%	4.7%	8.2%	1.9%	1.6%	5.5%	7.2%
State/provincial government	7.8%	19.8%	4.7%	5.5%	3.8%	22.2%	4.9%	9.8%
Federal government	11.6%	14.8%	10.3%	8.2%	12.3%	4.8%	12.9%	9.8%
Tribal	0.3%	0.0%	0.0%	0.0%	0.9%	0.0%	0.3%	0.4%
Private non-profit	70.4%	54.3%	79.4%	74.0%	73.6%	69.8%	70.6%	66.0%
For-profit	1.9%	2.5%	0.0%	1.4%	3.8%	0.0%	2.3%	3.0%
Other	2.2%	1.2%	0.9%	2.7%	3.8%	0.0%	2.6%	2.6%
No response	1.1%	1.2%	0.0%	0.0%	0.0%	1.6%	1.0%	1.1%
n=	372	81	107	73	106	63	309	265

Staff Counts and Trends

The respondents were asked to indicate the number of paid and unpaid conservation professionals² at their museum, plus the number of staff who directly support the work of conservation professionals (defined in the survey as personnel such as a database managers, clerical staff, photographers, etc.). As summarized in Exhibit 3.4 on the following page, the typical museum has 8.0 paid and 2.0 unpaid conservation professionals. This represents a small increase in the number of paid conservation professionals reported in the 2009 survey (moving from a median of 7.0 to 8.0) and no

² Respondents were asked to include all individuals (full- and part-time), including themselves, when indicating staffing levels. The category of unpaid conservation professionals was defined in the survey as “volunteers, interns, etc. who are primarily engaged in conservation work/activities.”



change with regard to the number of unpaid conservation professionals. The number of support staff, a new metric collected in the 2014 survey, is the same as the number of unpaid conservation staff (median of 2.0).

Responses vary in concert with museum size. The most significant deviation from 2009 levels is seen in the Large museums, with the median number of paid conservation professionals dropping from 28.5 to 26.0.

3.4: Number of Conservation Professionals

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	Median 2009
Overall	Total number of paid conservation professionals	363	2.0	4.0	8.0	15.0	34.2	7.0
	Total number of unpaid conservation professionals	326	0.0	1.0	2.0	5.0	10.0	2.0
	Total number of staff who directly support the work of conservation staff	336	0.0	1.0	2.0	5.0	10.0	N/A
Small	Total number of paid conservation professionals	79	1.0	2.0	3.0	5.0	8.0	3.0
	Total number of unpaid conservation professionals	68	0.0	0.0	1.0	3.0	5.0	1.0
	Total number of staff who directly support the work of conservation staff	70	0.0	0.0	2.0	3.0	8.9	N/A
Medium	Total number of paid conservation professionals	107	2.0	5.0	7.0	11.0	14.2	6.0
	Total number of unpaid conservation professionals	95	0.0	1.0	2.0	3.0	5.0	2.0
	Total number of staff who directly support the work of conservation staff	103	0.0	1.0	1.0	3.0	6.2	N/A
Medium/ Large	Total number of paid conservation professionals	73	3.0	6.0	9.0	13.5	24.4	N/A
	Total number of unpaid conservation professionals	68	0.0	1.0	2.0	5.0	9.1	
	Total number of staff who directly support the work of conservation staff	72	0.0	1.0	2.0	5.0	9.0	

Table continued on following page



3.4: Number of Conservation Professionals

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	Median 2009	
Large	Total number of paid conservation professionals	102	5.0	11.0	26.0	40.8	100.0	28.5
	Total number of unpaid conservation professionals	94	0.0	2.0	4.0	10.0	20.0	5.0
	Total number of staff who directly support the work of conservation staff	90	0.0	1.0	3.5	10.0	20.0	N/A
University-based	Total number of paid conservation professionals	61	1.0	2.0	5.0	9.5	16.8	N/A
	Total number of unpaid conservation professionals	55	0.0	0.0	1.0	3.0	5.0	
	Total number of staff who directly support the work of conservation staff	55	0.0	0.0	1.0	3.0	8.4	
Standalone	Total number of paid conservation professionals	302	2.0	5.0	8.0	17.3	38.0	N/A
	Total number of unpaid conservation professionals	271	0.0	1.0	2.0	5.0	10.0	
	Total number of staff who directly support the work of conservation staff	281	0.0	1.0	2.0	5.0	10.8	

N/A = data not collected in the 2009 survey.

The 2014 data allowed for developing benchmark ratios to explore the relationship between paid and unpaid conservation professionals, and the relationship between support staff and paid conservation professionals. For the typical museum, for every paid conservation professional there are 0.21 unpaid conservation professionals and 0.19 support staff.

The most significant deviation from this overall pattern is seen among the Small museums regarding support staff. The typical Small museum has 0.50 support staff for every paid conservator, more than twice as many as seen in any other museum size or type segment. In at least one out of every ten Small museums the number of support staff exceeds the number of paid conservators (e.g., a 90th percentile ratio of 2.50, meaning there are 2.5 support staff for every paid conservator).

The ratio of unpaid conservators to paid conservators peaks at 0.25 in the university-based and the Medium size museums. Responses are illustrated in Exhibit 3.5 on the following page.



3.5: Conservation Professionals Ratios

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	Ratio of unpaid to paid conservators	326	0.00	0.04	0.21	0.45	1.00
	Ratio of support staff to paid conservators	336	0.00	0.06	0.19	0.50	1.50
Small	Ratio of unpaid to paid conservators	69	0.00	0.00	0.20	1.00	1.56
	Ratio of support staff to paid conservators	70	0.00	0.00	0.50	1.03	2.50
Medium	Ratio of unpaid to paid conservators	95	0.00	0.11	0.25	0.44	0.72
	Ratio of support staff to paid conservators	103	0.00	0.08	0.17	0.40	1.00
Medium/ Large	Ratio of unpaid to paid conservators	68	0.00	0.09	0.20	0.46	0.84
	Ratio of support staff to paid conservators	72	0.00	0.07	0.21	0.45	1.62
Large	Ratio of unpaid to paid conservators	93	0.00	0.07	0.20	0.34	0.85
	Ratio of support staff to paid conservators	90	0.00	0.06	0.15	0.33	1.36
University- based	Ratio of unpaid to paid conservators	56	0.00	0.00	0.25	0.77	1.55
	Ratio of support staff to paid conservators	55	0.00	0.00	0.11	0.60	1.90
Standalone	Ratio of unpaid to paid conservators	270	0.00	0.08	0.20	0.43	0.91
	Ratio of support staff to paid conservators	281	0.00	0.07	0.20	0.50	1.49



“Remain the same” is the most popular situation when the respondents describe how staffing levels for paid conservators, unpaid conservators and the total staff count have changed over the past three years at their museum. This situation of generally static staff counts is expected to continue over the next three years. The average trend index remains in the 3.0 to 3.1 range for the past three years, and the 3.2 to 3.3 range for the next three years (where 1 is “significant decrease” and 5 is “significant increase.” Values greater than 3.0 indicate growth).

This status quo/modest growth pattern represents an improvement over the 2009 results, which depicted a pattern of staff cutbacks, especially with regard to the total number of paid museum staff. Average trend index scores for total staff in 2009 were in the 2.1 to 2.8 range across the museum size segments. This improves to the 2.9 to 3.2 range in the 2014 survey.

Response patterns across the museum type categories are generally consistent for the past three years, with no change to mild growth for both the university-based and the standalone museums. A stronger differential is seen when the respondents look three years forward, with the university-based museums expecting somewhat greater growth rates, resulting in average trend index scores of 3.3 to 3.4.

Responses are illustrated in Exhibits 3.6 and 3.7 beginning below.

3.6: Staffing Trends

<i>The most common response for each metric is noted in bold.</i>		Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index
Past three years	Total number of paid conservation professionals	3.2%	13.7%	50.0%	21.2%	6.2%	5.6%	3.1
	Total number of unpaid conservation professionals	1.9%	8.1%	64.2%	12.6%	1.1%	12.1%	3.0
	Total number of paid staff	4.8%	18.8%	37.9%	22.8%	4.8%	10.8%	3.0
Next three years	Total number of paid conservation professionals	1.6%	9.1%	56.5%	24.5%	1.3%	7.0%	3.2
	Total number of unpaid conservation professionals	1.1%	2.7%	67.7%	16.1%	0.8%	11.6%	3.2
	Total number of paid staff	0.8%	10.5%	44.1%	31.5%	1.3%	11.8%	3.3

The “average trend index” is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations. n= 372.



3.7: Staffing Trends by Organization Size and Type

The most common response for each metric is noted in bold .		Decrease	Remain the same	Increase	Not sure/no response	Average trend index 2014	Average trend index 2009
			Overall	16.9%	50.0%	27.4%	5.6%
Total number of paid conservation professionals	Small	12.3%	55.6%	27.2%	4.9%	3.2	3.2
	Medium	13.1%	57.9%	26.2%	2.8%	3.1	2.8
	Medium/Large	23.3%	39.7%	35.6%	1.4%	3.2	
	Large	19.8%	47.2%	23.6%	9.4%	3.1	2.7
	Overall	9.9%	64.2%	13.7%	12.1%	3.0	3.1
Past three years Total number of unpaid conservation professionals	Small	7.4%	61.7%	17.3%	13.6%	3.1	3.1
	Medium	15.0%	61.7%	16.8%	6.5%	3.0	3.1
	Medium/Large	9.6%	68.5%	13.7%	8.2%	3.0	
	Large	7.5%	67.9%	7.5%	17.0%	3.0	3.0
	Overall	23.7%	37.9%	27.7%	10.8%	3.0	2.4
Total number of paid staff	Small	24.7%	38.3%	27.2%	9.9%	3.0	2.8
	Medium	24.3%	35.5%	33.6%	6.5%	3.1	2.4
	Medium/Large	23.3%	31.5%	32.9%	12.3%	3.2	
	Large	22.6%	46.2%	18.9%	12.3%	2.9	2.1

Table continued on following page



3.7: Staffing Trends by Organization Size and Type

The most common response for each metric is noted in bold .		Decrease	Remain the same	Increase	Not sure/no response	Average trend index 2014	Average trend index 2009
			Overall	10.8%	56.5%	25.8%	7.0%
Total number of paid conservation professionals	Small	11.1%	54.3%	25.9%	8.6%	3.1	3.1
	Medium	5.6%	65.4%	26.2%	2.8%	3.2	3.1
	Medium/Large	12.3%	47.9%	31.5%	8.2%	3.2	
	Large	15.1%	56.6%	21.7%	6.6%	3.1	2.6
	Overall	3.8%	67.7%	16.9%	11.6%	3.2	3.1
Next three years Total number of unpaid conservation professionals	Small	3.7%	63.0%	22.2%	11.1%	3.2	3.3
	Medium	0.9%	74.8%	17.8%	6.5%	3.2	3.2
	Medium/Large	6.8%	64.4%	16.4%	12.3%	3.1	
	Large	4.7%	68.9%	12.3%	14.2%	3.1	3.0
	Overall	11.3%	44.1%	32.8%	11.8%	3.3	2.9
Total number of paid staff	Small	13.6%	43.2%	29.6%	13.6%	3.2	3.0
	Medium	4.7%	52.3%	36.4%	6.5%	3.4	3.0
	Medium/Large	13.7%	37.0%	38.4%	11.0%	3.3	
	Large	15.1%	42.5%	28.3%	14.2%	3.2	2.6
	Overall	11.3%	44.1%	32.8%	11.8%	3.3	2.9

Table continued on following page



3.7: Staffing Trends by Organization Size and Type

The most common response for each metric is noted in bold .			Decrease	Remain the same	Increase	Not sure/no response	Average trend index
			Total number of paid conservation professionals	University-based		15.9%	54.0%
Standalone		17.2%		49.2%	28.2%	5.5%	3.1
Past three years	Total number of unpaid conservation professionals	University-based	11.1%	57.1%	12.7%	19.0%	3.0
		Standalone	9.7%	65.7%	13.9%	10.7%	3.0
	Total number of paid staff	University-based	20.6%	41.3%	22.2%	15.9%	3.0
		Standalone	24.3%	37.2%	28.8%	9.7%	3.1
	Total number of paid conservation professionals	University-based	9.5%	50.8%	30.2%	9.5%	3.3
		Standalone	11.0%	57.6%	24.9%	6.5%	3.1
Next three years	Total number of unpaid conservation professionals	University-based	0.0%	55.6%	28.6%	15.9%	3.4
		Standalone	4.5%	70.2%	14.6%	10.7%	3.1
	Total number of paid staff	University-based	3.2%	44.4%	36.5%	15.9%	3.4
		Standalone	12.9%	44.0%	32.0%	11.0%	3.2

The “average trend index” is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations.
 n= 372 (overall); 81(Small); 107 (Medium); 73 (Medium/Large); 106 (Large); 63 (University-based); 309 (Standalone).



B. Work Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

- Assistant Conservator
- Associate Conservator
- Chief Conservator
- Conservator
- Project Conservator
- Director of Conservation
- Objects Conservator
- Fellow
- Head of Conservation
- Senior Conservator

In many cases, the title is attached to a speciality area (e.g., “Associate Conservator for Paintings,” “Assistant Conservator for Objects,” etc.). This was the same pattern seen in the 2009 survey. Job titles are not used as a segmentation point in the analysis due to sample size constraints and the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an “Associate Conservator” at one museum may be much different than the role of a person with the same title at another museum).

Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following six general areas:

- ▶ Treatment and treatment-related actions/functions
- ▶ Conservation research
- ▶ Other conservation actions/functions (e.g., surveys, preventive activities, etc.)
- ▶ Teaching/higher education activities (e.g., classroom instruction, etc.)
- ▶ Administrative responsibilities
- ▶ All others

3.8: Work Activities

<i>All data are averages.</i>	Overall 2014	Overall 2009
Treatment and treatment-related actions/functions	32.9%	37.3%
Conservation research	12.6%	10.6%
Other conservation actions/functions	22.1%	20.5%
Teaching/higher education activities	5.5%	4.5%
Administrative responsibilities	24.2%	23.6%
All others	2.6%	3.5%
n=	372	265

Only modest changes are seen since 2009, with the largest share of time spent on treatment, followed by administrative responsibilities (see Exhibit 3.8). Segmenting the data by museum size and type shows no significant variation from the overall pattern, with treatment functions remaining top-ranked across all segments (see Exhibit 3.9 on the following page).



3.9: Work Activities by Organization Size and Type

All data are averages.

	Small	Medium	Medium /Large	Large	University-based	Stand-alone
Treatment and treatment-related actions/functions	34.7%	33.3%	30.0%	33.7%	32.3%	33.1%
Conservation research	10.3%	9.2%	13.6%	16.5%	11.4%	12.9%
Other conservation actions/functions	25.8%	19.9%	24.9%	19.9%	25.2%	21.5%
Teaching/higher education activities	6.1%	6.0%	5.1%	4.6%	7.3%	5.1%
Administrative responsibilities	20.8%	29.2%	23.3%	22.6%	21.8%	24.7%
All others	2.4%	2.5%	3.2%	2.7%	1.9%	2.8%
n=	81	107	73	106	63	309

Responsibilities

It is important when examining compensation issues to determine the “authority” level of the respondent, since this often impacts compensation to the same degree as factors such as education and experience. The survey explored this issue using three metrics: staff supervision, level of independent work, and departmental budget authority.

About two-thirds of the respondents report that they have staff supervision responsibilities, the same situation seen in 2009 (see Exhibit 3.10). Those with staff supervision responsibilities typically supervise one or two staff.

The prevalence of having any level of staff supervision responsibility remains fairly stable across museum size and type segments. As expected, the number of reporting staff increases somewhat as the museum size increases (see Exhibit 3.11 on the following page).

3.10: Staff Supervision Responsibilities

	Overall 2014	Overall 2009
No reporting staff	33.9%	31.3%
1 reporting staff	20.2%	18.5%
2 reporting staff	15.6%	16.2%
3 reporting staff	7.0%	10.6%
4-5 reporting staff	11.3%	6.8%
6-10 reporting staff	5.4%	11.3%
11 or more reporting staff	6.2%	4.5%
No response	0.5%	0.8%
n=	372	265



3.11: Staff Supervision Responsibilities by Organization Size and Type

	Small	Medium	Medium/ Large	Large	University- based	Stand-alone
	No reporting staff	33.3%	30.8%	35.6%	34.9%	36.5%
1 reporting staff	16.0%	24.3%	23.3%	17.9%	11.1%	22.0%
2 reporting staff	19.8%	9.3%	17.8%	17.9%	19.0%	14.9%
3 reporting staff	8.6%	9.3%	4.1%	4.7%	11.1%	6.1%
4-5 reporting staff	11.1%	11.2%	8.2%	14.2%	11.1%	11.3%
6-10 reporting staff	8.6%	8.4%	2.7%	1.9%	7.9%	4.9%
11 or more reporting staff	2.5%	6.6%	6.9%	8.5%	0.0%	7.4%
No response	0.0%	0.0%	1.4%	0.0%	3.2%	0.0%
n=	81	107	73	106	63	309

There has been no change in the prevalence of independent work since 2009, with about three-quarters of the respondents stating they usually work independently (see Exhibit 3.12). An independent work structure is most commonly seen among respondents at the Medium/Large museums, where it is cited by 82.2% (see Exhibit 3.13).

3.12: Level of Independent Work

	Overall 2014	Overall 2009
Usually work independently	76.3%	76.2%
Usually work under the direction/supervision of someone else at my organization	22.8%	23.4%
No response	0.8%	0.4%
n=	372	265

3.13: Level of Independent Work by Organization Size and Type

	Small	Medium	Medium/ Large	Large	University- based	Stand- alone
	Usually work independently	79.0%	72.9%	82.2%	76.4%	71.4%
Usually work under the direction/supervision of someone else at my organization	21.0%	27.1%	17.8%	21.7%	27.0%	22.0%
No response	0.0%	0.0%	0.0%	1.9%	1.6%	0.6%
n=	81	107	73	106	63	309



Although only 7% of the respondents are the final decision-makers for their department's budget, a majority have some level of input on budgetary issues. There has been no significant change in this pattern since 2009, as summarized in Exhibit 3.14. Involvement in budgetary issues is most prevalent among respondents who are employed at the Small museums, with nearly 14% of those individuals being the final decision-maker for budgetary issues (see Exhibit 3.15).

3.14: Departmental Budget Authority

	Overall 2014	Overall 2009
I am the final (or only) decision-maker when it comes to budgetary issues for my dept.	7.0%	7.9%
I have significant input or control over budgetary issues, but someone else has the "final say" for my department	23.4%	29.8%
I have some input into budgetary issues for my department	34.1%	27.5%
I have little or no input into budgetary issues for my department	35.2%	34.7%
No response	0.3%	0.0%
n=	372	265

3.15: Departmental Budget Authority by Organization Size and Type

	Small	Medium	Medium/ Large	Large	University- based	Stand- alone
I am the final (or only) decision-maker when it comes to budgetary issues for my department	13.6%	4.7%	5.5%	5.7%	11.1%	6.1%
I have significant input or control over budgetary issues, but someone else has the "final say" for my department	24.7%	24.3%	24.7%	21.7%	22.2%	23.6%
I have some input into budgetary issues for my department	35.8%	40.2%	30.1%	29.2%	41.3%	32.7%
I have little or no input into budgetary issues for my department	25.9%	30.8%	39.7%	43.4%	23.8%	37.5%
No response	0.0%	0.0%	0.0%	0.0%	1.6%	0.0%
n=	81	107	73	106	63	309



C. Compensation

Overview

As in 2009, the great majority of respondents (93.3%) are paid an annual salary. The data from the 25 individuals who are compensated on an hourly basis were converted to an annual equivalent (based on the number of hours they reported working per week) since the sample of hourly-paid individuals was not large enough to be analyzed separately.

All but 15 respondents are employed on a full-time basis at their museum (defined in the survey as being employed for 30 or more hours per week). Since the sample of part-time employees is so limited, all compensation analyses are limited to full-time employees.

The number of hours worked in a “normal” and “heavy” week are unchanged since 2009, with a “normal” week consisting of a median of 40 hours; a “heavy” week consisting of a median of 45 hours. Responses are highly similar across all segments. Part-time individuals work a 21 hour “normal” week and a 28 hour “heavy” week, again a highly similar response pattern compared to 2009 results (see Exhibit 3.16).

3.16: Hours Worked

	Full-time individuals				Part-time individuals			
	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=
Overall	40.0	350	45.0	314	21.0	15	28.0	12
Small	40.0	75	50.0	66	<i>Insufficient data for tabulation</i>			
Medium	40.0	104	46.5	96				
Medium/Large	40.0	69	45.0	63				
Large	40.0	100	45.0	87				
University-based	40.0	58	50.0	53				
Standalone	40.0	292	45.0	261	<i>Insufficient data for tabulation</i>			
Overall 2009	40.0	250	45.0	215				

** = insufficient responses for tabulation.

Nearly all (91.2%) of the full-time employed respondents are classified as exempt (e.g., not paid for overtime hours).



Compensation Data

The compensation data are segmented by a variety of standard compensation-related criteria such as years of experience, location, education background, organization size, and so forth, with the results provided in Exhibit 3.17. A comparison with 2009 results is provided in Exhibit 3.18.

It is essential to keep in mind the sample sizes when examining the compensation data. While the overall sample size is robust, some segments consist of relatively few individuals, and these latter data may not be an accurate reflection of the full segment.

The utility of these results can be extended by combining multiple categories. For example, imagine the need to determine the median compensation for someone with 13 years of total experience who is employed at a small museum in the South Atlantic region. Taking each these criteria from Exhibit 3.17 shows median base compensation for each is \$60,000, \$65,500 and \$64,000 respectively. The average of these three values is \$63,167. While not precise, this method of combining categories makes maximum use of the data collected.

Job titles are not used as a segmentation point in Exhibit 3.17 due to the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an “Associate Conservator” at one museum may be much different than the role of a person with the same title at another museum). Thus, the criteria are based on more uniform and standardized metrics such as years of experience, responsibility levels, education, etc.



3.17: Compensation (Full-time Individuals)

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	
Overall	353	\$34,232	\$46,134	\$62,582	\$84,000	\$104,600	
Museum size	Small	76	\$29,800	\$44,080	\$65,500	\$78,000	\$94,850
	Medium	104	\$35,000	\$49,125	\$60,000	\$76,750	\$100,500
	Medium/Large	69	\$34,000	\$45,250	\$70,000	\$90,000	\$108,000
	Large	100	\$34,000	\$49,250	\$63,658	\$92,750	\$129,560
Museum type	University/ college-based	59	\$35,000	\$43,000	\$58,900	\$84,000	\$100,000
	Standalone	294	\$34,000	\$47,188	\$63,608	\$84,000	\$106,500
Governing authority	Government (all levels)	84	\$35,000	\$52,000	\$70,000	\$88,500	\$116,952
	Private non-profit	250	\$34,000	\$45,905	\$60,000	\$83,250	\$101,900
Total years of professional experience	Up to 5	67	\$26,463	\$32,736	\$35,000	\$47,000	\$61,600
	6-10	52	\$33,842	\$43,000	\$49,570	\$57,750	\$75,311
	11-15	46	\$45,000	\$50,000	\$60,000	\$75,000	\$91,300
	16-20	31	\$50,100	\$52,000	\$68,000	\$84,000	\$98,600
	21-30	46	\$49,835	\$58,180	\$69,500	\$81,750	\$90,600
	30+	106	\$55,100	\$70,000	\$91,000	\$110,000	\$136,500
Years in present position	Up to 5	154	\$32,000	\$35,000	\$48,500	\$61,401	\$84,300
	6-10	74	\$45,992	\$54,000	\$70,000	\$85,176	\$104,000
	11-15	45	\$43,232	\$55,000	\$70,000	\$94,250	\$111,600
	16-20	19	\$46,267	\$65,000	\$76,000	\$98,000	\$120,000
	20+	58	\$52,000	\$63,646	\$77,500	\$100,500	\$135,000
Gender	Male	62	\$46,650	\$59,500	\$79,500	\$111,750	\$157,000
	Female	281	\$34,000	\$45,000	\$58,240	\$76,000	\$96,581

Table continued on following page



3.17: Compensation (Full-time Individuals)

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	
Overall	353	\$34,232	\$46,134	\$62,582	\$84,000	\$104,600	
Degree (1)	No degree (self-taught or apprenticeship)	15	\$34,338	\$51,000	\$58,000	\$76,000	\$102,800
	Bachelor's in conservation or any other field	170	\$33,000	\$43,000	\$54,000	\$74,250	\$97,673
	Post-Bachelor's Certificate or Diploma	40	\$31,136	\$52,000	\$67,500	\$83,750	\$98,900
	Master's in conservation	263	\$35,000	\$45,320	\$61,201	\$81,000	\$104,600
	Master's in any other field	59	\$35,000	\$44,320	\$60,000	\$84,000	\$101,914
	Ph.D. in conservation or any other field	8	**	\$73,000	\$88,000	\$107,979	**
Number of reporting staff	None	115	\$28,200	\$34,000	\$46,000	\$63,000	\$78,400
	1-3	154	\$44,500	\$50,000	\$63,200	\$79,022	\$98,350
	4+	82	\$51,300	\$67,750	\$90,000	\$109,250	\$133,500
Department budget responsibility	Have little or no input	119	\$27,000	\$34,000	\$46,000	\$58,000	\$70,200
	Have some input	122	\$43,000	\$50,000	\$62,000	\$75,020	\$97,100
	Have significant input or control	85	\$54,420	\$69,500	\$85,000	\$98,000	\$130,000
	Final (or only) decision-maker	26	\$66,557	\$79,500	\$106,000	\$126,250	\$178,500
Work responsibility	Usually work under supervision	80	\$27,400	\$34,000	\$42,602	\$57,250	\$77,760
	Usually work independently	271	\$44,000	\$52,000	\$69,000	\$90,000	\$110,000
Region	Northeast	125	\$34,000	\$46,625	\$60,000	\$85,500	\$100,000
	South Atlantic	84	\$33,173	\$42,500	\$64,000	\$85,277	\$116,952
	South Central	19	\$31,000	\$34,000	\$52,000	\$82,000	\$160,000
	North Central	56	\$39,400	\$45,490	\$56,500	\$76,000	\$95,300
	Mountain/Pacific	57	\$39,665	\$49,000	\$65,728	\$87,050	\$108,400
	Canada	11	\$64,200	\$70,000	\$76,000	\$92,450	\$109,800

** = insufficient responses for tabulation. (1) = educational degree data are for all degrees held. Thus, any given respondent may be included in more than one category if he/she holds multiple degrees.



3.18: Compensation Trends (Full-time Individuals)

	2014		2009			
	n=	Median	n=	Median	Variation	
Overall	353	\$62,582	250	\$58,000	7.9%	
Museum size	Small	76	\$65,500	55	\$53,000	23.6%
	Medium	104	\$60,000	117	\$64,500	0.8% (using category average)
	Medium/Large	69	\$70,000			
	Large	100	\$63,658	77	\$56,000	13.7%
Museum type	University/college-based	59	\$58,900	33	\$60,000	(1.8)%
	Standalone	294	\$63,608	217	\$58,000	9.7%
Governing authority	Government (all levels)	84	\$70,000	68	\$62,925	11.2%
	Private non-profit	250	\$60,000	169	\$56,000	7.1%
Total years of professional experience	Up to 5	67	\$35,000	44	\$34,450	1.6%
	6-10	52	\$49,570	40	\$43,695	13.4%
	11-15	46	\$60,000	27	\$54,400	10.3%
	16-20	31	\$68,000	39	\$61,000	11.5%
	21-30	46	\$69,500	65	\$69,000	0.7%
	30+	106	\$91,000	35	\$85,500	6.4%
Years in present position	Up to 5	154	\$48,500	116	\$43,500	11.5%
	6-10	74	\$70,000	41	\$60,000	16.7%
	11-15	45	\$70,000	27	\$68,200	2.6%
	16-20	19	\$76,000	30	\$67,100	13.3%
	20+	58	\$77,500	36	\$80,000	(3.1)%
Gender	Male	62	\$79,500	50	\$70,000	13.6%
	Female	281	\$58,240	193	\$54,000	7.9%

Table continued on following page



3.18: Compensation Trends (Full-time Individuals)

	2014		2009		
	n=	Median	n=	Median	Variation
Overall	353	\$62,582	250	\$58,000	7.9%
Degree (1)					
No degree (self-taught or apprenticeship)	15	\$58,000	9	\$80,293	(27.8)%
Bachelor's in conservation or any other field	170	\$54,000	80	\$53,000	1.9%
Post-Bachelor's Certificate or Diploma	40	\$67,500	N/A		
Master's in conservation	263	\$61,201	200	\$57,000	7.4%
Master's in any other field	59	\$60,000	42	\$58,700	2.2%
Ph.D. in conservation or any other field	8	\$88,000	5	\$96,000	(8.3)%
Number of reporting staff					
None	115	\$46,000	77	\$40,477	13.6%
1-3	154	\$63,200	112	\$60,000	5.3%
4+	82	\$90,000	59	\$78,000	15.4%
Department budget responsibility					
Have little or no input	119	\$46,000	85	\$41,000	12.2%
Have some input	122	\$62,000	69	\$64,000	(3.1)%
Have significant input or control	85	\$85,000	75	\$63,750	33.3%
Final (or only) decision-maker	26	\$106,000	21	\$90,000	17.8%
Work responsibility					
Usually work under supervision	80	\$42,602	57	\$41,200	3.4%
Usually work independently	271	\$69,000	192	\$64,085	7.7%
Region					
Northeast	125	\$60,000	83	\$56,000	7.1%
South Atlantic	84	\$64,000	55	\$58,000	10.3%
South Central	19	\$52,000	14	\$56,250	(7.6)%
North Central	56	\$56,500	48	\$52,500	7.6%
Mountain/Pacific	57	\$65,728	39	\$62,027	6.0%
Canada	11	\$76,000	11	\$62,850	20.9%

(1) = educational degree data are for all degrees held. Thus, any given respondent may be included in more than one category if he/she holds multiple degrees.



Pay Increases

The prevalence of a salary increase among full-time employees has changed substantially from 2009, with the percentage receiving an increase rising from 31.6% to 65.7%. The median amount received has dropped a small amount, moving from a median 3% increase to a median 2.6% increase (see Exhibit 3.19).

3.19: Pay Increase

<i>Data limited to those employed on a full-time basis.</i>		Overall 2014	Overall 2009
Received a pay increase in the past 12 months		65.7%	31.6%
Amount received	Low	0.5%	1.0%
	Median	2.6%	3.0%
	High	25.0%	15.0%
	n=	228	76
Did not receive a pay increase		32.3%	66.4%
No response		2.0%	2.0%
n=		353	250

Examining pay increase data across segments (see Exhibit 3.20) shows only minor variation in the magnitude of the increase, but stronger variations regarding the prevalence of the increase. Those employed by Small museums were least likely to see a pay increase (cited by 57.9%). In contrast, 75% of those employed by a Large museum had a pay bump in the past 12 months. July is the most common month for a salary increase (cited by 42.8% of those who received an increase) followed by January (14.4%) and September (12.1%).

3.20: Pay Increase by Organization Size and Type

<i>Data limited to those employed on a full-time basis.</i>		Small	Medium	Medium/ Large	Large	University- based	Stand- alone
Received a pay increase in the past 12 months		57.9%	62.5%	68.1%	75.0%	69.5%	65.0%
Amount received	Low	0.5%	1.0%	1.0%	0.5%	1.0%	0.5%
	Median	2.8%	3.0%	2.5%	2.5%	2.5%	2.8%
	High	15.0%	25.0%	10.0%	25.0%	7.5%	25.0%
	n=	43	66	44	74	41	187
Did not receive a pay increase		38.2%	36.5%	30.4%	25.0%	27.1%	33.3%
No response		3.9%	1.0%	1.4%	0.0%	3.4%	1.7%
n=		76	104	69	100	59	294



Additional Cash Compensation

As seen previously with pay increases, the incidence of receiving additional cash compensation is up, more than doubling in prevalence since 2009 (rising from 8.8% to 18.7%). The median award has slipped a small amount, dropping from \$1,200 to \$1,000, with the latter equating to a median 1.9% of base compensation.

This additional compensation is most often described as a bonus of some sort (such as an incentive bonus, sign-on bonus, holiday bonus, longevity/retention bonus, etc.) but also encompasses a variety of situations such as incentive pay for completing projects, overtime and additional responsibility compensation. Overall response distribution is summarized in Exhibit 3.21.

3.21: Additional Cash Compensation

<i>Data limited to those employed on a full-time basis.</i>		Overall 2014	Overall 2009
Received additional cash compensation		18.7%	8.8%
Low		\$200	\$250
Median		\$1,000	\$1,200
Amount received	Median as a % of base pay	1.9%	N/A
	High	\$30,000	\$5,000
n=		61	19
No		79.9%	91.2%
No response		1.4%	0.0%
n=		353	250

Segmenting the data by organization size and type shows those employed by university-based museums were least likely to receive additional cash compensation (cited by 13.8%); those employed by Medium size museums were most likely to receive additional cash compensation (cited by 24%). The median amount ranges from \$850 to \$1,420 across segments, as illustrated in Exhibit 3.22 on the following page.



3.22: Additional Cash Compensation by Organization Size and Type

<i>Data limited to those employed on a full-time basis.</i>		Small	Medium	Medium/ Large	Large	University- based	Stand- alone
Received additional cash compensation		17.1%	24.0%	15.9%	16.0%	13.8%	19.7%
Amount received	Low	\$200	\$200	\$200	\$300	\$200	\$200
	Median	\$1,125	\$900	\$1,420	\$1,228	\$850	\$1,212
	Median as a % of base pay	1.8%	1.7%	2.3%	2.0%	1.2%	1.9%
	High	\$5,000	\$30,000	\$15,000	\$4,850	\$3,000	\$30,000
	n=	12	24	11	14	7	54
No		78.9%	76.0%	84.1%	84.0%	83.1%	79.3%
No response		3.9%	0.0%	0.0%	0.0%	3.1%	1.0%
n=		76	104	69	100	59	294

Freelance Work

The prevalence of engaging in freelance work³ has dropped a small amount, moving from 56.2% in the 2009 survey (which covered the time period of 2008 and 2009) to 48.1% in the 2014 survey (which covered the time period of 2013 and 2014). The number considering engaging in freelance work is up a small amount, as summarized in Exhibit 3.23.

3.23: Freelance Work

	Overall 2014	Overall 2009
Engaged in freelance work in the past 1-2 years	48.1%	56.2%
Considering doing so	20.2%	16.2%
No freelance involvement	30.4%	27.5%
No response	1.3%	0.0%
n=	372	265

³ Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.



There are only modest variations in the incidence of freelance work across segments, with about one-half of the respondents engaging in such activities in 2013 or 2014. About one in five respondents are considering doing so in the future (see Exhibit 3.24).

3.24: Freelance Work by Organization Size and Type

		Engaged in freelance conservation work in 2013 or 2014	Considering doing so	No freelance involvement	No response	n=
Overall		48.1%	20.2%	30.4%	1.3%	372
Museum size	Small	46.9%	21.0%	32.1%	0.0%	81
	Medium	50.5%	16.8%	31.8%	0.9%	107
	Medium/Large	52.1%	21.9%	24.7%	1.3%	73
	Large	44.3%	21.7%	32.1%	1.9%	106
Museum type	University-based	50.8%	20.6%	28.6%	0.0%	63
	Standalone	47.6%	20.1%	30.7%	1.6%	309

Both the typical billing rate and the amount earned from freelance work have increased since 2009. Median billing rates have moved from \$90 to \$100 per hour; median gross income has moved from \$3,000 (2008) to \$5,000 (2013). As in 2009, income from freelance work spans a wide range, with one in ten freelancers realizing \$500 in gross annual income, and one in ten realizing in excess of \$26,000.

A new metric tracked in the 2014 survey is the number of billable hours. This information is approximated by averaging gross freelance income across two years (2013 and 2014) and dividing by the billing rate. It shows that the typical freelancer bills 48.8 hours per year, with a sizeable 10th to 90th percentile range of 7.3 hours to nearly 236 hours.

There is only modest variation in freelance financial metrics across segments with the exception of those employed by Medium/Large museums. These latter individuals are the most active freelancers, with median gross income of \$7,750 in 2013, versus about \$5,000 in other segments. Regardless of the segment, billing rates are typically a median of \$100 per hour for freelance work.

Freelance metrics are illustrated in Exhibits 3.25 to 3.26 beginning on the following page.



3.25: Freelance Financial Metrics: Trends

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	
2014 survey	Hourly billing rate	169	\$50	\$80	\$100	\$125	\$180
	Gross income, 2013	157	\$500	\$1,500	\$5,000	\$12,000	\$26,800
	Expected gross income, 2014	144	\$500	\$2,000	\$4,000	\$10,000	\$30,000
	Average number of billable hours, 13/14	162	7.3	17.4	48.8	100.0	235.9
2009 survey	Hourly billing rate	140	\$60	\$75	\$90	\$100	\$139
	Gross income in 2008	129	\$500	\$1,290	\$3,000	\$10,000	\$19,000
	Expected gross income for 2009	127	\$500	\$1,400	\$3,500	\$10,000	\$22,600
	Average number of billable hours				N/A		

3.26: Freelance Financial Metrics by Organization Size and Type

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	
Overall	Hourly billing rate	169	\$50	\$80	\$100	\$125	\$180
	Gross income, 2013	157	\$500	\$1,500	\$5,000	\$12,000	\$26,800
	Expected gross income, 2014	144	\$500	\$2,000	\$4,000	\$10,000	\$30,000
	Average number of billable hours, 13/14	162	7.3	17.4	48.8	100.0	235.9
Museum size: Small	Hourly billing rate	37	\$38	\$70	\$90	\$110	\$200
	Gross income, 2013	34	\$350	\$800	\$4,500	\$10,500	\$32,500
	Expected gross income, 2014	30	\$405	\$2,000	\$5,000	\$10,000	\$30,000
	Average number of billable hours, 13/14	36	4.6	8.6	38.8	99.5	331.9
Museum size: Medium	Hourly billing rate	56	\$50	\$75	\$100	\$119	\$150
	Gross income, 2013	50	\$510	\$2,000	\$5,000	\$12,000	\$20,000
	Expected gross income, 2014	45	\$860	\$2,000	\$4,000	\$11,000	\$32,000
	Average number of billable hours, 13/14	53	12.8	23.1	46.7	102.0	228.2

Table continued on following page



3.26: Freelance Financial Metrics by Organization Size and Type

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Museum size: Medium/ Large	Hourly billing rate	33	\$40	\$85	\$100	\$138	\$222
	Gross income, 2013	32	\$600	\$1,200	\$7,750	\$18,000	\$32,170
	Expected gross income, 2014	29	\$500	\$1,500	\$8,500	\$17,500	\$30,000
	Average number of billable hours, 13/14	31	10.4	12.5	79.3	131.4	323.7
Museum size: Large	Hourly billing rate	42	\$75	\$98	\$100	\$150	\$218
	Gross income, 2013	41	\$500	\$1,000	\$4,500	\$9,500	\$21,000
	Expected gross income, 2014	40	\$500	\$1,000	\$4,000	\$8,000	\$19,500
	Average number of billable hours, 13/14	42	5.6	10.8	36.5	80.0	193.6
University- based museum	Hourly billing rate	30	\$31	\$59	\$90	\$125	\$198
	Gross income, 2013	26	\$570	\$2,000	\$5,000	\$11,250	\$20,000
	Expected gross income, 2014	28	\$1,420	\$2,550	\$4,500	\$10,000	\$30,000
	Average number of billable hours, 13/14	30	10.7	25.6	62.3	144.2	221.1
Standalone museum	Hourly billing rate	139	\$55	\$80	\$100	\$125	\$175
	Gross income, 2013	131	\$500	\$1,300	\$5,000	\$12,000	\$30,000
	Expected gross income, 2014	116	\$500	\$1,143	\$4,000	\$10,000	\$30,000
	Average number of billable hours, 13/14	132	6.7	14.3	46.7	100.0	284.4



D. Benefits

Retirement Plans

Most of the full-time respondents (84.1%) report that their museum offers a retirement plan of some sort and that they participate in it. An additional 12.8% say that a plan is available, but they do not participate in it, or are not eligible for participation. Fewer than 2% say their museum does not offer a retirement plan. While these data cannot be directly compared with 2009 data due to differences in question wording and structure, the overall prevalence of a retirement plan seems to not have changed much — only 3.2% of the 2009 respondents indicated that their museum did not offer a retirement plan.

No significant variation is seen across museum size and type segments regarding retirement plan availability. The strongest variation is with eligibility, with the largest share of ineligible or non-participating staff seen in the Small museums, with 17.1% either not participating or are ineligible to participate. Responses by segment are provided in Exhibit 3.27.

3.27: Retirement Plan Prevalence

	Overall	Small	Medium	Medium/ Large	Large	University- based	Stand- alone
Participate in retirement plan	84.1%	77.6%	90.4%	84.1%	84.0%	79.7%	85.0%
Plan offered, but do not participate or am not eligible for it	12.8%	17.1%	8.7%	14.5%	13.0%	15.3%	12.3%
Organization does not offer a retirement plan	1.7%	2.6%	1.0%	1.4%	1.0%	3.4%	1.4%
Not sure	1.4%	2.6%	0.0%	0.0%	2.0%	1.7%	1.4%
n=	352	76	104	69	100	59	293

An “investment account” plan, such as 401k, a 403b, or any other type of defined contribution plan, is the most common retirement plan option by a wide margin, cited by nearly 91% of those who participate in their museum’s retirement plan. This type of plan remains the leading option across all segments. A traditional pension plan, the next most common option, is cited by only about one-third overall. Responses are summarized in Exhibit 3.28 on the following page.



3.28: Retirement Plan Offerings

	Overall	Small	Medium	Medium/ Large	Large	University- based	Stand- alone
Traditional pension plan	32.4%	23.7%	31.9%	39.7%	34.5%	25.5%	33.7%
Profit sharing plan	1.4%	1.7%	2.1%	0.0%	1.2%	4.3%	0.8%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	90.9%	89.8%	90.4%	89.7%	92.9%	83.0%	92.4%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Not sure	0.7%	3.4%	0.0%	0.0%	0.0%	4.3%	0.0%
n=	296	59	94	58	84	47	249

Responses limited to the 296 individuals that participate in a retirement plan at their museum. Data may not sum to 100% since respondents could select more than one option.

General Benefits

As in 2009, health and dental insurance are the most commonly offered benefits, available to nearly 85% or more of the respondents. A total of eight of the 15 benefits examined in the survey are available to a majority of the respondents who are employed on a full-time basis.

Variations since 2009 are mostly modest, with most of the variations at or below five percentage points. Only three benefits (non-degree continuing education, spouse/partner health insurance and long-term disability insurance) have declined a small amount in prevalence since 2009. Gains of ten percentage points or more are seen for vision insurance, AIC Annual Meeting fees, and professional meeting fees for organizations other than AIC. A comparison of the 2009 and 2014 data is provided in Exhibit 3.29 on the following page.

Segmenting the data shows less variation than expected based on museum size, with the Small museums offering many benefits at about the same rate as the Large museums, and offering a few benefits at higher rates than the Large museums. Differences are also seen based on museum type, with the prevalence of several benefits higher among the university-based museums than the standalone museums (see Exhibit 3.30).



3.29: General Benefits Offered: Trends

Data are the percentage saying the benefit is available through or from their organization.

	Overall – 2014	Overall – 2009	Trend
Dental insurance (self OR family)	92.7%	88.6%	4.1%
Health insurance for myself	84.1%	79.7%	4.4%
Life insurance	75.9%	75.1%	0.8%
Health insurance for spouse/partner/family	73.8%	77.6%	(3.8)%
Vision insurance (self OR family)	68.6%	57.0%	11.6%
Short-term disability insurance	56.7%	56.5%	0.2%
AIC Annual Meeting fees (registration, travel, etc.)	56.1%	45.1%	11.0%
Long-term disability insurance	50.9%	56.1%	(5.2)%
Other professional meeting fees	45.1%	35.0%	10.1%
AIC membership dues	30.2%	26.6%	3.6%
On-going continuing education costs (non-degree)	27.4%	29.7%	(2.3)%
Other professional association membership dues	22.0%	18.1%	3.9%
Continuing education costs to pursue a degree	14.3%	13.5%	0.8%
Professional liability insurance	10.7%	5.1%	5.6%
Child care/day care expenses	6.1%	3.0%	3.1%
n=	328	237	

Note: Data are limited to those who are employed full-time at their museum. The “trend” data are the percentage point differences between the 2009 and 2014 responses.



3.30: Benefits Offered by Organization Size and Type

	Overall	Small	Medium	Medium/ Large	Large	University- based	Stand- alone
Dental insurance (self OR family)	92.7%	89.9%	96.9%	93.8%	89.4%	90.7%	93.1%
Health insurance for myself	84.1%	78.3%	88.8%	87.7%	80.9%	85.2%	83.9%
Life insurance	75.9%	75.4%	70.4%	80.0%	79.8%	74.1%	76.3%
Health insurance for spouse/partner/family	73.8%	68.1%	76.5%	66.2%	79.8%	66.7%	75.2%
Vision insurance (self OR family)	68.6%	68.1%	75.5%	75.4%	57.4%	72.2%	67.9%
Short-term disability insurance	56.7%	52.2%	61.2%	52.3%	58.5%	63.0%	55.5%
AIC Annual Meeting fees (registration, travel, etc.)	56.1%	46.4%	64.3%	44.6%	62.8%	68.5%	53.6%
Long-term disability insurance	50.9%	53.6%	53.1%	50.8%	46.8%	64.8%	48.2%
Other professional meeting fees	45.1%	33.3%	50.0%	36.9%	54.3%	48.1%	44.5%
AIC membership dues	30.2%	37.7%	30.6%	26.2%	27.7%	38.9%	28.5%
On-going continuing education costs (non-degree)	27.4%	21.7%	29.6%	16.9%	37.2%	37.0%	25.5%
Other professional association membership dues	22.0%	24.6%	27.6%	13.8%	20.2%	31.5%	20.1%
Continuing education costs to pursue a degree	14.3%	11.6%	12.2%	4.6%	24.5%	31.5%	10.9%
Professional liability insurance	10.7%	10.7%	14.3%	12.3%	5.3%	7.4%	11.3%
Child care/day care expenses	6.1%	7.2%	7.1%	3.1%	6.4%	16.7%	4.0%
n=	328	69	98	65	94	54	274

Note: Data are limited to those who are employed full-time at their museum.

Paid Time Off and Sabbaticals

Nearly all (95.5%) respondents report that their museum offers them paid time off (PTO), a small decline from the 98% who reported the same in 2009. Most respondents (76.5%) indicate that their PTO is categorized into defined types (e.g., vacation time, sick time, etc.); relatively few, but an increase from 2009 levels, say they receive a set number of PTO days that can be used for any purpose. An additional 8.4% say they receive both defined paid time off and a flexible allocation. There has been no change in the median number of days received within each PTO category.

Overall responses are summarized in Exhibit 3.31; responses segmented by museum size and type are provided in Exhibit 3.32.



3.31: Paid Time Off

		Overall 2014	Overall 2009
Receive paid time off		95.5%	98.0%
Categorized into defined types		76.5%	80.8%
How paid time off is offered	Receive set number of days that can be used for any purpose	13.3%	8.2%
	Both	8.4%	9.4%
	No response	1.8%	1.6%
	Vacation	20	20
Median number of days per year	Sick time	12	12
	Personal time	3	3
	Bereavement leave	3	3
	Paid time off (PTO) days	10	10

Note: Data are limited to those who are employed full-time at their museum (overall sample of 353 for 2014 and 250 for 2009).

3.32: Paid Time Off by Organization Size and Type

		Small	Medium	Medium/ Large	Large	University- based	Stand- alone
Receive paid time off		84.2%	98.1%	98.6%	99.0%	88.1%	96.9%
Categorized into defined types		75.4%	75.5%	79.4%	76.8%	74.0%	77.0%
How paid time off is offered	Receive set number of days that can be used for any purpose	9.8%	13.7%	11.8%	16.2%	10.0%	13.8%
	Both	13.1%	7.8%	7.4%	6.1%	12.0%	7.8%
	No response	1.6%	2.9%	1.5%	1.0%	4.0%	1.4%
Median number of days per year	Vacation	20	20	20	20	20	20
	Sick time	12	12	12	12	12	12
	Personal time	3	3	3	3	3	3
	Bereavement leave	3	3	3	3	3	3
	Paid time off (PTO) days	11	10	10	12	10	10

Note: Data for paid time off limited to those who are employed full-time at their museum. Overall sample sizes are: 76 (Small); 104 (Medium); 69 (Medium/Large); 106 (Large); 59 (University-based); 294 (Standalone).



About one-third of the museums overall offer sabbaticals. The prevalence of sabbaticals remains fairly stable across museum size categories, but varies significantly by museum type — 61.1% of the university-based museums offer sabbaticals versus only 27.8% of the standalone museums. However, while one-third of the museums overall offer sabbaticals, only about one in ten of the respondents are eligible to take a sabbatical. This constrains the sample size for questions regarding sabbatical details, but it appears that overall, an individual must be employed for 6.5 years to take a sabbatical, and that the typical sabbatical is for 90 days (see Exhibit 3.33).

3.33: Sabbaticals

	Overall	Small	Medium	Medium/ Large	Large	University- based	Stand- alone
Museum offers sabbaticals	33.1%	35.7%	30.7%	31.3%	35.1%	61.1%	27.8%
Museum offers sabbaticals AND the individual is eligible	10.4%	10.0%	8.9%	11.9%	11.3%	14.8%	9.6%
Median number of years employed to qualify	6.5	6.0	6.0	5.0	7.0	4.5	7.0
Median length of sabbatical (in days)	90	30	90	90	75	135	82
n= (*)	16	5	4	2	6	4	12

* = the sample size refers to the number of respondents who provided details regarding sabbatical qualifications and length.

IV. Library/Archive Conservators

A. Organization Overview

Segmentation Approach

As in 2009, the total employee count was used as the major segmentation criterion, since organizational size has a significant impact on compensation and compensation-related issues. No changes were made to the category definitions from the 2009 survey (see Exhibit 4.1):

- ▶ “Small/Medium” — libraries/archives with up to 250 total staff (56 respondents; 41.5% of the sample).
- ▶ “Large” — libraries/archives with greater than 250 total staff (77 respondents; 57% of the sample).

Two respondents did not specify the total number of staff at their organization and are excluded from all size-based analyses.

The larger size of the 2014 sample (total of 135 respondents) permits an additional segmentation point based on the type of library/archive. Two segments are used (see Exhibit 4.2):

- ▶ University- or college-based library/archive — 72 respondents; 53.3% of the total sample.
- ▶ All other libraries/archives (referred to in the report as “standalone” libraries/archives) — 63 responses; 46.7% of the sample.

Note that the category names, such as Small/Medium and Large, are used for convenience, and do not necessarily translate into specific or “official” definitions of library/archive sizes or types. Also, it is essential to keep in mind that the survey sample consists only of institutions that have conservators on staff. Thus, these data cannot be used to highlight generalizations about the library/archive sector as a whole, but rather only those that employ conservators.

Library/Archive Size Categories

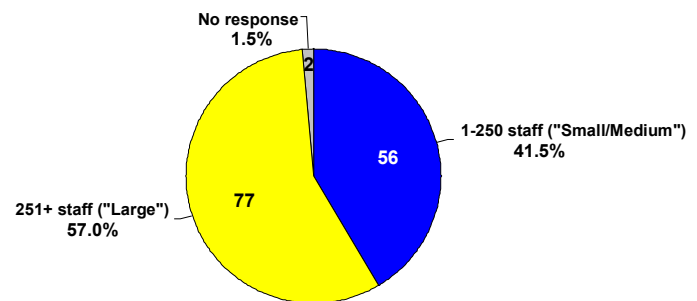


Exhibit 4.1

Library/Archive Type Categories

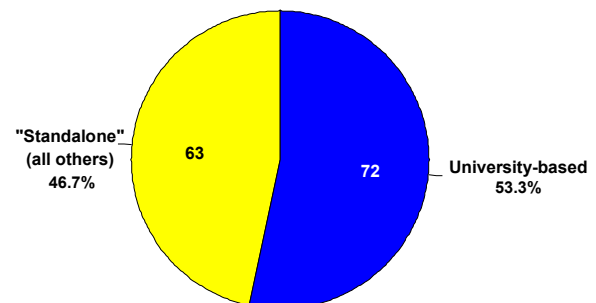


Exhibit 4.2



Governing Authority

As in 2009, a private non-profit governing authority is the most common situation across all organizations, followed by state/provincial government. The latter is especially prevalent among the Small/Medium and university-based organizations. Standalone libraries/archives are highly likely to have a Federal government governing authority. Responses are summarized in Exhibits 4.3 and 4.4.

4.3: Governing Authority

	Overall 2014	Overall 2009
Municipal/county/local government	3.7%	4.0%
State/provincial government	28.9%	35.0%
Federal government	17.0%	11.0%
Tribal government	0.0%	0.0%
Private non-profit	44.5%	47.0%
For-profit	4.4%	2.0%
Other	0.7%	0.0%
No response	0.7%	1.0%
n=	135	100

4.4: Governing Authority by Organization Size and Type

	Small/ Medium		University- based	Standalone
		Large		
Municipal/county/local government	5.4%	2.6%	0.0%	7.9%
State/provincial government	42.9%	19.5%	40.3%	15.9%
Federal government	3.6%	27.3%	0.0%	36.5%
Tribal government	0.0%	0.0%	0.0%	0.0%
Private non-profit	44.6%	44.2%	51.4%	36.5%
For-profit	1.8%	6.5%	6.9%	1.6%
Other	1.8%	0.0%	0.0%	1.6%
No response	0.0%	0.0%	1.4%	0.0%
n=	56	77	72	63



Staff Counts and Trends

The respondents were asked to indicate the number of paid and unpaid conservation professionals⁴ at their organizations, plus the number of staff who directly support the work of conservation professionals (defined in the survey as personnel such as a database managers, clerical staff, photographers, etc.). As summarized in Exhibit 4.5 on the following page, the typical library/archive has 5.0 paid and no unpaid conservation professionals. This represents a small increase in the number of paid conservation professionals reported in the 2009 survey (moving from a median of 4.0 to 5.0) and a drop in the number of unpaid conservation professionals (down from 1.0 to zero). The number of support staff, a new metric collected in the 2014 survey, is a median of 2.0.

The strongest deviation from 2009 results is seen among the Large organizations, with the median number of paid conservation professionals moving from 5.0 to 7.0. As with the overall results, there has been a drop in the number of unpaid conservation professionals. There are only minor differences between university-based and standalone organizations with regard to staff counts. Responses are provided in Exhibit 4.5 on the following page.

⁴ Respondents were asked to include all individuals (full- and part-time), including themselves, when indicating staffing levels. The category of unpaid conservation professionals was defined in the survey as “volunteers, interns, etc. who are primarily engaged in conservation work/activities.”



4.5: Number of Conservation Professionals

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	Median 2009	
Overall	Total number of paid conservation professionals	131	1.0	2.5	5.0	10.0	29.4	4.0
	Total number of unpaid conservation professionals	112	0.0	0.0	0.0	2.0	4.7	1.0
	Total number of staff who directly support the work of conservation staff	119	0.0	0.0	2.0	5.0	10.0	N/A
Small/ Medium	Total number of paid conservation professionals	56	1.0	1.5	3.0	6.0	13.9	3.0
	Total number of unpaid conservation professionals	44	0.0	0.0	1.0	2.8	4.5	1.0
	Total number of staff who directly support the work of conservation staff	50	0.0	0.0	1.0	3.3	5.0	N/A
Large	Total number of paid conservation professionals	74	2.0	4.0	7.0	20.0	32.0	5.0
	Total number of unpaid conservation professionals	67	0.0	0.0	0.0	2.0	5.0	1.0
	Total number of staff who directly support the work of conservation staff	68	0.0	1.0	3.0	5.0	20.0	N/A
University- based	Total number of paid conservation professionals	69	1.0	2.0	5.0	9.0	30.0	N/A
	Total number of unpaid conservation professionals	61	0.0	0.0	0.0	1.0	3.8	
	Total number of staff who directly support the work of conservation staff	62	0.0	0.9	2.0	4.0	6.4	
Standalone	Total number of paid conservation professionals	62	1.0	2.9	4.5	15.8	30.6	N/A
	Total number of unpaid conservation professionals	51	0.0	0.0	1.0	3.0	6.6	
	Total number of staff who directly support the work of conservation staff	57	0.0	0.0	2.0	5.0	12.0	



The 2014 data permitted computing benchmark ratios to explore the relationship between paid and unpaid conservation professionals, and the relationship between support staff and paid conservation professionals. For the typical library/archive, for every paid conservation professional there are no unpaid conservation professionals and 0.33 support staff.

The Small/Medium organizations are most likely to have unpaid conservation professionals, with a median of 0.14 unpaid staff for every paid conservation professional. A measurable number of unpaid conservation staff (at the median level) is also seen for the standalone libraries/archives. The ratio of support staff to paid conservation professionals is highest at the university-based organizations (median of 0.42) and lowest at the standalone organizations (median of 0.25). Responses are illustrated in Exhibit 4.6.

4.6: Conservation Professionals Ratios

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	Ratio of unpaid to paid conservators	113	0.00	0.00	0.00	0.31	1.00
	Ratio of support staff to paid conservators	119	0.00	0.00	0.33	1.00	1.50
Small/ Medium	Ratio of unpaid to paid conservators	46	0.00	0.00	0.14	0.69	1.00
	Ratio of support staff to paid conservators	50	0.00	0.00	0.33	1.00	1.97
Large	Ratio of unpaid to paid conservators	66	0.00	0.00	0.00	0.17	0.67
	Ratio of support staff to paid conservators	68	0.00	0.06	0.40	1.00	1.50
University- based	Ratio of unpaid to paid conservators	61	0.00	0.00	0.00	0.23	0.63
	Ratio of support staff to paid conservators	62	0.00	0.06	0.42	1.06	1.90
Standalone	Ratio of unpaid to paid conservators	52	0.00	0.00	0.09	0.63	1.00
	Ratio of support staff to paid conservators	57	0.00	0.00	0.25	0.73	1.25



The typical library/archive has seen no change or slight growth in the number of paid and unpaid conservation professionals at their organization over the past three years, with average trend values of 3.1 for each (where 1.0 is “significant decrease” and 5.0 is “significant increase.” Values greater than 3.0 indicate growth). However, the total number of paid staff has often declined — although a plurality (35.6%) report no change in the total number of paid staff at their organization, a nearly equal number report a decrease, resulting in an average trend index of 2.8.

Looking forward three years shows no major change from the overall pattern for paid and unpaid conservation professionals, with a majority expecting the numbers for each to remain the same, resulting in an average trend index of 3.1 to 3.2. The situation for the total number of paid staff stabilizes, with 54.1% expecting no change, and an average trend index of 3.1. Responses are illustrated in Exhibit 4.7.

4.7: Staffing Trends

<i>The most common response for each metric is noted in bold.</i>		Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index (*)
Past three years	Total number of paid conservation professionals	8.1%	12.6%	41.5%	25.9%	6.7%	5.2%	3.1
	Total number of unpaid conservation professionals	0.0%	8.9%	63.0%	8.1%	2.2%	17.8%	3.1
	Total number of paid staff	11.1%	21.5%	35.6%	18.5%	3.0%	10.4%	2.8
Next three years	Total number of paid conservation professionals	1.5%	12.6%	54.8%	19.3%	3.0%	8.9%	3.1
	Total number of unpaid conservation professionals	0.0%	2.2%	68.1%	13.3%	0.7%	15.6%	3.2
	Total number of paid staff	1.5%	11.1%	54.1%	18.5%	3.0%	11.9%	3.1

* = the average trend index is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations. n= 135.



Segmenting the data shows substantial differences in staffing strategies based on the library/archive size and type. The Large organizations, as well as the standalone organizations, are far more likely to report a decline in the number of paid conservation professionals over the past three years than the Small/Medium and the university-based organizations. The average trend index for the Large and standalone organizations ranges from 2.8 to 2.9, versus 3.4 for the Small/Medium and university-based entities. A similar situation is seen regarding the total number of paid staff, with a plurality of the Large and standalone organizations reporting a decline in their staff counts.

The situation improves when the respondents look three years forward, with the average trend index remaining in the 3.0 to 3.3 range across all segments, signifying no change to modest growth. Responses are summarized in Exhibit 4.8 beginning below.

4.8: Staffing Trends by Organization Size and Type

		<i>The most common response for each metric is noted in bold.</i>				Average trend index 2014	Average trend index 2009
		Decrease	Remain the same	Increase	Not sure/no response		
Total number of paid conservation professionals	Overall	20.7%	41.5%	32.6%	5.2%	3.1	3.3
	Small/Medium	7.1%	55.4%	35.7%	1.8%	3.4	3.1
	Large	29.9%	32.5%	31.2%	6.5%	2.9	3.4
	University-based	11.1%	33.3%	45.8%	9.7%	3.4	N/A
	Standalone	31.7%	50.8%	17.5%	0.0%	2.8	
Past three years Total number of unpaid conservation professionals	Overall	8.9%	63.0%	10.4%	17.8%	3.1	3.1
	Small/Medium	12.5%	69.6%	12.5%	5.4%	3.1	3.1
	Large	6.5%	58.4%	9.1%	26.0%	3.0	3.1
	University-based	5.6%	63.9%	6.9%	23.6%	3.0	N/A
	Standalone	12.7%	61.9%	14.3%	11.1%	3.1	
Total number of paid staff	Overall	32.6%	35.6%	21.5%	10.4%	2.8	2.7
	Small/Medium	17.9%	51.8%	25.0%	5.4%	3.1	2.8
	Large	42.9%	24.7%	19.5%	13.0%	2.5	2.7
	University-based	25.0%	33.3%	27.8%	13.9%	3.0	N/A
	Standalone	41.3%	38.1%	14.3%	6.3%	2.5	

Table continued on following page



4.8: Staffing Trends by Organization Size and Type

		The most common response for each metric is noted in bold .				Average trend index 2014	Average trend index 2009	
		Decrease	Remain the same	Increase	Not sure/no response			
Next three years	Total number of paid conservation professionals	Overall	14.1%	54.8%	22.2%	8.9%	3.1	3.0
		Small/Medium	10.7%	62.5%	17.9%	8.9%	3.1	3.1
		Large	16.9%	50.6%	24.7%	7.8%	3.1	3.0
		University-based	9.7%	55.6%	19.4%	15.3%	3.1	N/A
		Standalone	19.0%	54.0%	25.4%	1.6%	3.1	
	Overall	2.2%	68.1%	14.1%	15.6%	3.2	3.0	
	Small/Medium	0.0%	71.4%	19.6%	8.9%	3.2	3.1	
	Large	3.9%	66.2%	10.4%	19.5%	3.1	3.0	
	University-based	2.8%	69.4%	8.3%	19.4%	3.1	N/A	
	Standalone	1.6%	66.7%	20.6%	11.1%	3.2		
Total number of paid staff	Overall	12.6%	54.1%	21.5%	11.9%	3.1	2.7	
	Small/Medium	5.4%	58.9%	25.0%	10.7%	3.3	2.8	
	Large	18.2%	51.9%	18.2%	11.7%	3.0	2.7	
	University-based	8.3%	54.2%	20.8%	16.7%	3.2	N/A	
	Standalone	17.5%	54.0%	22.2%	6.3%	3.1		

* = the average trend index is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations.

n = 135 (overall); 56 (Small/Medium); 77 (Large); 72 (University-based); 63 (Standalone).



B. Work Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

- ▶ Assistant Conservator
- ▶ Book Conservator
- ▶ Chief Conservator
- ▶ Conservator
- ▶ Head of Conservation
- ▶ Paper Conservator
- ▶ Paper Conservator for Special Collections
- ▶ Preservation Specialist
- ▶ Senior Conservator
- ▶ Special Collections Conservator

Job titles are not used as a segmentation point in the analysis due to sample size constraints and the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an “Associate Conservator” at one organization may be much different than the role of a person with the same title at another organization).

Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following six general areas:

- ▶ Treatment and treatment-related actions/functions
- ▶ Conservation research
- ▶ Other conservation actions/functions (e.g., surveys, preventive activities, etc.)
- ▶ Teaching/higher education activities (e.g., classroom instruction, etc.)
- ▶ Administrative responsibilities
- ▶ All others

There has been only modest changes in the overall pattern from 2009, with treatment actions/functions accounting for the greatest share of the respondents’ time, followed by administrative responsibilities. The greatest changes is seen in the “other” conservation actions/function, with the average percentage of time increasing by 4.1 percentage points (see Exhibit 4.9).

4.9: Work Activities

<i>All data are averages.</i>	Overall 2014	Overall 2009
Treatment and treatment-related actions/functions	39.5%	40.8%
Conservation research	6.5%	6.0%
Other conservation actions/functions	20.0%	15.9%
Teaching/higher education activities	4.6%	5.0%
Administrative responsibilities	26.8%	28.8%
All others	2.6%	3.6%
n=	135	98



Segmenting the data by organization size and type shows some differences, with the most significant being that individuals at the Large and standalone organizations typically spend less time on treatment activities and more time on administrative responsibilities than their peers at smaller and university-based libraries/archives. Responses by segment are provided in Exhibit 4.10.

4.10: Work Activities by Organization Size and Type

<i>All data are averages.</i>	Small/ Medium	Large	University- based	Standalone
	Treatment and treatment-related actions/functions	42.3%	38.2%	44.8%
Conservation research	4.3%	8.3%	5.2%	8.1%
Other conservation actions/functions	21.1%	19.5%	17.3%	23.1%
Teaching/higher education activities	5.4%	4.2%	5.7%	3.3%
Administrative responsibilities	23.2%	28.0%	25.5%	28.3%
All others	3.7%	1.8%	1.6%	3.7%
n=	56	77	72	63

Responsibilities

It is important when examining compensation issues to determine the “authority” level of the respondent, since this often impacts compensation to the same degree as factors such as education and experience. The survey explored this issue using three metrics: staff supervision, level of independent work, and departmental budget authority.

The percentage of respondents who have staff supervision responsibilities has declined notably from 2009 levels, dropping from 72% to 57%. Of those who do supervise staff, the most common situation is to have one reporting staff person (see Exhibit 4.11). Segmenting responses shows that staff supervision responsibilities are most common among individuals at the Small/Medium organizations, with two-thirds of these individuals having at least one reporting staff (see Exhibit 4.12 on the following page).

4.11: Staff Supervision Responsibilities

	Overall 2014	Overall 2009
No reporting staff	41.5%	28.0%
1 reporting staff	14.1%	16.0%
2 reporting staff	8.9%	14.0%
3 reporting staff	5.2%	11.0%
4-5 reporting staff	12.6%	14.0%
6-10 reporting staff	10.4%	14.0%
11 or more reporting staff	5.9%	3.0%
No response	1.5%	0.0%
n=	135	100



4.12: Staff Supervision Responsibilities by Organization Size and Type

	Small/ Medium	Large	University-based	Standalone
No reporting staff	33.9%	48.1%	41.7%	41.3%
1 reporting staff	17.9%	11.7%	13.9%	14.3%
2 reporting staff	14.3%	5.2%	6.9%	11.1%
3 reporting staff	8.9%	2.6%	1.4%	9.5%
4-5 reporting staff	16.1%	10.4%	15.3%	9.5%
6-10 reporting staff	5.4%	13.0%	9.7%	11.1%
11 or more reporting staff	3.6%	7.8%	8.3%	3.2%
No response	0.0%	1.3%	2.8%	0.0%
n=	56	77	72	63

About eight out of every ten respondents say they usually work independently; the remaining respondents say they usually work under the direction/supervision of someone else at their library/archive. The proportion working independently remains generally constant across organization size and type categories (see Exhibits 4.13 and 4.14).

4.13: Level of Independent Work

	Overall 2014	Overall 2009
Usually work independently	78.5%	80.0%
Usually work under the direction/supervision of someone else at my organization	20.0%	20.0%
No response	1.5%	0.0%
n=	135	100

4.14: Level of Independent Work by Organization Size and Type

	Small/ Medium	Large	University- based	Standalone
Usually work independently	78.6%	79.2%	76.4%	81.0%
Usually work under the direction/supervision of someone else at my organization	19.6%	20.8%	22.2%	17.5%
No response	1.8%	0.0%	1.4%	1.6%
n=	56	77	72	63



The prevalence of having input into the department budget has declined a small amount since 2009 — 54.1% of the 2014 respondents have at least “some” input into their department’s budget versus 60% in 2009. The most common situation for both samples, and across all organization size and type segments, is for the respondent to say he/she has little or no input into budgetary issues (see Exhibits 4.15 and 4.16).

4.15: Departmental Budget Authority

	Overall 2014	Overall 2009
I am the final (or only) decision-maker when it comes to budgetary issues for my department	5.9%	10.0%
I have significant input or control over budgetary issues, but someone else has the “final say” for my department	21.5%	27.0%
I have some input into budgetary issues for my department	26.7%	23.0%
I have little or no input into budgetary issues for my department	45.2%	40.0%
No response	0.7%	0.0%
n=	135	100

4.16: Departmental Budget Authority by Organization Size and Type

	Small/ Medium	Large	University- based	Standalone
I am the final (or only) decision-maker when it comes to budgetary issues for my department	3.6%	7.8%	6.9%	4.8%
I have significant input or control over budgetary issues, but someone else has the “final say” for my department	25.0%	18.2%	16.7%	27.0%
I have some input into budgetary issues for my department	33.9%	22.1%	27.8%	25.4%
I have little or no input into budgetary issues for my department	37.5%	51.9%	47.2%	42.9%
No response	0.0%	0.0%	1.4%	0.0%
n=	56	77	72	63



C. Compensation

Overview

As in 2009, nearly all (94.8%) of the respondents are paid an annual salary. The data from the seven individuals who are compensated on an hourly basis were converted to the annual equivalent (based on the number of hours they reported working per week) since there were too few in the sample to be analyzed separately.

All but eight of the respondents are employed on a full-time basis at their library/archive (defined in the survey as being employed for 30 or more hours per week). Due to the sample size constraints for part-time individuals, all compensation analyses are limited to individuals who are employed on a full-time basis.

The number of hours worked in a “normal” and “heavy” week remain the same as seen in 2009, with the typical respondent working 40 hours in a normal week and 45 hours in a heavy week. Responses are highly similar across segments, as summarized in Exhibit 4.17.

4.17: Hours Worked

	Full-time individuals				Part-time individuals			
	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=
Overall	40.0	120	45.0	104	22.0	8	24.0	7
Small/Medium	40.0	50	45.0	43	<i>Insufficient data for additional segmentation</i>			
Large	40.0	68	44.0	59				
University-based	40.0	61	45.0	54				
Standalone	38.0	59	45.0	50				
Overall 2009	40.0	91	45.0	74				

As in 2009, most (86.6%) of the full-time employed respondents are classified as exempt (e.g., not paid for overtime hours).

Compensation Data

The compensation data are segmented by a variety of standard compensation-related criteria such as years of experience, location, education background, organization size, and so forth, with the results provided in Exhibit 4.18. A comparison with 2009 results is provided in Exhibit 4.19.



It is essential to keep in mind the sample sizes when examining the compensation data. While the overall sample size is robust, some segments consist of relatively few individuals, and these latter data may not be an accurate reflection of the full segment.

The utility of these results can be extended by combining multiple categories. For example, take the case of wanting to determine the median compensation for someone who has been in their position for 10 years at a university-based library/archive located in the Northeast. Taking these criteria from Exhibit 4.18 shows median base compensation for each is \$67,670, \$58,000 and \$65,500 respectively. The average of these three values is \$63,723. While not precise, this method of combining categories makes maximum use of the data collected.

Job titles are not used as a segmentation point in Exhibit 4.18 due to the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an “Assistant Conservator” at one library/archive may be much different than the role of a person with the same title at another library/archive). Thus, the criteria are based on more uniform and standardized metrics such as years of experience, responsibility levels, education, etc.



4.18: Compensation (Full-time Individuals)

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
	Overall	124	\$40,540	\$48,652	\$61,000	\$80,000	\$92,173
Library/ archive size	Small	51	\$38,040	\$47,000	\$53,000	\$67,439	\$74,190
	Large	71	\$41,176	\$50,300	\$66,000	\$86,000	\$101,600
Library/ archive type	University-based	63	\$36,823	\$47,380	\$58,000	\$70,000	\$84,600
	Standalone	61	\$41,236	\$51,475	\$66,000	\$85,852	\$109,600
Governing authority	Government (all levels)	52	\$35,850	\$49,550	\$60,500	\$73,750	\$86,000
	Private non-profit	64	\$40,585	\$47,410	\$58,186	\$85,502	\$100,000
Total years of professional experience	Up to 5	18	\$29,800	\$38,700	\$45,760	\$53,125	\$66,070
	6-10	33	\$32,195	\$46,690	\$54,000	\$62,500	\$67,920
	11-15	25	\$41,332	\$54,500	\$67,000	\$85,703	\$96,486
	16-20	17	\$42,900	\$52,000	\$73,000	\$84,592	\$96,000
	21+	30	\$45,700	\$65,750	\$81,000	\$92,652	\$144,200
Years in present position	Up to 5	50	\$35,015	\$44,440	\$51,500	\$61,870	\$89,960
	6-10	46	\$46,750	\$57,500	\$67,670	\$85,703	\$96,500
	11-15	14	\$36,250	\$51,097	\$74,500	\$84,887	\$122,072
	16+	13	\$42,720	\$52,000	\$67,439	\$79,000	\$123,600
Gender	Male	18	\$38,800	\$52,750	\$66,220	\$85,176	\$91,100
	Female	102	\$39,624	\$47,470	\$58,186	\$79,250	\$92,961
Degree (1)	No degree (self- taught or apprenticeship)	9	**	\$47,200	\$52,000	\$70,000	**
	Bachelor's in conservation or any other field	54	\$34,603	\$46,750	\$54,000	\$80,796	\$89,102
	Post-Bachelor's Certificate or Diploma	18	\$30,866	\$51,538	\$64,500	\$82,000	\$99,200
	Master's in conservation	74	\$41,125	\$48,402	\$64,000	\$83,046	\$92,072
	Master's in any other field	36	\$38,800	\$48,125	\$67,071	\$85,277	\$113,500
	Ph.D. in conservation or any other field	3	**	**	\$89,600	**	**

Table continued on following page



4.18: Compensation (Full-time Individuals)

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	
Overall	124	\$40,540	\$48,652	\$61,000	\$80,000	\$92,173	
Number of reporting staff	None	48	\$34,335	\$44,640	\$55,000	\$69,335	\$90,000
	1-3	37	\$38,900	\$47,768	\$53,000	\$67,900	\$79,600
	4+	37	\$50,276	\$61,500	\$82,000	\$92,173	\$138,600
Department budget responsibility	Have little or no input	52	\$39,624	\$46,072	\$56,000	\$72,600	\$82,700
	Have some input	36	\$33,594	\$46,375	\$59,000	\$76,750	\$90,592
	Have significant input or control	28	\$44,500	\$53,250	\$66,170	\$85,500	\$104,500
	Final (or only) decision-maker	7	**	\$88,000	\$94,143	\$137,000	**
Work responsibility	Usually work under supervision	27	\$29,932	\$45,000	\$56,000	\$69,000	\$78,400
	Usually work independently	95	\$41,380	\$49,000	\$65,000	\$83,183	\$97,000
Region	Northeast	38	\$40,953	\$52,375	\$65,500	\$74,000	\$85,010
	South Atlantic	35	\$39,768	\$51,950	\$79,000	\$90,000	\$124,400
	South Central	6	**	\$28,744	\$45,950	\$49,902	**
	North Central	18	\$39,000	\$45,375	\$49,500	\$63,250	\$90,597
	Mountain/Pacific	17	\$39,901	\$47,200	\$58,000	\$75,720	\$106,000
	Canada	9	**	\$54,500	\$66,000	\$71,119	**

** = insufficient responses for tabulation.

(1) = educational degree data are for all degrees held. Thus, any given respondent may be included in more than one category if he/she holds multiple degrees.



4.19: Compensation Trends (Full-time Individuals)

	2014		2009			
	n=	Median	n=	Median	Variation	
Overall	124	\$61,000	91	\$61,000	0.0%	
Library/ archive size	Small	51	\$53,000	45	\$59,000	(10.2)%
	Large	71	\$66,000	45	\$64,630	2.1%
Library/ archive type	University-based	63	\$58,000	57	\$58,000	0.0%
	Standalone	61	\$66,000	34	\$65,000	1.5%
Governing authority	Government (all levels)	52	\$60,500	45	\$64,300	(5.9)%
	Private non-profit	64	\$58,186	43	\$60,500	(3.8)%
Total years of professional experience	Up to 5	18	\$45,760	19	\$42,436	7.8%
	6-10	33	\$54,000	14	\$56,000	(3.6)%
	11-15	25	\$67,000	15	\$63,000	6.3%
	16-20	17	\$73,000	14	\$66,430	9.9%
	21+	30	\$81,000	28	\$73,000	11.0%
Years in present position	Up to 5	50	\$51,500	51	\$58,000	(11.2)%
	6-10	46	\$67,670	18	\$61,750	9.6%
	11-15	14	\$74,500	11	\$61,000	22.1%
	16+	13	\$67,439	11	\$67,691	(0.4)%
Gender	Male	18	\$66,220	9	\$59,000	12.2%
	Female	102	\$58,186	81	\$62,000	(6.2)%
Degree (1)	No degree (self-taught or apprenticeship)	9	\$52,000	7	\$64,300	(19.1)%
	Bachelor's in conservation or any other field	54	\$54,000	35	\$59,000	(8.5)%
	Post-Bachelor's Certificate or Diploma	18	\$64,500		N/A	
	Master's in conservation	74	\$64,000	55	\$63,000	1.6%
	Master's in any other field	36	\$67,071	28	\$61,650	8.8%
	Ph.D. in conservation or any other field	3	\$89,600	1	**	N/A

Table continued on following page



4.19: Compensation Trends (Full-time Individuals)

	2014		2009		
	n=	Median	n=	Median	Variation
Overall	124	\$61,000	91	\$61,000	0.0%
Number of reporting staff	None	\$55,000	25	\$50,052	9.9%
	1-3	\$53,000	35	\$51,500	2.9%
	4+	\$82,000	31	\$70,000	17.1%
Department budget responsibility	Have little or no input	\$56,000	36	\$50,000	12.0%
	Have some input	\$59,000	19	\$58,000	1.7%
	Have significant input or control	\$66,170	26	\$66,345	(0.3)%
	Final (or only) decision-maker	\$94,143	10	\$74,500	26.4%
Work responsibility	Usually work under supervision	\$56,000	18	\$47,200	18.6%
	Usually work independently	\$65,000	73	\$65,000	0.0%
Region	Northeast	\$65,500	33	\$65,000	0.8%
	South Atlantic	\$79,000	26	\$67,500	17.0%
	South Central	\$45,950	4	\$48,750	(5.7)%
	North Central	\$49,500	15	\$49,000	1.0%
	Mountain/Pacific	\$58,000	11	\$50,364	15.2%
	Canada	\$66,000	2	**	N/A

(1) = educational degree data are for all degrees held. Thus, any given respondent may be included in more than one category if he/she holds multiple degrees.



Pay Increases

Receiving a pay increase in the past 12 months is far more common among the 2014 respondents than the 2009 respondents. In the 2009 survey, fewer than one-half of the respondents reported that they received a pay increase versus 76.4% in the 2014 survey. The actual amount of the increase has dropped, however, from a median 3% among the 2009 respondents, to 2% among the 2014 respondents. The most common month to receive a pay increase is July (cited by 34.1%) followed by January and September (each cited by 15.9%). The overall findings are illustrated in Exhibit 4.20.

4.20: Pay Increase

<i>Data are limited to those employed full-time.</i>		Overall 2014	Overall 2009
		Received a pay increase	76.4%
Amount received	Low	0.5%	1.0%
	Median	2.0%	3.0%
	High	20.0%	17.0%
	n=	95	43
Did not receive a pay increase		23.6%	44.6%
No response		0.0%	7.6%
n=		127	92

There are some notable variations in the prevalence of a salary increase based on the organization type. About 86% of those employed in a university-based library/archive received a pay increase in the past 12 months versus only 66.1% of those in a standalone library/archive. The median amount of the increase remains unchanged at 2% across all organization size and type segments (see Exhibit 4.21).

4.21: Pay Increase by Organization Size and Type

<i>Data are limited to those employed full-time.</i>		Small/ Medium	Large	University- based	Standalone
		Received a pay increase	79.2%	73.6%	86.2%
Amount received	Low	0.5%	0.8%	0.5%	0.8%
	Median	2.0%	2.0%	2.0%	2.0%
	High	20.0%	12.0%	20.0%	10.0%
	n=	41	52	56	39
Did not receive a pay increase		20.8%	26.4%	13.8%	33.9%
n=		53	72	65	62



Additional Cash Compensation

There has been no appreciable change in the prevalence of receiving additional cash compensation⁵ since 2009, with this situation cited by about one in five respondents. The typical amount is \$1,200, a small decline from the median of \$1,440 reported in 2009. The additional cash compensation earned in 2014 equates to 1.7% of the respondents' base salary. This additional compensation is typically described as a bonus (typically an annual bonus or incentive/performance bonus) with a few respondents describing monies received for additional responsibilities, overtime, or longevity pay. There does not appear to be significant variations in the amounts received across segments, but it is difficult to effectively compare segments due to the small sample sizes. Responses are outlined in Exhibit 4.22 and 4.23.

4.22: Additional Cash Compensation

<i>Data are limited to those employed full-time.</i>		Overall 2014	Overall 2009
Received additional cash compensation		19.7%	20.7%
Amount received	Low	\$200	\$100
	Median	\$1,200	\$1,440
	Median as % of base pay	1.7%	N/A
	High	\$15,000	\$12,500
	n=	22	17
No		76.4%	78.3%
No response		3.9%	1.1%
n=		127	92

4.23: Additional Cash Compensation by Organization Size and Type

<i>Data are limited to those employed full-time.</i>		Small/ Medium	Large	University- based	Standalone
Received additional cash compensation		15.1%	23.6%	15.4%	24.2%
Amount received	Low	\$300	\$200	\$200	\$325
	Median	\$980	\$1,350	\$1,950	\$1,100
	Median as % of base pay	1.8%	1.7%	2.8%	1.5%
	High	\$3,000	\$15,000	\$11,642	\$15,000
	n=	6	16	10	12
No		81.1%	73.6%	78.5%	74.2%
No response		3.8%	2.8%	6.2%	1.6%
n=		53	72	65	62

⁵ This additional compensation was defined in the survey to exclude the value of any benefits received or any monies earned outside of the organization.



Freelance Work

The incidence of freelance work⁶ has dropped somewhat since 2009. A total of 44% of the 2009 respondents reported engaging in freelance work in 2008 or 2009, versus 33.3% of the 2014 respondents (with the latter encompassing freelance work in 2013 or 2014). For both samples, roughly one in five respondents say they are considering engaging in freelance work in the future (see Exhibit 4.24).

4.24: Freelance Work

	Overall 2014	Overall 2009
Engaged in freelance work in the past 1-2 years	33.3%	44.0%
Considering doing so	21.5%	23.0%
No freelance involvement	42.2%	32.0%
No response	3.0%	1.0%
n=	135	100

Responses remain fairly stable across segments, with the strongest variation based on organization type. As summarized in Exhibit 4.25, those employed at a university-based library/archive are somewhat more likely to have engaged in freelance work in 2013 or 2014 compared with those employed at a standalone organization.

4.25: Freelance Work by Organization Size and Type

		Engaged in freelance conservation work in 2013 or 2014	Considering doing so	No freelance involvement	No response	n=
Overall		33.3%	21.5%	42.2%	3.0%	135
Organization size	Small/Medium	35.7%	23.2%	35.7%	5.4%	56
	Large	32.5%	20.8%	45.5%	1.3%	77
Organization type	University-based	37.5%	15.3%	43.1%	4.2%	72
	Standalone	28.6%	28.6%	41.3%	1.6%	63

⁶ Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.



The typical respondent bills his/her freelance work at \$75 per hour, the same median rate reported in the 2009 survey. The typical respondent generated \$2,500 from their freelance work in 2013, a small decline from the median \$3,000 reported for 2008. As seen in the 2009 survey, freelance work can account for a sizeable amount of income, with one in ten respondents earning \$23,000 or more in freelance income for 2013 (see Exhibit 4.26). Responses, segmented by organization type and size are provided in Exhibit 4.27 on the following page.

A new metric tracked in the 2014 survey is the number of billable hours. This information is approximated by averaging gross freelance income across two years (2013 and 2014) and dividing by the billing rate. It shows that the typical freelancer bills 28.7 hours per year, with a sizeable 10th to 90th percentile range of 7.1 hours to nearly 192 hours.

4.26: Freelance Financial Metrics: Trends

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
2014 survey	Hourly billing rate	39	\$50	\$60	\$75	\$120	\$150
	Gross income, 2013	34	\$550	\$1,000	\$2,500	\$7,250	\$23,000
	Expected gross income, 2014	38	\$380	\$1,000	\$2,150	\$5,000	\$15,500
	Average number of billable hours, 13/14	38	7.1	13.5	28.7	58.9	192.0
2009 survey	Hourly billing rate	42	\$40	\$50	\$75	\$100	\$150
	Gross income in 2008	39	\$500	\$750	\$3,000	\$7,000	\$15,000
	Expected gross income for 2009	40	\$500	\$1,000	\$2,000	\$5,000	\$14,550
	Average number of billable hours				N/A		



4.27: Freelance Financial Metrics by Organization Size and Type

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	
Small	Hourly billing rate	18	\$49	\$60	\$73	\$100	\$128
	Gross income, 2013	17	\$570	\$1,000	\$2,000	\$4,250	\$36,400
	Expected gross income, 2014	18	\$190	\$937	\$2,000	\$5,000	\$22,000
	Average number of billable hours, 13/14	18	6.8	9.2	26.5	51.8	286.0
Medium/ Large	Hourly billing rate	21	\$50	\$75	\$90	\$128	\$150
	Gross income, 2013	17	\$430	\$1,750	\$3,300	\$8,000	\$19,600
	Expected gross income, 2014	20	\$410	\$1,625	\$3,250	\$5,000	\$15,000
	Average number of billable hours, 13/14	20	5.8	23.5	30.9	73.5	174.5
University- based	Hourly billing rate	25	\$46	\$60	\$75	\$95	\$127
	Gross income, 2013	21	\$260	\$1,750	\$2,500	\$5,250	\$11,600
	Expected gross income, 2014	23	\$280	\$1,000	\$2,000	\$5,000	\$8,800
	Average number of billable hours, 13/14	24	3.9	11.2	28.7	57.0	175.0
Standalone	Hourly billing rate	14	\$60	\$75	\$110	\$150	\$150
	Gross income, 2013	13	\$540	\$875	\$3,500	\$8,000	\$48,400
	Expected gross income, 2014	15	\$340	\$1,500	\$4,000	\$15,000	\$44,000
	Average number of billable hours, 13/14	14	7.7	20.0	36.2	76.7	381.7



D. Benefits

Retirement Plans

Nearly nine of every ten full-time respondents report that their organization offers a retirement plan of some sort and that they participate in it. An additional 6.3% say that a plan is available, but they do not participate in it, or are not eligible for participation. While these data cannot be directly compared with 2009 data due to differences in question wording and structure, the overall prevalence of a retirement plan seems to not have changed much — only 3.3% of the 2009 respondents indicated that their library/archive does not offer a retirement plan.

Segmenting responses shows a highly similar response pattern regardless of the organization size and type, with the great majority of respondents having access to, and are participants of, an employer-sponsored retirement plan (see Exhibit 4.28).

4.28: Retirement Plan Prevalence

<i>Data are limited to those employed full-time.</i>	Overall	Small/ Medium		Large		University- based	Standalone
Participate in retirement plan	89.8%	88.7%	90.3%	90.8%	88.7%		
Plan offered, but do not participate or am not eligible for it	6.3%	3.8%	8.3%	6.2%	6.5%		
Organization does not offer a retirement plan	0.8%	1.9%	0.0%	0.0%	1.6%		
Not sure/no response	3.1%	5.7%	1.4%	3.1%	3.2%		
n=	127	53	72	65	62		

An “investment account” plan, such as 401k, a 403b, or any other type of defined contribution plan, is the most common retirement plan option by a wide margin, cited by 88.6% of the retirement plan participants. A traditional pension plan is the next most popular option, but is cited by only 28.9% overall. No significant changes in retirement plan options are seen based on organization size or type, as summarized in Exhibit 4.29 on the following page.



4.29: Retirement Plan Offerings

	Overall	Small/ Medium	Large	University- based	Stand- alone
Traditional pension plan	28.9%	23.4%	33.8%	22.0%	36.4%
Profit sharing plan	1.8%	4.3%	0.0%	1.7%	1.8%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	88.6%	89.4%	89.2%	91.5%	85.5%
Other	0.0%	0.0%	0.0%	0.0%	0.0%
Not sure	1.8%	0.0%	1.5%	1.7%	1.8%
n=	114	47	65	59	55

Responses limited to the 114 individuals that participate in a retirement plan at their library/archive. Data may not sum to 100% since respondents could select more than one option.

General Benefits

As in 2009, health and dental insurance are the most commonly offered benefits, each available to nearly 92% of the respondents who are employed full-time. Eight of the 15 benefits examined in the survey are available to a majority of the respondents.

Generally modest variations are seen when comparing the 2014 results to the 2009 results. The most significant variation is for vision insurance, which increases nearly 15 percentage points in prevalence. The most significant decline is for spouse/partner/family health insurance coverage, which drops 8.2 percentage points in prevalence. A comparison of the 2009 and 2014 data is provided in Exhibit 4.30 on the following page.



4.30: General Benefits Offered: Trends

Data are limited to those employed full-time.

	Overall 2014	Overall 2009	Trend
Health insurance for myself	91.9%	88.3%	3.6%
Dental insurance (self OR family)	91.9%	90.7%	1.2%
Life insurance	88.3%	82.6%	5.7%
Vision insurance (self OR family)	85.6%	70.9%	14.7%
Health insurance for spouse/partner/family	76.6%	84.8%	(8.2)%
Short-term disability insurance	68.5%	61.6%	6.9%
Long-term disability insurance	61.3%	62.8%	(1.5)%
AIC Annual Meeting fees (registration, travel, etc.)	53.2%	47.7%	5.5%
Other professional meeting fees	45.9%	41.8%	4.1%
On-going continuing education costs (non-degree)	41.4%	44.2%	(2.8)%
Continuing education costs to pursue a degree	31.5%	33.7%	(2.2)%
Child care/day care expenses	14.4%	8.1%	6.3%
Professional liability insurance	11.7%	12.8%	(1.1)%
AIC membership dues	10.8%	12.8%	(2.0)%
Other professional association membership dues	9.9%	3.5%	6.4%
n=	111	92	

Segmenting the data shows moderate variations based on organization size, with the Small/Medium libraries/archives lagging a small amount in the provision of some benefits. Stronger variations are seen based on organization type, with the university-based libraries/archives far more likely to offer education and professional association-related benefits versus the standalone libraries/archives. Responses by segment are provided in Exhibit 4.31 on the following page.



4.31: Benefits Offered by Organization Size and Type

<i>Data are limited to those employed full-time.</i>	Overall	Small/ Medium	Large	University- based	Stand- alone
Health insurance for myself	91.9%	88.9%	93.8%	96.5%	87.0%
Dental insurance (self OR family)	91.9%	91.1%	92.3%	94.7%	88.9%
Life insurance	88.3%	84.4%	90.8%	89.5%	87.0%
Vision insurance (self OR family)	85.6%	82.2%	87.7%	93.0%	77.8%
Health insurance for spouse/partner/family	76.6%	75.6%	76.9%	75.4%	77.8%
Short-term disability insurance	68.5%	73.3%	64.6%	80.7%	55.6%
Long-term disability insurance	61.3%	68.9%	55.4%	71.9%	50.0%
AIC Annual Meeting fees (registration, travel, etc.)	53.2%	51.1%	53.8%	68.4%	37.0%
Other professional meeting fees	45.9%	37.8%	50.8%	57.9%	33.3%
On-going continuing education costs (non-degree)	41.4%	40.0%	41.5%	56.1%	25.9%
Continuing education costs to pursue a degree	31.5%	22.2%	36.9%	52.6%	9.3%
Child care/day care expenses	14.4%	8.9%	16.9%	21.1%	7.4%
Professional liability insurance	11.7%	13.3%	10.8%	10.5%	13.0%
AIC membership dues	10.8%	8.9%	12.3%	7.0%	14.8%
Other professional association membership dues	9.9%	6.7%	12.3%	7.0%	13.0%
n=	111	45	65	57	54



Paid Time Off and Sabbaticals

As in 2009, essentially all full-time respondents report that their library/archive offers them paid time off. This time is usually organized into defined categories (e.g., vacation time, sick time, etc.). There have been only minor changes since 2009 regarding the median number of days offered within each paid time off category (see Exhibit 4.32) and only modest differences across organization size and type categories (see Exhibit 4.33).

4.32: Paid Time Off

		Overall 2014	Overall 2009
<i>Data are limited to those employed full-time.</i>			
	Receive paid time off	99.2%	96.7%
	Categorized into defined types	82.8%	92.1%
How paid time off is offered	Receive set number of days that can be used for any purpose	3.3%	1.1%
	Both	13.1%	6.7%
	No response	0.8%	0.0%
Median number of days per year	Vacation	20	20
	Sick time	12	12
	Personal time	3	3
	Bereavement leave	3	3
	Paid time off (PTO) days	11	10

Overall sample sizes: 127 (2014); 92 (2009).

4.33: Paid Time Off by Organization Size and Type

		Small/ Medium	Large	University- based	Stand- alone
<i>Data are limited to those employed full-time.</i>					
	Receive paid time off	100.0%	98.6%	98.4%	100.0%
	Categorized into defined types	78.4%	85.7%	85.2%	80.3%
How paid time off is offered	Receive set number of days that can be used for any purpose	2.0%	4.3%	4.9%	1.6%
	Both	19.6%	8.6%	9.8%	16.4%
	No response	0.0%	1.4%	0.0%	1.6%
Median number of days per year	Vacation	20	20	20	20
	Sick time	12	12	12	12
	Personal time	3	2	3	2
	Bereavement leave	3	3	3	3
	Paid time off (PTO) days	10	12	12	10

Overall sample sizes: 53 (Small/Medium); 72 (Large); 65 (University-based); 62 (Standalone).



It's fairly common for libraries/archives to offer sabbaticals, especially among the university-based organizations. However, relatively few of the respondents are eligible to take a sabbatical. Peak incidence is seen among the university-based libraries/archives, where eligibility is cited by 15% of the respondents.

The sample size for sabbatical parameters is highly constrained, but it appears that overall, an individual must be employed for 5.0 years to take a sabbatical, and that the typical sabbatical is for 90 days (see Exhibit 4.34).

4.34: Sabbaticals

	Overall	Small/ Medium	Large	University- based	Standalone
Museum offers sabbaticals	54.6%	50.0%	58.8%	81.7%	27.1%
Museum offers sabbaticals AND the individual is eligible	13.4%	14.0%	13.2%	15.0%	11.9%
Median number of years employed to qualify	5.0	4.0	7.0	6.0	4.5
Median length of sabbatical (in days)	90	90	90	105	90
n= (*)	12	5	7	8	4

* = the sample size refers to the number of respondents who provided details regarding sabbatical qualifications and length.



V. All Other Conservators

A. Organization Overview

Introduction

This section of the report explores data collected from three settings:

- ▶ Regional conservation center/lab — 40 individuals.
- ▶ University, college or other educational institution — 20 individuals.
- ▶ Government institution (federal, state or local) that is not a museum or library — 25 individuals.

While the sample sizes for each of the above three settings has increased compared with the 2009 survey, there are still too few responses to permit segmenting the data within each segment by criteria such as organization size. Thus, all data in this report section explores the survey results in aggregate within each of the three settings. It is important to keep the sample sizes in mind when interpreting the results as these data may not be reflective of the full setting population.

Governing Authority

Governing authority data follow the expected pattern, with no significant shifts from the 2009 results. Regional conservation centers/labs are mostly organized as private non-profits; universities/colleges are mainly under state/provincial government control; government institutions are usually under federal-level control (see Exhibit 5.1).

5.1: Governing Authority

	Regional conservation center/lab		University/college		Government institution	
	2014	2009	2014	2009	2014	2009
Municipal/county/local government	2.5%	0.0%	0.0%	0.0%	0.0%	4.3%
State/provincial government	5.0%	13.3%	55.0%	38.5%	36.0%	26.1%
Federal government	5.0%	3.3%	0.0%	0.0%	64.0%	69.6%
Private non-profit	87.5%	70.0%	35.0%	38.5%	0.0%	0.0%
For-profit	0.0%	10.0%	5.0%	7.7%	0.0%	0.0%
Other	0.0%	3.3%	5.0%	15.4%	0.0%	0.0%
n=	40	30	20	13	25	23



Staff Counts and Trends

The respondents were asked to indicate the number of paid and unpaid conservation professionals⁷ at their museum, plus the number of staff who directly support the work of conservation professionals (defined in the survey as personnel such as database managers, clerical staff, photographers, etc.). As summarized in Exhibit 5.2, there have been some modest shifts in staff counts since 2009.

The regional conservation centers/labs continue to have the greatest number of paid conservation professionals on staff, but the median number has dropped from 14.0 to 12.0. The number of unpaid conservation professionals has dropped as well, moving from a median of 1.0 to zero. However, this setting has the greatest number of support staff for conservation professionals, reporting a median of 7.5.

There has been no change since 2009 in the number of paid conservation professionals in the college/university setting (median of 6.0), but the number of unpaid conservation professionals has dropped from a median of 1.0 to zero. There are a median of 3.0 support staff.

There has been a small drop in the median number of paid conservation professionals in the government institution setting, moving from 7.0 to 6.0. The median number of unpaid conservation professionals has increased to 2.0 from 1.0. The typical institution has 3.0 support staff who directly support the work of conservators.

Responses are illustrated in Exhibit 5.2 on the following page.

⁷ Respondents were asked to include all individuals (full- and part-time), including themselves, when indicating staffing levels. The category of unpaid conservation professionals was defined in the survey as “volunteers, interns, etc. who are primarily engaged in conservation work/activities.”



5.2: Number of Conservation Professionals

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	Median 2009	
Regional conservation center/lab	Total number of paid conservation professionals	39	5.0	6.0	12.0	20.0	25.0	14.0
	Total number of unpaid conservation professionals	32	0.0	0.0	0.0	1.0	2.0	1.0
	Total number of staff who directly support the work of conservation staff	38	2.0	3.0	7.5	13.0	16.4	N/A
College/ university	Total number of paid conservation professionals	18	1.0	1.8	6.0	17.0	30.6	6.0
	Total number of unpaid conservation professionals	13	0.0	0.0	0.0	5.5	29.0	1.0
	Total number of staff who directly support the work of conservation staff	18	0.9	1.8	3.0	4.0	8.4	N/A
Government institution	Total number of paid conservation professionals	23	1.4	3.0	6.0	10.0	31.8	7.0
	Total number of unpaid conservation professionals	19	0.0	0.0	2.0	4.0	5.0	1.0
	Total number of staff who directly support the work of conservation staff	21	0.0	0.0	3.0	7.5	20.8	N/A

The 2014 data allowed for developing benchmark ratios to explore the relationship between paid and unpaid conservation professionals, and the relationship between support staff and paid conservation professionals. The typical government institution has the highest median ratio of unpaid to paid conservators, with 0.25 unpaid conservators for each paid conservator. The median ratio of support staff to paid conservators peaks at 0.5 for the regional conservation center/lab setting. Responses are summarized in Exhibit 5.3.



5.3: Conservation Professionals Ratios

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Regional conservation center/lab	Ratio of unpaid to paid conservators	32	0.00	0.00	0.00	0.16	0.25
	Ratio of support staff to paid conservators	38	0.25	0.40	0.50	0.76	1.10
College/ university	Ratio of unpaid to paid conservators	13	0.00	0.00	0.00	1.59	4.20
	Ratio of support staff to paid conservators	17	0.08	0.17	0.33	0.88	4.00
Government institution	Ratio of unpaid to paid conservators	19	0.00	0.00	0.25	0.50	0.80
	Ratio of support staff to paid conservators	21	0.00	0.00	0.20	0.84	1.32

The most common response in all three settings regarding staffing trends is “remain the same” for both the past three years and the next three years. Decreases are also seen, and are more common than increases for every staff metric examined. This results in a decline in the average trend index⁸ for most settings — while the 2009 data typically depicted a no change/small increase situation, the 2014 data is more aligned with a small decrease/no change landscape. Responses by segment are illustrated in Exhibit 5.4 on the following page.

⁸ The average trend index ranges from 1.0 to 5.0, where 1.0 is “significant decrease” and 5.0 is “significant increase.” Values greater than 3.0 indicate growth.



5.4: Staffing Trends

		Decrease	Remain the same	Increase	Not sure/no response	Average trend index 2014(*)	Average trend index 2009 (*)	
<i>The most common response for each metric is noted in bold.</i>								
Past three years	Total number of paid conservation professionals	Regional conservation center/lab	45.0%	45.0%	5.0%	5.0%	2.5	3.0
		University/college	20.0%	50.0%	25.0%	5.0%	3.0	3.1
		Government inst.	40.0%	48.0%	8.0%	4.0%	2.5	2.9
	Total number of unpaid conservation professionals	Regional conservation center/lab	7.5%	67.5%	5.0%	20.0%	3.0	3.0
		University/college	10.0%	70.0%	0.0%	20.0%	2.8	3.1
		Government inst.	12.0%	64.0%	16.0%	8.0%	3.1	3.1
	Total number of paid staff	Regional conservation center/lab	40.0%	47.5%	7.5%	5.0%	2.6	3.1
		University/college	5.0%	70.0%	15.0%	10.0%	3.1	2.6
		Government inst.	48.0%	36.0%	12.0%	4.0%	2.3	2.9
Next three years	Total number of paid conservation professionals	Regional conservation center/lab	5.0%	60.0%	27.5%	7.5%	3.3	3.1
		University/college	10.0%	65.0%	20.0%	5.0%	3.1	3.0
		Government inst.	28.0%	56.0%	16.0%	0.0%	2.9	2.9
	Total number of unpaid conservation professionals	Regional conservation center/lab	2.5%	60.0%	10.0%	27.5%	3.1	3.1
		University/college	10.0%	60.0%	5.0%	25.0%	2.9	3.1
		Government inst.	12.0%	64.0%	16.0%	8.0%	3.0	3.1
	Total number of paid staff	Regional conservation center/lab	7.5%	60.0%	25.0%	7.5%	3.2	3.1
		University/college	15.0%	70.0%	10.0%	5.0%	2.9	2.8
		Government inst.	24.0%	52.0%	16.0%	8.0%	2.9	3.2

* = the average trend index is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations. n= 40 (regional conservation center/lab); 20 (university/college); 25 (government institution).



B. Work Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

Regional Conservation Center/Lab:

- ▶ Conservator
- ▶ Department Head
- ▶ Executive Director
- ▶ Objects Conservator
- ▶ Paper Conservator
- ▶ Senior Conservator

University/College:

- ▶ Assistant Professor
- ▶ Conservator
- ▶ Director
- ▶ Fellow
- ▶ Professor

Government Institution:

- ▶ Conservator
- ▶ Senior Conservator

Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following six general areas:

- ▶ Treatment and treatment-related actions/functions
- ▶ Conservation research
- ▶ Other conservation actions/functions (e.g., surveys, preventive activities, etc.)
- ▶ Teaching/higher education activities (e.g., classroom instruction, etc.)
- ▶ Administrative responsibilities
- ▶ All others

As summarized in Exhibit 5.5 on the following page, the responses follow the same basic pattern seen in 2009: individuals employed at regional conservation centers/labs and government institutions spend the largest share of their time on treatment actions/functions; those at university/college settings spend the largest share of time on teaching/higher education activities.



5.5: Work Activities

All data are averages.

	Regional conservation center/lab		University/college		Government institution	
	2014	2009	2014	2009	2014	2009
Treatment and treatment-related actions/functions	57.4%	63.6%	16.3%	17.3%	38.6%	30.1%
Conservation research	3.7%	3.2%	14.4%	16.9%	10.7%	19.3%
Other conservation actions/functions	10.1%	9.4%	8.0%	6.9%	22.8%	17.9%
Teaching/higher education activities	6.9%	4.8%	37.5%	36.2%	7.1%	6.3%
Administrative responsibilities	20.8%	18.1%	21.6%	20.0%	19.6%	25.0%
All others	1.2%	0.9%	2.3%	2.7%	1.2%	1.3%
n=	40	30	20	13	25	23

Responsibilities

It is important when examining compensation issues to determine the “authority” level of the respondent, since this often impacts compensation to the same degree as factors such as education and experience. The survey explored this issue using three metrics: staff supervision, level of independent work, and departmental budget authority.

The number of respondents with staff supervision responsibilities has declined a small amount since 2009, but the majority of respondents in all three settings have at least one reporting staff person (see Exhibit 5.6).

5.6: Staff Supervision Responsibilities

	Regional conservation center/lab		University/college		Government institution	
	2014	2009	2014	2009	2014	2009
No reporting staff	47.5%	43.3%	40.0%	46.2%	44.0%	47.8%
1 reporting staff	7.5%	13.3%	0.0%	7.7%	16.0%	17.4%
2 reporting staff	12.5%	16.7%	15.0%	15.4%	4.0%	0.0%
3 reporting staff	5.0%	6.7%	5.0%	7.7%	24.0%	8.7%
4-5 reporting staff	12.5%	10.0%	10.0%	7.7%	12.0%	8.7%
6-10 reporting staff	10.0%	3.3%	20.0%	7.7%	0.0%	8.7%
11 or more reporting staff	5.0%	6.6%	10.0%	7.7%	0.0%	8.7%
n=	40	30	20	13	25	23



A majority of respondents in each setting say they usually work independently. Those in the government institution setting are especially likely to work independently, as summarized in Exhibit 5.7.

5.7: Level of Independent Work

	Regional conservation center/lab		University/college		Government institution	
	2014	2009	2014	2009	2014	2009
Usually work independently	65.0%	76.7%	65.0%	92.3%	84.0%	73.9%
Usually work under the direction/supervision of someone else at my organization	27.5%	20.0%	35.0%	7.7%	16.0%	26.1%
No response	7.5%	3.3%	0.0%	0.0%	0.0%	0.0%
n=	40	30	20	13	25	23

Most respondents in each of the three settings have some level of input into budgetary issues, but few are the final decision-maker. The prevalence of being the final budgetary decision-maker peaks at 25% among those in the university/college setting (see Exhibit 5.8).

5.8: Departmental Budget Responsibilities

	Regional conservation center/lab		University/college		Government institution	
	2014	2009	2014	2009	2014	2009
I am the final (or only) decision-maker when it comes to budgetary issues for my department	10.0%	10.0%	25.0%	0.0%	4.0%	8.7%
I have significant input or control over budgetary issues, but someone else has the “final say” for my department	15.0%	23.3%	10.0%	46.2%	12.0%	26.1%
I have some input into budgetary issues for my department	27.5%	6.7%	30.0%	15.4%	36.0%	26.1%
I have little or no input into budgetary issues for my department	47.5%	60.0%	35.0%	38.5%	48.0%	39.1%
n=	40	30	20	13	25	23



C. Compensation

Overview

All but two individuals in the regional conservation center/lab and university/college settings, and one in the government institution setting, are employed on a full-time basis. Given the small number of part-time staff, all compensation and related data are based only on the full-time staff.

There have been only modest changes in the median number of hours full-time staff work in a “normal” and a “heavy” week. As in 2009, the greatest number of hours are reported by those in the university/college setting, with these individuals typically working 50 hours in a normal week, and 65 hours in a heavy week (see Exhibit 5.9).

5.9: Hours Worked

	2014				2009			
	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=
Regional conservation center/lab	40.0	37	45.0	32	37.5	30	45.0	24
University/college	50.0	17	65.0	14	45.0	13	60.0	13
Government institution	40.0	24	45.0	21	40.0	23	50.0	20

All of the individuals in the regional conservation center/lab and university/college settings, and about three-quarters of those in the government institution setting report that their position is classified as exempt (e.g., they are not paid for overtime hours).

Compensation Data

All individuals in the university/college and government settings are paid an annual salary; two individuals in the regional conservation lab setting are paid on an hourly basis. The compensation data for these two latter individuals were converted to annual amounts based on the number of hours per week the individuals reported working.

While the compensation data for other settings in this report are segmented by a variety of criteria, there are insufficient data to take the same approach with the regional conservation center/lab, university/college and government institution settings. Overall responses are summarized in Exhibit 5.10; comparisons with 2009 data are provided in Exhibit 5.11.



5.10: Compensation (Full-time Individuals)

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Regional conservation center/lab	37	\$33,800	\$39,260	\$51,000	\$77,450	\$96,400
University/college	18	\$19,990	\$46,625	\$78,500	\$154,500	\$191,300
Government institution	24	\$34,250	\$43,910	\$72,500	\$82,979	\$103,500

5.11: Compensation Trends (Full-time Individuals)

	2014		2009		Variation
	n=	Median	n=	Median	
Regional conservation center/lab	37	\$51,000	30	\$50,000	2.0%
University/college	18	\$78,500	13	\$74,000	6.1%
Government institution	24	\$72,500	23	\$62,000	16.9%

Pay Increases

The prevalence of a pay increase has jumped significantly for those employed in the regional conservation center/lab and university/college settings, with between 70.3% and 77.8% reporting that they received a salary increase in the past 12 months. The typical increase was 3%, about the same amount reported in 2009. Salary increases were also commonly reported among those employed at a government institution, but the incidence has remained at about the same level seen in 2009. The typical increase for these latter individuals has dropped a small amount, moving from 3% to 2%. The response distribution is illustrated in Exhibit 5.12.

5.12: Pay Increases

	Regional conservation center/lab		University/college		Government institution		
	2014	2009	2014	2009	2014	2009	
	<i>Data limited to those employed on a full-time basis.</i>						
Received a pay increase in the past 12 months	70.3%	33.3%	77.8%	46.2%	50.0%	47.8%	
Amount received	Low	1.0%	1.5%	1.0%	2.0%	2.0%	2.0%
	Median	3.0%	3.0%	3.0%	3.5%	2.0%	3.0%
	High	25.0%	10.0%	7.0%	8.0%	11.4%	5.0%
	n=	26	9	13	6	11	10
Did not receive a pay increase	29.7%	56.7%	22.2%	53.8%	50.0%	39.1%	
No response	0.0%	10.0%	0.0%	0.0%	0.0%	13.0%	
n=	37	30	18	13	24	23	



Additional Cash Compensation

Nearly 30% of the respondents in each of the three settings received additional cash compensation⁹ from their employer beyond their base salary, a small increase from the levels seen in 2009. This additional compensation is typically described as a bonus, with a smaller number describing situations such as a second appointment, overtime pay, longevity pay, and compensation for project work. The response distribution is summarized in Exhibit 5.13).

5.13: Additional Cash Compensation Received

		Regional conservation center/lab		University/college		Government institution	
		2014	2009	2014	2009	2014	2009
<i>Data limited to those employed on a full-time basis.</i>							
Received additional cash compensation		29.7%	20.0%	27.8%	23.1%	29.2%	26.1%
Amount received	Low	\$500	\$120	\$500	\$3,000	\$50	\$260
	Median	\$2,200	\$475	\$2,000	\$5,000	\$1,000	\$1,800
	Median as % of base pay	5.4%	N/A	4.0%	N/A	1.0%	N/A
	High	\$46,000	\$25,000	\$70,000	\$11,000	\$2,500	\$5,000
	n=	10	6	5	3	7	6
No		70.3%	80.0%	66.7%	76.9%	70.8%	73.9%
No response		0.0%	0.0%	5.6%	0.0%	0.0%	0.0%
n=		37	30	18	13	24	23

⁹ This additional compensation was defined in the survey to exclude the value of any benefits received or any monies earned outside of the organization.



Freelance Work

Freelance work¹⁰ continues to be commonly seen among those in a university/college setting, and somewhat common for those in the regional conservation center/lab and government institution settings (see Exhibit 5.14).

5.14: Prevalence of Freelance Work

		Engaged in freelance conservation work in current or prior year	Considering doing so	No freelance involvement	No response	n=
Regional conservation center/lab	2014	25.0%	10.0%	62.5%	2.5%	40
	2009	10.0%	16.7%	73.3%	0.0%	30
University/college	2014	50.0%	10.0%	35.0%	5.0%	20
	2009	61.5%	23.1%	15.4%	0.0%	13
Government institution	2014	36.0%	20.0%	44.0%	0.0%	25
	2009	26.1%	26.1%	47.8%	0.0%	23

The small sample sizes makes it difficult to discern a clear picture of the monetary scope of this freelance work, but it appears there have been only modest shifts in the key tracking metrics since 2009, as outlined in Exhibit 5.15 on the following page. This latter exhibit includes a new metric tracked in the 2014 survey: the number of billable hours. This information is approximated by averaging gross freelance income across two years (2013 and 2014) and dividing by the billing rate. It shows the typical freelancer bills between 60 and 83.3 hours per year.

¹⁰ Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.



5.15: Freelance Financial Metrics

	2014		2009 (*)		
	n=	Median	n=	Median	
Regional conservation center/lab	Hourly billing rate	9	\$100	2	**
	Gross income in 2013	7	\$2,500	3	\$1,000
	Expected gross income for 2014	7	\$3,500	3	\$1,200
	Average number of billable hours, 13/14	8	60.0	N/A	
University/college	Hourly billing rate	11	\$100	7	\$100
	Gross income in 2013	9	\$10,000	7	\$10,000
	Expected gross income for 2014	9	\$10,000	7	\$10,000
	Average number of billable hours, 13/14	9	83.3	N/A	
Government institution	Hourly billing rate	8	\$95	6	\$95
	Gross income in 2013	7	\$5,000	6	\$4,000
	Expected gross income for 2014	6	\$5,500	6	\$4,000
	Average number of billable hours, 13/14	7	60.0	N/A	

* = data for the 2009 survey encompasses results for the 2008 and 2009 calendar years.

** = insufficient responses for tabulation.



D. Benefits

Retirement Plans

Nearly all respondents report that their employer offers a retirement plan of some sort, and most respondents are participating in the plan (see Exhibit 5.16). While a direct comparison to 2009 data is not possible due to changes in the question structure, there does not appear to be any significant variation over time in the availability of a retirement plan.

An “investment account” plan, such as 401k, a 403b, or any other type of defined contribution plan, is the most common retirement plan option by a wide margin for those in the regional conservation center/lab and university/college settings. An investment account is also popular among those in the government institution setting along with a traditional pension plan (see Exhibit 5.17).

5.16: Retirement Plan Prevalence

<i>Data limited to those employed on a full-time basis.</i>	Regional conservation center/lab	University/college	Government institution
Participate in retirement plan	80.6%	88.2%	87.5%
Plan offered, but do not participate or am not eligible for it	8.3%	5.9%	12.5%
Company does not offer a retirement plan	8.3%	5.9%	0.0%
Not sure/no response	2.8%	0.0%	0.0%
n=	36	17	24

5.17: Retirement Plan Offerings

	Regional conservation center/lab	University/college	Government institution
Traditional pension plan	6.9%	20.0%	42.9%
Profit sharing plan	0.0%	0.0%	0.0%
Investment account (e.g., a defined contribution plan such as a 401k, SEP-IRA, etc.)	100.0%	93.3%	81.0%
Other	0.0%	0.0%	0.0%
Not sure	0.0%	0.0%	4.8%
n=	29	15	21

Responses limited to the individuals that participate in a retirement plan. Data may not sum to 100% since respondents could select more than one option.



General Benefits

Health and dental insurance are the most commonly offered benefits for full-time staff across the three settings. There are strong variations in the prevalence of a few benefits based on the work setting but in general, there is no consistency to the variation (e.g., benefits are not uniformly more or less common based on one of the three work settings). The overall response distribution is illustrated in Exhibit 5.18; comparisons with 2009 data are provided in Exhibit 5.19 on the following page.

5.18: General Benefits Offered

	Regional conservation center/lab	University/ college	Government institution
<i>Data limited to those employed on a full-time basis.</i>			
Professional liability insurance	16.1%	5.9%	8.7%
Health insurance for myself	87.1%	94.1%	91.3%
Health insurance for spouse/partner/family	64.5%	82.4%	78.3%
Dental insurance (self OR family)	83.9%	94.1%	73.9%
Vision insurance (self OR family)	35.5%	94.1%	73.9%
Life insurance	58.1%	58.8%	56.5%
Short-term disability insurance	29.0%	35.3%	43.5%
Long-term disability insurance	19.4%	52.9%	56.5%
Child care/day care expenses	0.0%	5.9%	4.3%
AIC membership dues	29.0%	23.5%	4.3%
Other professional association membership dues	6.5%	23.5%	8.7%
AIC Annual Meeting fees (registration, travel, etc.)	35.5%	47.1%	26.1%
Other professional meeting fees	32.3%	35.3%	21.7%
Continuing education costs to pursue a degree	3.2%	11.8%	8.7%
On-going continuing education costs (non-degree)	16.1%	23.5%	21.7%
n=	31	17	23



5.19: General Benefits Offered: Trends

	Regional conservation center/lab		University/college		Government institution	
	2014	2009	2014	2009	2014	2009
<i>Data limited to those employed on a full-time basis.</i>						
Professional liability insurance	16.1%	20.7%	5.9%	8.3%	8.7%	5.2%
Health insurance for myself	87.1%	86.2%	94.1%	83.3%	91.3%	100.0%
Health insurance for spouse/partner/family	64.5%	62.1%	82.4%	91.7%	78.3%	84.3%
Dental insurance (self OR family)	83.9%	72.4%	94.1%	100.0%	73.9%	78.9%
Vision insurance (self OR family)	35.5%	41.4%	94.1%	100.0%	73.9%	73.7%
Life insurance	58.1%	65.5%	58.8%	83.3%	56.5%	63.2%
Short-term disability insurance	29.0%	51.7%	35.3%	66.6%	43.5%	42.1%
Long-term disability insurance	19.4%	34.4%	52.9%	50.1%	56.5%	42.1%
Child care/day care expenses	0.0%	0.0%	5.9%	0.0%	4.3%	5.2%
AIC membership dues	29.0%	44.8%	23.5%	8.3%	4.3%	10.5%
Other professional association membership dues	6.5%	20.7%	23.5%	16.7%	8.7%	10.5%
AIC Annual Meeting fees (registration, travel, etc.)	35.5%	48.3%	47.1%	41.7%	26.1%	47.3%
Other professional meeting fees	32.3%	27.6%	35.3%	33.4%	21.7%	57.9%
Continuing education costs to pursue a degree	3.2%	6.9%	11.8%	41.7%	8.7%	10.5%
On-going continuing education costs (non-degree)	16.1%	34.4%	23.5%	58.3%	21.7%	21.1%
n=	31	29	17	12	23	23

Paid Time Off and Sabbaticals

Essentially all of the respondents report that they receive paid time off, which is usually organized as defined categories (e.g., vacation time, sick time, etc.). There are only modest variations, if any, in the amount of paid time off received across the three settings or in comparison to 2009 data (see Exhibit 5.20 on the following page).



5.20: Paid Time Off

	Regional conservation center/lab		University/college		Government institution		
	2014	2009	2014	2009	2014	2009	
Receive paid time off	91.7%	100.0%	94.1%	84.6%	100.0%	100.0%	
Categorized into defined types	84.8%	66.7%	81.3%	81.8%	91.7%	78.3%	
How paid time off is offered	Receive set number of days that can be used for any purpose	0.0%	6.7%	0.0%	0.0%	8.3%	4.3%
	Both	12.1%	26.7%	18.8%	9.1%	0.0%	8.7%
	No response	3.0%	0.0%	0.0%	9.1%	0.0%	8.7%
Median number of days per year	Vacation	20	20	15	20	20	17
	Sick time	10	12	10	13	13	13
	Personal time	2	2	3	2	5	4
	Bereavement leave	3	3	2	3	5	4
	Paid time off (PTO) days	7	9	**	12	10	10

** = insufficient data for tabulation.

Sabbaticals are common in the university/college setting, cited as being offered by 88.2%. About one-half of the respondents in the university/college setting are eligible to take a sabbatical, which is typically 130 days long and available after 7.0 years of employment. Sabbaticals are far less common at the two other settings, and no data were available as to sabbatical parameters (see Exhibit 5.21).

5.21: Sabbaticals

	Regional conservation center/lab	University/college	Government institution
Organization offers sabbaticals	2.9%	88.2%	12.5%
Organization offers sabbaticals AND the individual is eligible	2.9%	47.1%	0.0%
Median number of years employed to qualify		7.0	
Median length of sabbatical (in days)	N/A	130	N/A
n= (*)		7	

* = the sample size refers to the number of respondents who provided details regarding sabbatical qualifications and length. The overall sample sizes are: 40 (regional conservation center/lab); 20 (university/college); 25 (government institution).



Appendix A: Survey Instrument

Note: This is a paper representation of an online form. As such, some questions have been adjusted from their original format.

1. Please indicate the country where you are located (e.g., your "work address"):
 - US
 - Canada
 - Other
2. Please indicate the state/province where you are located (e.g., your "work address"): _____
3. Are you a member of AIC?
 - Yes, I am a current AIC member
 - No, but I was a member in the past
 - No, I have never been a member
 - Not sure

For purposes of this survey, "conservation" is defined as including examination, documentation, treatment, preventive care, research, and education.

4. Please indicate your present level of involvement in the conservation field:
 - Conservation work is my primary (or only) profession, and is the main source of my income
 - I am involved in conservation work, but only as a secondary occupation or side-line business. Conservation work is NOT my primary source of income at present *[SKIP TO SECTION A]*
 - I am involved in the conservation field, but do not perform conservation work professionally
 - I have no involvement in the conservation field

Section A: 1) Approximately, how much of your total income for the following time periods was (or will be) generated from conservation work?

Total 2013 income (percentage from conservation work): _____%

Total 2014 income (expected percentage from conservation work): _____%

2) In addition to conservation work, please indicate the other fields/occupations in which you are involved that provide you with income: _____

For the remainder of this survey, please limit your answers to encompass just your conservation work.

5. Please indicate which of the following areas you consider to be your areas of specialization in your conservation work:

<input type="checkbox"/> Archaeological objects	<input type="checkbox"/> Electronic media	<input type="checkbox"/> Sculpture
<input type="checkbox"/> Architecture	<input type="checkbox"/> Ethnographic objects	<input type="checkbox"/> Site conservation
<input type="checkbox"/> Books and paper	<input type="checkbox"/> Natural history	<input type="checkbox"/> Textiles
<input type="checkbox"/> Collections care specialist	<input type="checkbox"/> Objects	<input type="checkbox"/> Wooden artifacts
<input type="checkbox"/> Conservation administration	<input type="checkbox"/> Paintings	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Conservation education	<input type="checkbox"/> Photographic materials	<input type="checkbox"/> I have no specialty areas
<input type="checkbox"/> Conservation science	<input type="checkbox"/> Preventive conservation	
6. Which ONE area do you consider to be your MAIN area of specialization (e.g., you do most of your work in this area, spend the most amount of your time in this area, etc.)? _____



7. Are you:
 Male
 Female
8. What is your age?
 Under 25 36 to 40 51 to 55 66 to 70
 26 to 30 41 to 45 56 to 60 71 or older
 31 to 35 46 to 50 61 to 65
9. Which of the following best describes your plans concerning retirement from the conservation field?
 I plan to retire from the conservation field within the next 1 to 2 years
 I plan to retire from the conservation field within the next 3 to 5 years
 I plan to retire from the conservation field in the next 6 to 10 years
 None of the above
10. How many years of professional experience do you have in the conservation field?
 Less than 1 6 to 10 21 to 25 31 to 35
 1 to 2 11 to 15 26 to 30 36+
 3 to 5 16 to 20
11. Please indicate which of the following degrees you presently hold. Please select all that apply, but please DO NOT include degrees you may be presently pursuing:
 No degree — self-taught
 No degree — apprenticeship program
 Bachelor's level in Conservation
 Bachelor's level in any field other than conservation
 Post-Bachelor's Certificate or Diploma
 Master's level in Conservation
 Master's level in any field other than conservation
 Ph.D. in Conservation
 Ph.D. in any field other than conservation
 Other: _____
12. Which of the following best describes your primary employment situation (e.g., the setting that accounts for the greatest share of your income)?

NOTE: Please read each choice carefully before making your selection.

- Conservation private practice/company — This category includes for-profit companies that are engaged in conservation activities as their PRIMARY line of business. It also includes those who are self-employed in the conservation profession.
- Other private practice/company — This category includes for-profit companies that are engaged in conservation activities, but as a SECONDARY line of business (for example, an architectural firm that engages in conservation activities, a vendor of supplies/materials for the conservation field, etc.). As above, it also includes those who are self-employed.
- Museum or historical society — university- or college-based
- Museum or historical society — all others
- Library or archive — university- or college-based
- Library or archive — all others
- Regional conservation center/lab
- University, college or other educational institution — NOTE: If you are employed at a museum or library at a university/college, do not select this choice but rather select on the museum or library choices above.
- Government institution (federal, state or local) that is NOT a museum, library, or any of the above choices
- Other non-profit organization not listed above
- All other settings



Private Practice

This section of the survey was presented to only those who are in a private practice setting.

13. In what year was your company/firm founded? (If you are a “one person company” or an independent consultant, please indicate the date you first began offering your services.) _____

14. How is your company organized?
- Sole proprietorship/solo practitioner/independent contractor
 - General Partnership
 - Limited Partnership
 - Limited Liability Partnership (LLP)
 - Limited Liability Company (LLC)
 - Corporation (Chapter S)
 - Corporation (Chapter C)
 - Not sure/don't know
 - Other (please specify): _____

15. What level of ownership interest do you have in your company/firm?
- I own 100% of the company/firm or am a “one person” company or an independent contractor
 - I am a co-owner/partner in the company/firm
 - I am a shareholder in my company/firm and have no other ownership interest
 - I am an employee, and have no ownership interest in my company/firm
 - Other (please specify) _____

16. Does your company/firm have employees?
- Yes
 - No, I am the only employee [Skip to Q 19]

17. Please indicate the number of employees (full time and part time), including yourself, that are presently employed by your company/firm in the following categories: (If your company/firm has multiple locations, please indicate the total number of employees at all locations combined.)

Total number of employees: _____

Total number of conservation professionals (e.g., employees who are primarily engaged in conservation work): _____

Total number of staff who directly support the work of conservation staff (e.g., database manager, clerical, photographer, etc.): _____

18. Please indicate what changes, if any, have occurred regarding your company's total staff counts over the PAST three years:

	Significantly decreased	Somewhat decreased	Remained about the same	Somewhat increased	Significantly increased	Not sure
Total number of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of conservation professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Looking three years into the FUTURE, what changes do you expect will occur regarding your company's total staff counts?

	Will significantly decrease	Will somewhat decrease	Will remain about the same	Will somewhat increase	Will significantly increase	Not sure
Total number of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of conservation professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



20. Please indicate your company's total gross revenue for 2013: Remember, all data provided is completely confidential and anonymous: \$ _____

21. Please indicate the percentage of your company's 2013 total gross revenue that was derived from the following functions:

Percentage from conservation services: _____ %
Percentage from all other services/sources: _____ %

22. What changes, if any, do you expect will occur regarding your company's total gross revenue for 2014 versus 2013?

- | | |
|---|---|
| <input type="checkbox"/> Increase by greater than 50% | <input type="checkbox"/> Decrease by greater than 50% |
| <input type="checkbox"/> Increase by 40–49% | <input type="checkbox"/> Decrease by 40–49% |
| <input type="checkbox"/> Increase by 30–39% | <input type="checkbox"/> Decrease by 30–39% |
| <input type="checkbox"/> Increase by 20–29% | <input type="checkbox"/> Decrease by 20–29% |
| <input type="checkbox"/> Increase by 10–19% | <input type="checkbox"/> Decrease by 10–19% |
| <input type="checkbox"/> Increase by 5–9% | <input type="checkbox"/> Decrease by 5–9% |
| <input type="checkbox"/> Increase by less than 5% | <input type="checkbox"/> Decrease by less than 5% |
| <input type="checkbox"/> Increase, but am unsure as to how much | <input type="checkbox"/> Decrease, but am unsure as to how much |
| <input type="checkbox"/> Remain about the same | <input type="checkbox"/> Not sure |

23. Please indicate all the client types that your company provided conservation services for in the past 12 months:

- | | |
|--|--|
| <input type="checkbox"/> Individuals/private collections (e.g., "consumers") | <input type="checkbox"/> Federal government (OTHER THAN museums or libraries) |
| <input type="checkbox"/> Corporate collections | <input type="checkbox"/> State governments (OTHER THAN museums or libraries) |
| <input type="checkbox"/> Art and antique galleries and dealers | <input type="checkbox"/> Local/municipal governments (OTHER THAN museums or libraries) |
| <input type="checkbox"/> Auction houses | <input type="checkbox"/> Foreign governments (OTHER THAN museums or libraries) |
| <input type="checkbox"/> Insurance companies/agencies | <input type="checkbox"/> Non-profits (other than those listed above) |
| <input type="checkbox"/> All other for-profit companies (describe below) | <input type="checkbox"/> All others (describe below) |
| <input type="checkbox"/> Museums/historical societies | |
| <input type="checkbox"/> Libraries/archives | |
| <input type="checkbox"/> Colleges/universities (OTHER THAN museums or libraries) | |
| <input type="checkbox"/> K-12 schools | |

24. Which client type accounted for the GREATEST share of your company's conservation revenue in the past 12 months? _____

25. Approximately what percentage of your company's total conservation revenue in the past 12 months was for the client type indicated above?

- | | | | |
|---------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> Less than 5% | <input type="checkbox"/> 31% to 40% | <input type="checkbox"/> 71% to 80% | <input type="checkbox"/> 96% to 99% |
| <input type="checkbox"/> 6% to 10% | <input type="checkbox"/> 41% to 50% | <input type="checkbox"/> 81% to 90% | <input type="checkbox"/> 100% |
| <input type="checkbox"/> 11% to 20% | <input type="checkbox"/> 51% to 60% | <input type="checkbox"/> 91% to 95% | <input type="checkbox"/> Not sure |
| <input type="checkbox"/> 21% to 30% | <input type="checkbox"/> 61% to 70% | | |

26. Which client type accounted for the SECOND greatest share of your company's conservation revenue in the past 12 months? _____

27. Approximately what percentage of your company's total conservation revenue in the past 12 months was for the client type indicated above?

- | | | | |
|---------------------------------------|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/> Less than 5% | <input type="checkbox"/> 31% to 40% | <input type="checkbox"/> 71% to 80% | <input type="checkbox"/> 100% |
| <input type="checkbox"/> 6% to 10% | <input type="checkbox"/> 41% to 50% | <input type="checkbox"/> 81% to 90% | <input type="checkbox"/> Not sure |
| <input type="checkbox"/> 11% to 20% | <input type="checkbox"/> 51% to 60% | <input type="checkbox"/> 91% to 95% | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> 21% to 30% | <input type="checkbox"/> 61% to 70% | <input type="checkbox"/> 96% to 99% | |



28. Please indicate the hourly billing rate (i.e., the rate charged to a client) for the following functions provided by your company/firm. Please provide rates as of January 2014.

Note: Many times, billing rates differ from client-to-client. Please enter the “typical” or “average” rate charged by your firm for each of the following.

- a. Treatment work by a senior conservator/company principal:
- b. Treatment work by an associate conservator:
- c. Treatment work by an assistant conservator:
- d. Treatment work by a conservation technician:
- e. Written report/assessment:
- f. Examination (no treatment):
- g. Surveys or assessments:
- h. Estimate for treatment:
- i. Administrative work/office time:
- j. Travel time:
- k. Other (please describe below)

Response choices for each of the above functions:

- | | |
|---|--|
| <input type="checkbox"/> Do not offer this service/function | <input type="checkbox"/> \$121 to \$140 per hour |
| <input type="checkbox"/> Offer, but do not charge for this service/function | <input type="checkbox"/> \$141 to \$160 per hour |
| <input type="checkbox"/> Offer, but do not charge by the hour for this service/function | <input type="checkbox"/> \$161 to \$180 per hour |
| <input type="checkbox"/> Offer, but unsure of the billing rate | <input type="checkbox"/> \$181 to \$200 per hour |
| <input type="checkbox"/> \$40 or less per hour | <input type="checkbox"/> \$201 to \$220 per hour |
| <input type="checkbox"/> \$41 to \$60 per hour | <input type="checkbox"/> \$221 to \$240 per hour |
| <input type="checkbox"/> \$61 to \$80 per hour | <input type="checkbox"/> \$241 to \$260 per hour |
| <input type="checkbox"/> \$81 to \$100 per hour | <input type="checkbox"/> \$261 to \$280 per hour |
| <input type="checkbox"/> \$101 to \$120 per hour | <input type="checkbox"/> \$281 or more per hour |

29. What is your company/firm’s typical or customary DAILY rate (as of January 2014) for providing conservation services? If you do not offer a daily rate, please enter “NONE”: \$ _____

30. Please indicate if your firm charges less than normal rates for any of the following situations or clients:

	Always charge standard rate	Sometimes charge lower rates	Usually charge lower rates	Always charge lower rates
Unsuccessful treatments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partially successful treatments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-profit clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please describe any other situation(s) where you typically charge less than your standard rate(s):

31. What is your full job title? _____



32. Please indicate the percentage of your work time that you typically spend on the following functions. Please note the following:

- Everyone’s responsibilities vary from day-to-day and month-to-month. Please estimate the time you typically spend on each of these functions in a typical week or month.
- These are broad, generalized categories that address most activities encountered by those in the conservation field. Please try to use the four defined categories as best as possible before selecting the “other” category.
- Your responses must total to 100%. Please enter whole numbers only (no decimal points, percentage signs, or other non-numeric characters).

Treatment and treatment-related actions/functions: _____ %
 Conservation research: _____ %
 Other conservation actions/functions: (e.g., surveys, preventive activities, etc.) _____ %
 Teaching/higher education activities: (e.g., classroom instruction, etc.) _____ %
 Administrative responsibilities: _____ %
 All others (please describe below): _____ %

33. How many years of experience do you have in your CURRENT position? Please include the time at your current company, plus time at any other places where you have worked in the same position you presently hold:

- | | | |
|---|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 6-10 years | <input type="checkbox"/> 21-30 years |
| <input type="checkbox"/> 1-2 years | <input type="checkbox"/> 11-15 years | <input type="checkbox"/> 30+ years |
| <input type="checkbox"/> 3-5 years | <input type="checkbox"/> 16-20 years | |

34. How many people report to you? Include both paid staff (full- and part-time) plus unpaid positions (volunteers, interns, etc.)

- | | | | |
|-------------------------------|----------------------------|-------------------------------|---------------------------------------|
| <input type="checkbox"/> None | <input type="checkbox"/> 2 | <input type="checkbox"/> 4-5 | <input type="checkbox"/> 11-20 |
| <input type="checkbox"/> 1 | <input type="checkbox"/> 3 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> More than 20 |

35. Do you typically perform your conservation work independently, or are you usually under the supervision of a more senior staff person

- I usually work independently
- I usually work under the direction/supervision of someone else at my company

36. What level of control do you typically have over the budgetary process for your company? Examples include:

- Setting the budget for equipment/supply purchases.
 - Determining how much to spend on outsourcing services.
 - Setting or approving staff salaries/compensation.
- I am the final (or only) decision-maker when it comes to budgetary issues
 - I have significant input or control over budgetary issues, but someone else has the “final say”
 - I have some input into budgetary issues
 - I have little or no input into budgetary issues

37. How are you compensated for your work?

- I take a draw
 - 1) What was the total draw you took for 2013? Please do NOT include the value of any benefits, bonuses, or other monies received: \$ _____
 - 2) What is your expected draw for 2014? Please do NOT include the value of any benefits, bonuses, or other monies received: \$ _____
 - 3) In 2014 were you employed: Full-time (30 or more hours per week)
 Part-time (less than 30 hours per week)



{Question 37 continued}

I am paid an annual salary by my company

1) What was your total BASE salary as of January 2014? Please do NOT include the value of any benefits, bonuses, overtime, or other monies received. \$ _____

2) Are you employed: Full-time (30 or more hours per week)
 Part-time (less than 30 hours per week)

3) Did you receive a salary increase in the past 12 months? Yes No

IF YES: What percentage increase did you receive? _____%

When did you receive this increase? Month: _____ Year: _____

I am paid an hourly salary by my company

1) What was your BASE hourly salary as of January 2014? Please do NOT include the value of any benefits, bonuses, or other monies received. \$ _____

2) Please indicate the percentage pay increase, if any, that you received in the past 12 months: _____

IF INCREASED RECEIVED: When did you receive this increase? Month: _____ Year: _____

3) Approximately, how many hours do you work per week? _____

38. Is your position:

- Exempt (you are NOT paid for overtime)
- Non-exempt (you are paid for overtime)
- Not applicable — self-employed

39. How many hours do you work:

In a “typical” week: _____

In a “heavy” week: _____

40. Did you receive any additional cash compensation beyond your base salary (such as a bonus, overtime pay, etc.) in the past 12 months? Do NOT include the value of any benefits (such as health insurance, retirement plans, etc.) or any monies you earned outside of your company.

- Yes
- No

IF YES: 1) What was the amount of this compensation? _____

2) Please describe what this compensation was (i.e., an annual bonus, a retention bonus, overtime pay, etc.): _____



Non Private Practice

This section of the survey was presented to only those who are NOT in a private practice setting.

41. Please give a very short (less than 10 word) description of your employer: _____

42. Which of the following best describes your institution's governing authority?

- Municipal/county/local government
- State/provincial government
- Federal government
- Tribal
- Private non-profit
- For-profit
- Other: _____

43. Please indicate the number of individuals (full- and part-time), including yourself, at your organization that fall within the following categories: (If your organization has multiple locations, please indicate the total number at all locations combined.)

Total number of paid conservation professionals: _____

Total number of unpaid conservation individuals/professionals: (e.g., volunteers, interns, etc. who are primarily engaged in conservation work/activities.) _____

Total number of staff who directly support the work of conservation staff (e.g., database manager, clerical, photographer, etc.): _____

44. How many people in total are employed by your organization at all locations? Include all full- and part-time staff, but exclude all unpaid individuals (such as interns, volunteers, etc.). If you do not have the exact number, please estimate as best as you can).

- Less than 10
- 10-25
- 26-50
- 51-75
- 76-100
- 101-250
- 251-500
- 501-1,000
- 1,000-2,500
- Greater than 2,500

45. Please indicate what changes, if any, have occurred regarding your organization's staff counts for the following categories over the PAST three years:

	Significantly decreased	Somewhat decreased	Remained about the same	Somewhat increased	Significantly increased	Not sure
Total number of paid conservation professionals:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of unpaid conservation individuals/professionals:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of paid staff:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

46. Looking three years into the FUTURE, what changes do you expect will occur regarding the following staff counts for your organization?

	Will significantly decrease	Will somewhat decrease	Will remain about the same	Will somewhat increase	Will significantly increase	Not sure
Total number of paid conservation professionals:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of unpaid conservation individuals/professionals:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of paid staff:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

47. What is your full job title? _____



48. Please indicate the percentage of your work time that you typically spend on the following functions. Please note the following:

- Everyone’s responsibilities vary from day-to-day and month-to-month. Please estimate the time you typically spend on each of these functions in a typical week or month.
- These are broad, generalized categories that address most activities encountered by those in the conservation field. Please try to use the four defined categories as best as possible before selecting the “other” category.
- Your responses must total to 100%. Please enter whole numbers only (no decimal points, percentage signs, or other non-numeric characters).

Treatment and treatment-related actions/functions: _____ %
 Conservation research: _____ %
 Other conservation actions/functions: (e.g., surveys, preventive activities, etc.) _____ %
 Teaching/higher education activities: (e.g., classroom instruction, etc.) _____ %
 Administrative responsibilities: _____ %
 All others (please describe below): _____ %

49. How many years of experience do you have in your CURRENT position? Please include the time at your current organization, plus time at any other places where you have worked in the same position you presently hold:

- | | | | |
|---|-------------------------------------|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 3-5 years | <input type="checkbox"/> 11-15 years | <input type="checkbox"/> 21-30 years |
| <input type="checkbox"/> 1-2 years | <input type="checkbox"/> 6-10 years | <input type="checkbox"/> 16-20 years | <input type="checkbox"/> 30+ years |

50. How many people report to you? Include both paid staff (full- and part-time) plus unpaid positions (volunteers, interns, etc.)

- | | | | |
|-------------------------------|----------------------------|-------------------------------|---------------------------------------|
| <input type="checkbox"/> None | <input type="checkbox"/> 2 | <input type="checkbox"/> 4-5 | <input type="checkbox"/> 11-20 |
| <input type="checkbox"/> 1 | <input type="checkbox"/> 3 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> More than 20 |

51. Do you typically perform your conservation work independently, or are you usually under the supervision of a more senior staff person

- I usually work independently
- I usually work under the direction/supervision of someone else at my organization

52. What level of control do you typically have over the budgetary process for your department? Examples include:

- Setting the budget for equipment/supply purchases.
 - Determining how much to spend on outsourcing services.
 - Setting or approving staff salaries/compensation.
- I am the final (or only) decision-maker when it comes to budgetary issues for my department
 - I have significant input or control over budgetary issues, but someone else has the “final say” for my department
 - I have some input into budgetary issues for my department
 - I have little or no input into budgetary issues for my department

53. How are you compensated for your work?

- I am paid an annual salary by my company

1) What was your total BASE salary as of January 2014? Please do NOT include the value of any benefits, bonuses, overtime, or other monies received. \$ _____

- 2) Are you employed: Full-time (30 or more hours per week)
 Part-time (less than 30 hours per week)

3) Did you receive a salary increase in the past 12 months? Yes No
 IF YES: What percentage increase did you receive? _____ %
 When did you receive this increase? Month: _____ Year: _____



I am paid an hourly salary by my company

1) What was your BASE hourly salary as of January 2014? Please do NOT include the value of any benefits, bonuses, or other monies received. \$ _____

2) Please indicate the percentage pay increase, if any, that you received in the past 12 months: _____
IF INCREASED RECEIVED: When did you receive this increase? Month: _____ Year: _____

3) Approximately, how many hours do you work per week? _____

54. Is your position:

Exempt (you are NOT paid for overtime)

Non-exempt (you are paid for overtime)

55. How many hours do you work:

In a "typical" week: _____

In a "heavy" week: _____

56. Did you receive any additional cash compensation beyond your base salary (such as a bonus, overtime pay, etc.) in the past 12 months? Do NOT include the value of any benefits (such as health insurance, retirement plans, etc.) or any monies you earned outside of your organization.

Yes No

IF YES: 1) What was the amount of this compensation? _____

2) Please describe what this compensation was (i.e., an annual bonus, a retention bonus, overtime pay, etc.): _____

The remainder of the survey was presented to all respondents

57. In addition to your regular employment, do you engage in "freelance" work in the conservation field? This would include taking on projects as an independent contractor, serving as a consultant, or other activities where you are paid directly by the client and are NOT working for your organization.

Yes, did so in 2013 or 2014

No, but am considering doing so in the future

No

IF YES: Please provide the following values for your freelance work:

1) What is your hourly billing rate as of January 2014? If your rate varies by type of project or client, please provide an overall average hourly rate. \$ _____

2) How much did you earn (GROSS income) from these activities in 2013? \$ _____

3) How much do you expect to earn (GROSS income) from these activities in 2014? \$ _____

58. Does your company/organization offer a retirement plan of any type? (If you are self-employed or a solo practitioner, please indicate if you have set up a retirement plan through your company.)

a. Yes, and I participate in it

b. Yes, but I don't participate in it or am not eligible for it

c. No

d. Not sure

IF YES: In which of the following retirement plans do you participate? (Check all that apply.)

Traditional pension plan — this is a plan where your employer funds the plan WITHOUT any deduction from your pay

Profit sharing plan — your employer funds the plan WITHOUT any deduction from your pay.

Investment account — these are plans such as a 401k, 403(b), a SIMPLE plan, a SEP-IRE, Keogh, etc. where monies are deducted from your pay to fund the account. Your employer may or may not match or add to these funds.

Other (please specify) _____



59. Please indicate which of the following benefits are offered by your company/organization. If you are self-employed or a solo practitioner, please indicate the benefits you pay for using company funds:
- | | |
|---|--|
| <input type="checkbox"/> Professional liability insurance | <input type="checkbox"/> AIC membership dues |
| <input type="checkbox"/> Health insurance for myself | <input type="checkbox"/> Other professional association membership dues |
| <input type="checkbox"/> Health insurance for spouse/partner/family | <input type="checkbox"/> AIC Annual Meeting fees (registration, travel, etc.) |
| <input type="checkbox"/> Dental insurance (self OR family) | <input type="checkbox"/> Other professional meeting fees |
| <input type="checkbox"/> Vision insurance (self OR family) | <input type="checkbox"/> Continuing education costs to pursue a degree |
| <input type="checkbox"/> Life insurance | <input type="checkbox"/> On-going continuing education costs (non-degree) |
| <input type="checkbox"/> Short-term disability insurance | <input type="checkbox"/> My organization offers benefits, but I am not eligible for ANY benefits |
| <input type="checkbox"/> Long-term disability insurance | |
| <input type="checkbox"/> Child care/day care expenses | |

60. Please describe any other significant benefits (other than those already indicated) offered by your organization/company: _____

61. Do you receive paid time off? Examples are vacation time, sick time, annual leave, etc. It does NOT include holidays when your company/organization may be closed.
 Yes No

IF YES: 1) Is this paid time off:

- Categorized into defined types, such as “vacation time,” “sick time,” etc.
- I receive a set number of days that I can use for any purpose
- Both

2) How much paid time off do you receive per year in the following categories? Please enter “NA” if any of the categories are not applicable to your situation. If you accrue hours per pay period, please estimate the total number of days this would represent in a year (8 hours = 1 day)

Number of days per year for vacation: _____
Number of days per year for sick time: _____
Number of days per year for personal time: _____
Bereavement leave allocation (days per year): _____
Paid time off (PTO) days per year (NOT including any days specified above): _____

62. Does your company/organization offer sabbaticals for employees?
 Yes
 Yes, but my position is not eligible
 No
 Not applicable – self employer/solo practitioner

IF YES: 1) Please describe how sabbaticals are offered:

Number of years you have to be employed to qualify for your first sabbatical: _____
Typical length of the sabbatical (number of days): _____

63. Any suggestions you may have on how AIC could improve this survey would be appreciated. We would very much like your feedback concerning issues such as any questions you found difficult to answer, or any new topics you would like us to include in future surveys: _____

**APPENDIX B:
COMPENSATION & CONSERVATION SPECIALTY**



Compensation by Specialty Area

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall		560	\$35,000	\$46,050	\$62,000	\$82,970	\$101,823
Primary specialty area (Institutional conservators)	Books and paper	156	\$34,350	\$45,125	\$56,000	\$73,000	\$88,600
	Objects	136	\$34,350	\$43,000	\$53,000	\$70,750	\$88,600
	Paintings	61	\$32,147	\$46,000	\$62,000	\$88,500	\$132,600
	Conservation administration	49	\$68,000	\$81,592	\$94,143	\$115,000	\$150,000
	Textiles	24	\$40,255	\$45,125	\$53,500	\$74,250	\$94,000
	Photographic materials	24	\$33,330	\$51,702	\$69,100	\$93,775	\$127,800
	All other specialty areas	85	\$35,000	\$48,820	\$67,000	\$82,900	\$100,766
	Overall		164	\$18,336	\$34,436	\$50,000	\$78,368
Primary specialty area (Private practice conservators)	Books and paper	24	\$7,750	\$28,500	\$38,000	\$58,750	\$109,000
	Objects	38	\$19,900	\$30,000	\$49,000	\$76,250	\$134,240
	Paintings	46	\$11,750	\$33,750	\$50,000	\$75,000	\$94,320
	All other specialty areas	46	\$27,400	\$39,500	\$58,250	\$88,125	\$168,500

Notes:

- Data limited to those employed on a full-time basis.
- The category of “objects” encompasses objects, sculpture, archeological objects and ethnographic objects.
- “Institutional conservators” are those employed in the following settings: museum/historical society, library/archive, regional conservation center/lab, university/college, government institution, and “other” non-profit settings.



**Years of Conservation Experience and Gender by Specialty Area:
Institutional Conservators**

	Overall	Books & paper	Objects	Paintings	Conservation administration	Textiles	Photographic materials	All others
Less than 1	2.7%	1.3%	5.1%	1.6%	0.0%	0.0%	4.2%	4.7%
1 to 2	3.9%	3.2%	6.6%	4.9%	0.0%	12.5%	0.0%	1.2%
3 to 5	11.1%	14.7%	11.0%	18.0%	2.0%	12.5%	8.3%	5.9%
6 to 10	18.2%	27.6%	14.7%	9.8%	6.1%	16.7%	33.3%	16.5%
11 to 15	15.2%	16.0%	19.1%	14.8%	8.2%	8.3%	12.5%	16.5%
16 to 20	9.3%	12.2%	8.1%	9.8%	10.2%	0.0%	4.2%	10.6%
21 to 25	10.7%	7.7%	13.2%	14.8%	12.2%	16.7%	4.2%	9.4%
26 to 30	9.8%	6.4%	8.1%	6.6%	12.2%	16.7%	12.5%	17.6%
31 to 35	10.9%	7.7%	6.6%	3.3%	32.7%	8.3%	20.8%	11.8%
36+	7.1%	3.2%	5.9%	14.8%	16.3%	8.3%	0.0%	5.9%
No response	1.1%	0.0%	1.5%	1.6%	0.0%	0.0%	0.0%	0.0%
Average (*)	17.2	14.4	15.5	17.2	26.4	17.4	16.7	18.7
Male	17.3%	11.5%	14.7%	24.6%	22.4%	0.0%	8.3%	31.8%
Female	79.1%	84.0%	82.4%	73.8%	75.5%	91.7%	87.5%	68.2%
No response	3.6%	4.5%	2.9%	1.6%	2.0%	8.3%	4.2%	0.0%
n=	560	156	136	61	49	24	24	85

Data limited to those who are employed on a full-time basis and provided compensation data.

* = average computed from range mid-points.



**Years of Conservation Experience and Gender by Specialty Area:
Private Practice Conservators**

	Overall	Books & paper	Objects	Paintings	All others
Less than 1	0.6%	0.0%	0.0%	0.0%	2.2%
1 to 2	3.0%	12.5%	0.0%	2.2%	2.2%
3 to 5	4.3%	4.2%	5.3%	2.2%	6.5%
6 to 10	12.2%	16.7%	7.9%	15.2%	13.0%
11 to 15	10.4%	4.2%	13.2%	15.2%	6.5%
16 to 20	9.8%	8.3%	18.4%	6.5%	6.5%
21 to 25	16.5%	16.7%	15.8%	15.2%	15.2%
26 to 30	11.0%	0.0%	10.5%	6.5%	17.4%
31 to 35	14.6%	12.5%	18.4%	15.2%	13.0%
36+	16.5%	25.0%	10.5%	19.6%	15.2%
No response	1.2%	0.0%	0.0%	2.2%	2.2%
Average (*)	22.2	20.7	22.3	22.4	22.0
Male	32.9%	29.2%	26.3%	32.6%	41.3%
Female	66.5%	70.8%	73.7%	67.4%	58.7%
No response	0.6%	0.0%	0.0%	0.0%	0.0%
n=	164	24	38	46	46

Data limited to those who are employed on a full-time basis and provided compensation data.

* = average computed from range mid-points.