Introduction

The American Association of Historic and Artistic Works (AIC) and its Foundation (FAIC) are continually striving to ensure its services, strategic direction and member benefits are aligned not only with member needs, but serve to forward the conservation profession overall. One component of this on-going process is to collect detailed data from members, former members, and nonmembers to keep abreast of changes in the profession.

The most recent research investigation entailed a survey of the full membership, all former members who failed to renew in the past 24 months, and nonmembers (with names obtained from internal Association prospect lists). This research was funded in part by the Getty Foundation as part of the "Transforming FAIC" project.

The survey was conducted online, and took advantage of the ability to partition the form based upon responses received. Put more simply, while some questions were asked among all respondents, certain questions were presented only to the members; other questions were presented only to the former members, and so forth. A paper representation of the survey form is provided in Appendix B.

A total of 863 individuals accessed the survey form. A small number answered only the first few questions (or, in some cases, no questions at all). These responses were removed from the analysis datafile, leaving a total usable sample of 836 responses. Some sections of this report use the full sample of 836 responses. Other sections are limited to the 663 respondents who confirmed that they are AIC members. This is discussed in greater detail beginning on page 2 (Sample Stratification and Analysis Approach).

The purpose of this Overview Report is to provide a "big picture" summary of the data collected. As such, the report concentrates on overarching issues and patterns in the data rather than the detailed nuances of comparing specific segments with one another. More detailed analyses will follow once these overall data have been examined and discussed by AIC. In addition to being more cost effective, this type of phased analysis ensures the Association is examining targeted, useful survey results rather than an overwhelming mass of statistical data.

The report is divided into the following topical areas:

▸ **Respondent Profile** — this section provides a brief synopsis of the types of individuals who participated in the survey, and their involvement in the conservation profession.

▸ **Issues/Challenges Facing the Profession** — this section examines what the respondents feel are the most significant challenges facing the profession and themselves personally. More importantly, it examines their reaction to specific actions AIC/FAIC could take to support the conservation field.

▸ **Baseline Membership Parameters** — this, and all remaining sections, are limited to AIC members. This section explores basic membership issues such as leading drivers, other memberships held, and whether AIC is considered to be the member's primary professional association.

▸ **AIC Perceptions** — this section explores two key metrics that provide critical insight into how members perceive the Association: their impressions of AIC's overall strategic direction, and their Net Promoter Score.

▸ **Strategic Service Direction** — these section examines the relative importance of six key service areas across the membership.

▸ **Publications/Information** — this section focuses on the perceived value of a variety of AIC publications and information sources, plus feedback from members regarding improvements they would like to see made.

▸ **Continuing Education** — the report concludes by examining specific continuing education topics of interest among the members, preferred formats, and how AIC is perceived as a provider for continuing education.

As stated previously, this report concentrates on overarching issues. For best results, notes should be made within each section as to areas where greater "drill down" analyses would prove helpful. These notes can then serve as the basis for a subsequent analysis plan to ensure follow-up work (if needed) is targeted specifically to AIC's strategic data needs.

Accompanying Excel Files
Much of the pertinent data collected on these topics consist of open-ended responses. Thus, in addition to the summary statistics in this report, Excel files are also provided to allow AIC/FAIC to search, sort, and examine the responses to explore more granular details.

Three files are provided:

▸ **Issues/Challenges** — this file contains feedback on the primary issues/challenges facing the profession and the respondents' conservation work, and the actions they would like to see occur to address these challenges. This file also contains key demographic data for searching/sorting.

► **Continuing education** — this file contains the specific topics of interest to the members for future continuing education, coupled with their suggested level, format, and delivery system. This file also contains key demographic data for searching/sorting.

► **General comments** — this file contains general comments, such as the reasons why the member feels AIC is moving in the right or wrong strategic direction, suggestions on how publications could be improved, etc.

For all files, no edits have been made to the respondents' comments other than to remove non-salient input (i.e., comments consisting of statements such as "no comment"). This ensures AIC can review and explore the comments in an unfiltered format.

Sample Stratification and Analysis Approach

While there are 836 respondents in the full sample, a significant number of these individuals completed only the first two sections of the survey (demographics and challenges facing the profession). Since they provided valuable input on these two topics it is important to retain them in the analysis. However, it makes segmentation along the customary lines of member vs. nonmember vs. former member challenging since, for many, their AIC membership status cannot be determined. After examining various options, the following taxonomy provides the best view of the data:

► Of the 836 respondents, 663 (79.3%) indicated that they are current AIC members. These individuals are described in the remainder of the report as "**members**."

► Only a few of the respondents indicated they are former AIC members (24 individuals) or have never been an AIC member (7 individuals). Although individuals in both of these subsamples were asked a variety of questions pertinent to their status (e.g., former members were asked for their reasons for non-renewal, nonmembers were asked their awareness of and interest in AIC, etc.) there are too few to support any level of statistically-reliable analysis. But their input in the first two survey sections is valuable, so these 31 individuals are grouped together in a category called "**nonmembers**."

► The remaining 142 respondents either exited the survey before being asked their membership status or, in the case of 4 of the respondents, were unsure if they are (or were) an AIC member. Based upon their demographic characteristics it appears that many of these individuals are AIC members. However, since this cannot be verified, they were segregated from those who confirmed their membership status into a category called "**membership status uncertain**."

Each of the above three categories are summarized to the right.

Membership Status Analysis Categories

These three categories are used only in the first two report sections (Respondent Profile and Challenges Facing the Profession) since an appreciable amount of data are available from each category for those topics. All other sections of the report are limited to the 663 respondents in the "member" category.

Nonmembers
3.7%

Membership status
uncertain 17.0%

31

142

663
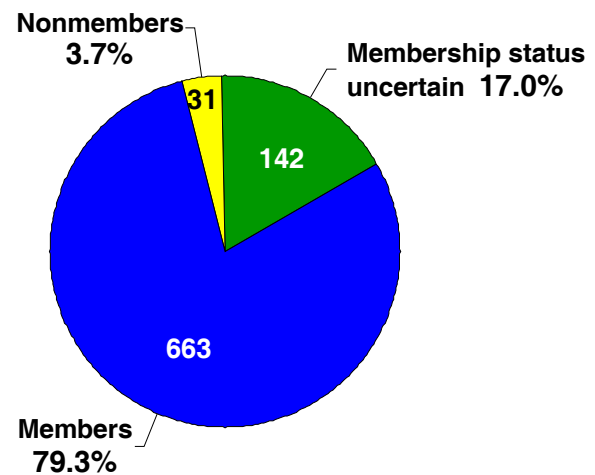
Members
79.3%

While many of the respondents in the "member" category completed every question, some left an appreciable number blank. However, to avoid complicating and confusing the analysis by introducing subsamples within subsamples, all 663 respondents were retained. Missing responses were coded and noted as such in the analysis.

The members were further stratified by membership length, since this is often the most telling (and useful) way to explore member needs and perceptions. Four categories are used:

▸   "**Just Joined**" — those who have been members for two years or less. These are the members who are most at risk for non-renewal if their expectations are not met.

▸   "**Early Cycle**" — those who have been members for 3 to 5 years. While less at risk than the Just Joined members, these members often have lower familiarity with membership products and services. Their insights are especially significant when examining issues such as strategic service requirements since they typically will not hesitate to leave the Association should their needs not be addressed.

▸   "**Mid Cycle**" — these who have been members for 6 to 15 years. These individuals are usually committed to their AIC membership, and are an important group to examine for trends since they are often the bellwether of the overall viability and utility of membership offerings.

▸ "**Mature Cycle**" — those who have been members for more than 15 years. These individuals have clearly demonstrated a strong commitment to the Association. Their insights are critical to better understand long-range trends, such as AIC's perceived strategic direction, since Mature Cycle members have experienced the AIC environment for a considerable number of years.

Subsample sizes for each of the above categories are illustrated below.

Membership Length Analysis Categories

Just Joined
10.9%

70

Early Cycle
18.3%

117

Mature Cycle
41.0%

263

191

Mid Cycle
29.8%
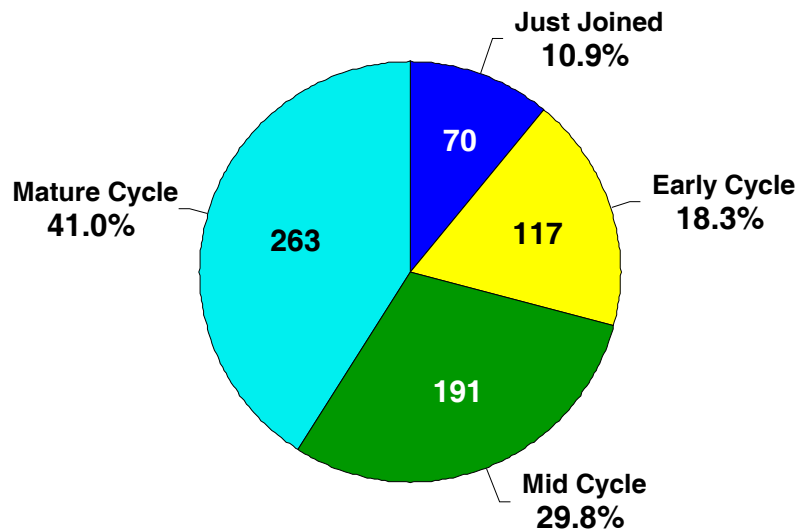
Note: 22 of the members did not specify their membership length, and are excluded from this breakout.

I.   Respondent Profile

Location

Although the sample is predominantly U.S.-based, there is significant geographic scope, with the respondents drawn from 26 countries[1]. As summarized in Exhibit 1.1, most countries outside of North America are represented by only one or two respondents.

1.1: Geographic Scope

United States	89.5%	Turkey	0.2%
Canada	3.7%	China	0.1%
UK	1.0%	Dominican Republic	0.1%
Australia	0.6%	Egypt	0.1%
The Netherlands	0.6%	France	0.1%
Denmark	0.4%	Greece	0.1%
"Europe"	0.2%	Holland	0.1%
Brazil	0.2%	Iceland	0.1%
Croatia	0.2%	Israel	0.1%
Germany	0.2%	Italy	0.1%
Japan	0.2%	Spain	0.1%
New Zealand	0.2%	Switzerland	0.1%
Norway	0.2%	No response	0.8%
Poland	0.2%	n=	836

While the data do not support a global regional segmentation, a North American regional segmentation is possible. As summarized in Exhibits 1.2 and 1.3, respondents tend to be clustered on the East Coast, with 57.2% of the overall sample located in either the Northeast or South Atlantic regions. Within the U.S., New York, California and Maryland are the best-represented states, collectively accounting for 33.6% of the US/Canada portion of the sample.

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[1]   The actual country count is probably higher since a few respondents noted their location by naming a region (e.g., "Europe") rather than a specific country.
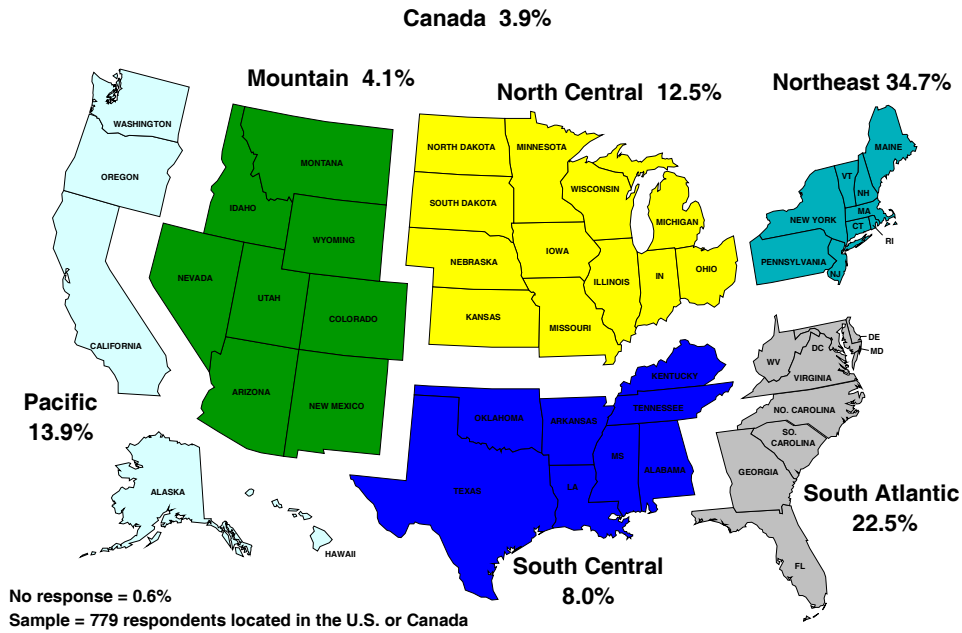
Regional Breakout

Exhibit 1.2

Segmenting responses by member category shows that while a majority within each category are U.S.-based, a significant number of the nonmembers (22.6%) are drawn from outside North America, versus only 4.7% of the members. The nonmembers also tend to be less likely located on the East Coast (although 45.5% are) and slightly more likely to be located in the Pacific or Mountain regions than the members (see Exhibit 1.3 on the following page). A total of 51.7% of the US/Canada member sample are drawn from the Northeast region plus Delaware, Maryland, the District of Columbia, and Virginia. This drops to 27.3% among the nonmembers.

1.3: Regional Breakout by Sample

		Members	Nonmembers	Membership status uncertain
	US	91.3%	67.7%	85.9%
	Canada	3.6%	3.2%	4.2%
Global distribution	All other countries	4.7%	22.6%	8.5%
	No response	0.5%	6.5%	1.4%
	n =	663	31	142
	Northeast	35.0%	27.3%	34.4%
	South Atlantic	22.6%	18.2%	22.7%
	South Central	7.8%	9.1%	8.6%
	North Central	13.2%	9.1%	9.4%
US/Canada distribution	Mountain	3.7%	9.1%	5.5%
	Pacific	13.7%	18.2%	14.1%
	Canada	3.8%	4.5%	3.9%
	No response	0.3%	4.5%	1.6%
	n=	629	22	128

Conservation Involvement Level

Since the survey was fielded among a wide sample of individuals, it was necessary to initially determine what level of involvement they have in the conservation field. As summarized in Exhibit 1.4 virtually all of the members, as expected, consider themselves directly involved in the conservation field, as do the great majority of the remaining respondents.

1.4: Conservation Involvement Level by Sample

	Overall	Members	Non-members	Membership status uncertain
I am directly involved in the conservation field as a practicing conservator, conservation scientist, museum professional, or other such position	88.4%	89.3%	77.4%	86.6%
I have some level of involvement in the conservation field, but do not consider it to be my primary area/specialty	4.8%	4.5%	12.9%	4.2%
I have an interest in the conservation field, but have no actual involvement	0.4%	0.2%	3.2%	0.7%
I am a full-time student	4.5%	4.4%	0.0%	6.3%
Other (*)	1.9%	1.7%	6.5%	2.1%

(*) = nearly all of the "other" responses are from individuals who are retired.

Current Employer

The respondents most often work in a for-profit conservation practice/self-employed or at a museum, with these two settings collectively accounting for a majority of the responses. There is, however, significant diversity in employment settings — as summarized in Exhibit 1.5, an appreciable number of respondents cite virtually every setting listed in the survey.

1.5: Work Setting

	Overall	Members	Non-members	Membership status uncertain
For-profit conservation practice/Self-employed	33.7%	34.3%	23.3%	33.3%
Other for-profit company/organization	5.7%	5.5%	13.3%	4.5%
Government institution/agency (federal, state or local)	7.9%	7.7%	6.7%	9.1%
Educational organization (college, university, etc.)	8.1%	8.1%	6.7%	8.3%
Museum or historical society	27.3%	27.6%	26.7%	25.8%
Library or archive	9.2%	9.0%	16.7%	8.3%
Other non-profit organization	1.6%	1.3%	3.3%	3.0%
Regional conservation center	4.5%	4.6%	0.0%	5.3%
Retired	1.4%	1.4%	0.0%	1.5%
Other	0.6%	0.5%	3.3%	0.8%
n=	795	633	30	132

Note: Responses base excludes full-time students and those who indicated they have an interest in, but no actual involvement in the conservation profession, resulting in a sample size of 795.

Data regarding the specific work setting needs to be interpreted with some degree of latitude, however. Those not employed in a for-profit conservation practice were asked to briefly describe their work setting (in addition to selecting one of the choices offered). These open-ended responses greatly assisted in re-categorizing individuals into the "correct" category. For example, many of those who initially selected "educational organization" went on to note that they were employed in a university museum, or a university library/archive. These respondents were then re-categorized into the more appropriate category of "museum," "library," etc. The employer's governance also caused some mis-categorization. For example, a fair number of those who selected "government institution" as their work setting went on to describe their setting as a museum that was state or federally controlled.

Whenever possible, the data on work setting were adjusted based upon the open-ended description of the setting. This was not always possible, however, since not all respondents provided a description. Thus, while the data illustrated in Exhibit 1.5 is a

more accurate reflection of the actual work setting than the original responses, it is most likely not a precise representation of the "real world" issues.

There are no dramatic differences in setting across the three respondent categories (member, nonmember, and undetermined). The most visible variations are among the nonmembers, but these are most likely due to the inherent swings seen in such a small sample.

There are more telling variations when the data scope is narrowed to just the members, and the data segmented by membership length. As summarized in Exhibit 1.6, there is a significant increase in the number of members in a for-profit practice/self-employed as membership length increases, with the percentage peaking at nearly 41% among the Mature Cycle members (see pp. 4-5 for a definition of the membership length categories).

1.6: Work Setting: Members

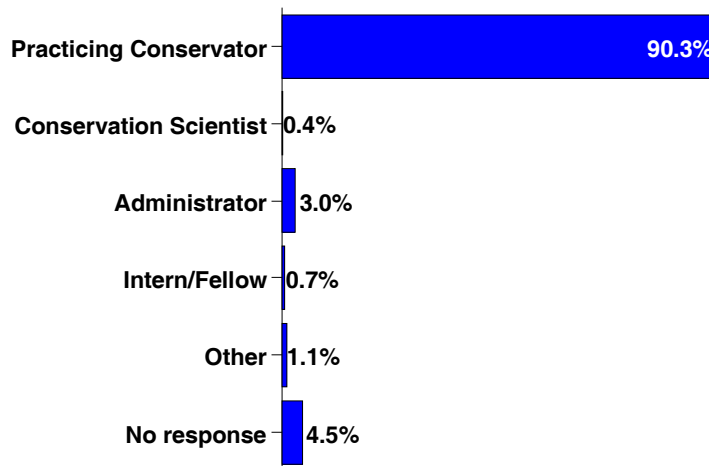| Data are limited to members only.	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
For-profit conservation practice/Self-employed	34.3%	24.1%	28.7%	30.5%	40.7%
Other for-profit company/organization	5.5%	15.5%	5.9%	4.2%	4.2%
Government institution/agency (federal, state or local)	7.7%	15.5%	6.9%	7.9%	5.7%
Educational organization (college, university, etc.)	8.1%	10.3%	10.9%	8.9%	5.7%
Museum or historical society	27.6%	20.7%	28.7%	28.9%	28.5%
Library or archive	9.0%	6.9%	13.9%	13.2%	5.3%
Other non-profit organization	1.3%	1.7%	3.0%	1.1%	0.8%
Regional conservation center	4.6%	5.2%	2.0%	5.3%	4.6%
Retired	1.4%	0.0%	0.0%	0.0%	3.4%
Other	0.5%	0.0%	0.0%	0.0%	1.1%
n=	633	58	101	190	263

Employer: Focus on Private Practice

The respondents who are in private practice were asked a series of follow-up questions. The responses are outlined below in Exhibits 1.7 to 1.8. Note that all data in this section are limited to the 268 individuals who selected "for-profit conservation practice/self-employed" as their work setting.

Responses are highly uniform, with a large majority of the respondents following the expected pattern of being a firm principal who is a practicing conservator.

1.7: Ownership Interest: Private Practice Setting

I own 100% of the company/firm or am a "one person" company or an independent contractor	74.6%
I am a co-owner/partner in the company/firm	11.9%
I am a shareholder in my company/firm and have no other ownership interest	0.4%
I have no ownership interest in my company/frm	9.3%
No response	3.7%
n=	268

Position: Private Practice Setting

Practicing Conservator	**90.3%**
Conservation Scientist	0.4%
Administrator	3.0%
Intern/Fellow	0.7%
Other	1.1%
No response	4.5%

Most popular job titles (not rank ordered):

- Art Conservator
- Chief Conservator
- Conservator
- Owner
- Paintings Conservator
- Paper Conservator
- President
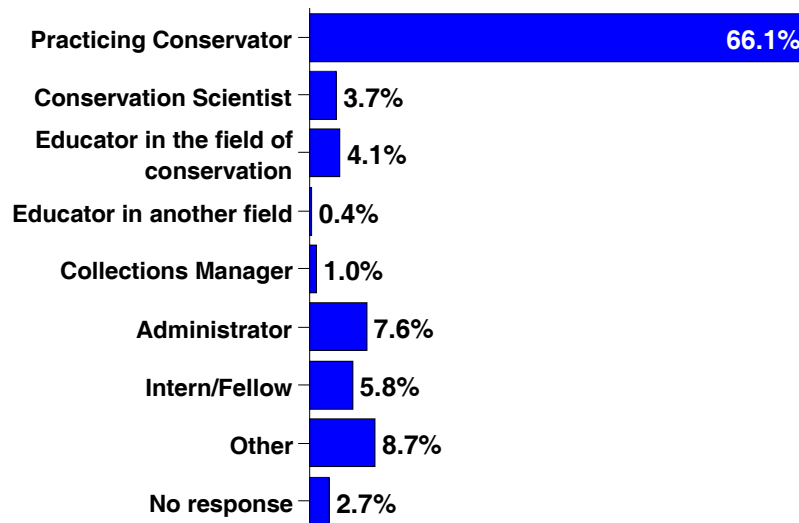- Textile Conservator

Exhibit 1.8

Employer: Focus on Other Settings

All respondents other than those in private practice (see previous section) and those who are retired were asked follow-up questions regarding their position. Responses are summarized in Exhibit 1.9.

Like those in private practice, the majority of respondents are practicing conservators. There is, however, greater variability in the sample, with positions such as Administrator, Intern/Fellow, and Educator comprising a notable portion of the sample.

Position: All Other Settings

Position	Percentage
Practicing Conservator	66.1%
Conservation Scientist	3.7%
Educator in the field of conservation	4.1%
Educator in another field	0.4%
Collections Manager	1.0%
Administrator	7.6%
Intern/Fellow	5.8%
Other	8.7%
No response	2.7%

Most popular job titles (not rank ordered):

- Architectural Conservator
- Assistant Conservator
- Associate Conservator
- Chief Conservator
- Collections Conservator
- Conservation Librarian
- Conservation Technician
- Conservator
- Director of Conservation
- Head of Conservation
- Lecturer
- Objects Conservator
- Paper Conservator
- Senior Conservator

Exhibit 1.9

Number of Conservators

Those in private practice tend to be the only conservator in their organization, or one of only a small number of conservators. Those in other settings tend to have a larger concentration of conservators on-staff, especially those at regional conservation centers (see Exhibit 1.10).

1.10: Number of Conservators

How many conservators, other than yourself, are employed by your company/organization?

	Overall	Private practice	Other for-profit setting	Government institution/ agency	Education organization	Museum/ historical society	Library/ archive	Regional conservation center
None	29.0%	56.0%	53.3%	6.3%	17.2%	9.7%	16.4%	2.8%
One	12.0%	14.9%	8.9%	9.5%	12.5%	12.0%	12.3%	0.0%
2 to 5	24.5%	21.3%	17.8%	23.8%	31.3%	27.2%	30.1%	22.2%
6 to 10	11.5%	1.9%	8.9%	15.9%	12.5%	17.5%	13.7%	33.3%
11 to 25	9.2%	1.1%	4.4%	20.6%	7.8%	12.9%	6.8%	36.1%
More than 25	9.2%	0.4%	0.0%	17.5%	7.8%	18.4%	16.4%	0.0%
Not sure/no response	4.7%	4.5%	6.7%	6.3%	10.9%	2.3%	4.1%	5.6%
n=	784	268	45	63	64	217	73	36

Years of Experience

Those in private practice have the most extensive conservation background, reporting an average of 21 years of professional experience in the field. Those in a library/archive setting have the least experience (average of 13.8 years), followed by those in other for-profit settings (average of 14.5 years). The latter setting is the only one where respondents (6.7%) reported that they have no years of professional conservation experience.

Total years of professional experience (which is often used as a substitute for asking the respondent's age) shows a similar pattern, with the least experienced (e.g., younger) individuals in the library/archive setting; the most experienced/older individuals are in the private practice setting. More detailed patterns are difficult to discern since a significant number of respondents elected not to specify their total years of experience.

Responses are summarized by setting in Exhibits 1.11 and 1.12 on the following page.

1.11: Years of Conservation Experience

	Overall	Private practice	Other for-profit setting	Government institution/ agency	Education organization	Museum/ historical society	Library/ archive	Regional conservation center
None	0.5%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Less than 2	3.8%	1.1%	11.1%	6.3%	6.3%	4.6%	1.4%	2.8%
2 to 5	9.7%	6.7%	11.1%	6.3%	10.9%	10.1%	16.4%	16.7%
6 to 10	15.3%	12.7%	17.8%	17.5%	14.1%	15.7%	21.9%	13.9%
11 to 15	11.6%	10.4%	11.1%	12.7%	12.5%	9.2%	20.5%	13.9%
16 to 20	13.9%	13.8%	6.7%	12.7%	12.5%	16.6%	12.3%	13.9%
21 to 25	13.1%	14.9%	11.1%	11.1%	15.6%	13.4%	12.3%	5.6%
26 to 30	14.7%	17.9%	4.4%	19.0%	17.2%	14.3%	5.5%	13.9%
30+	12.8%	19.8%	11.1%	9.5%	7.8%	10.6%	4.1%	11.1%
No response	4.6%	2.6%	8.9%	4.8%	3.1%	5.5%	5.5%	8.3%
Average (*)	18.1	21.0	14.5	17.7	17.1	17.6	13.8	16.5
n=	784	268	45	63	64	217	73	36

(*) = the average is computed from the range mid-points, and exclude those with no years of experience.

1.12: Total Years of Professional Experience

	Overall	Private practice	Other for-profit setting	Government institution/ agency	Education organization	Museum/ historical society	Library/ archive	Regional conservation center
None	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Less than 2	0.6%	0.0%	0.0%	1.6%	0.0%	0.5%	1.4%	0.0%
2 to 5	6.6%	2.2%	11.1%	3.2%	12.5%	8.3%	12.3%	8.3%
6 to 10	8.7%	7.1%	8.9%	12.7%	9.4%	6.0%	15.1%	11.1%
11 to 15	8.9%	7.5%	15.6%	9.5%	7.8%	7.8%	15.1%	8.3%
16 to 20	10.6%	7.1%	11.1%	9.5%	10.9%	12.4%	12.3%	22.2%
21 to 25	9.3%	11.6%	6.7%	7.9%	3.1%	11.5%	6.8%	2.8%
26 to 30	12.2%	14.2%	13.3%	12.7%	17.2%	9.7%	8.2%	8.3%
30+	14.5%	22.0%	15.6%	14.3%	15.6%	10.1%	6.8%	2.8%
No response	28.4%	28.4%	17.5%	28.6%	23.4%	33.6%	21.9%	36.1%
Average (*)	20.5	24.0	19.3	20.3	19.8	19.5	15.5	16.0
n=	784	268	45	63	64	217	73	36

(*) = the average is computed from the range mid-points, and exclude those with no years of experience.

Areas of Specialization

The respondents have a highly diverse scope of interest, with nine of the 17 specific areas selected by at least 14% of the respondents as a top area of interest. The scope narrows rapidly when the respondents are asked to indicate the one area they consider to be their primary area of specialization, with books and paper, paintings, and objects top-ranked by a significant margin. These three areas comprise 54.9% of the responses, with all other areas selected by 5% or less as a primary specialty area (see Exhibit 1.13).

1.13: Areas of Specialization

	All areas of specialization	Single primary area
Books and paper	34.6%	25.1%
Objects	29.6%	13.1%
Preventive conservation	24.6%	1.7%
Paintings	22.2%	16.7%
Sculpture	17.2%	2.0%
Archaeological objects	16.1%	3.4%
Conservation administration	15.7%	2.8%
Conservation education	15.2%	0.8%
Wooden artifacts	14.0%	3.6%
Ethnographic objects	12.2%	0.9%
Photographic materials	11.4%	3.8%
Architecture	10.1%	5.0%
Textiles	9.8%	4.8%
Conservation science	7.4%	1.4%
Site conservation	5.6%	0.3%
Electronic media	3.4%	0.3%
Natural history	2.9%	0.1%
I have no specialty areas	0.6%	0.9%
Other	12.6%	3.6%
No response	2.4%	9.7%

Note: Response base excludes full-time students, retirees, and those who indicated they have an interest in, but no actual involvement in the conservation profession, resulting in a sample size of 784.

Books and paper, paintings, and objects remain highly ranked across all member segments, but there are some notable differences in the primary specialty area among the members based upon their membership length. For example, the newer members tend to gravitate toward specialization in archaeological objects more so than longer term members. The opposite situation is seen regarding textiles and objects (see Exhibit 1.14).

1.14: Primary Specialty Area: Members

Data are limited to members only.	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
Books and paper	25.0%	22.4%	26.7%	26.3%	25.2%
Paintings	17.3%	15.5%	16.8%	14.2%	18.1%
Objects	14.1%	8.6%	9.9%	17.4%	14.6%
Architecture	5.1%	3.4%	8.9%	6.3%	3.5%
Textiles	5.0%	1.7%	3.0%	5.8%	6.3%
Photographic materials	4.0%	3.4%	2.0%	6.3%	3.5%
Archaeological objects	4.0%	10.3%	5.9%	2.6%	3.1%
Conservation administration	3.5%	3.4%	5.0%	0.5%	5.5%
Wooden artifacts	3.4%	0.0%	2.0%	4.7%	3.5%
Sculpture	1.8%	1.7%	1.0%	1.6%	1.6%
Preventive conservation	1.4%	3.4%	2.0%	0.5%	1.6%
Conservation science	1.3%	0.0%	2.0%	1.6%	0.8%
Conservation education	0.8%	0.0%	0.0%	1.6%	0.8%
Ethnographic objects	0.6%	0.0%	0.0%	1.1%	0.8%
Site conservation	0.3%	1.7%	1.0%	0.0%	0.0%
Electronic media	0.3%	1.7%	1.0%	0.0%	0.0%
Natural history	0.0%	0.0%	0.0%	0.0%	0.0%
I have no specialty areas	0.8%	3.4%	3.0%	0.0%	0.0%
Other	4.0%	8.6%	2.0%	4.7%	3.5%
No response	7.2%	10.3%	7.9%	4.7%	7.5%
n=	624	58	101	190	254

II.   Issues/Challenges Facing the Profession

Overarching Themes

The respondents were presented with a series of open-ended questions to gain their input as to the issues/challenges facing the profession, and the types of actions needed to address these challenges. A parallel format was used, with the respondents first asked to describe the single most significant challenge facing the <u>profession</u> overall over the next 1-3 years, then asked to describe the single most significant challenge <u>they (or their company</u>) will face over the same time period. Each of these questions was followed with a request for input as to the type of resources, services, or actions the respondent felt were needed to address the challenges faced.

The response volume was strong, with nearly 650 outlining challenges facing the profession, and nearly 550 outlining challenges they personally are facing. The comments span a huge spectrum of issues, many of which overlap and interrelate with one another. Rather than attempt to categorize the comments into narrow categories with percentage responses, the value of the input lies within its wide-ranging nature. Thus, the data are provided as an Excel file with the full-text comments coupled with demographic variables to allow AIC to search, sort and explore the results in detail.

It is possible to extract overarching themes from the responses, as summarized below.

Issues/challenges facing the profession boil down to the following major points:

- ▶   **Funding** is one of the most common issues raised, either in the form of having/obtaining adequate funding for preservation activities, or having to deal with **budget cutbacks** that are hindering preservation/conservation work. Closely related are concerns regarding the **current economy** and its effect on conservation work.

- ▶   The need to raise **awareness and appreciation** of the need for conservation. Closely related is the need to **educate all parties**, including the general public, as to the role, benefits, value, and need for conservation.

- ▶   **Creating opportunities** for those just entering the field, as well as **employment opportunities** and job growth for the field overall.

- ▶   Other issues raised by a smaller number of respondents include the need for more training, the need for certification, the lack of standards in the field, addressing new technological directions, marketing conservation services, and issues/challenges specific to niches within the profession (e.g., specialty areas).

The responses are highly similar when examining challenges that face the individual or his/her company, with funding top-ranked by a large margin. The issues of awareness, education, advocacy, and creating opportunities are also commonly raised. The differences tend to be with regard to scope, with individual/company challenges relating on a finer level than field-wide challenges. Issues raised include time constraints, increasing demands but decreasing staff/resources, learning new skills, running a business, communicating with others in the company/organization, etc.

There is also significant diversity in the responses when individuals describe the resources, services or actions needed to address these challenges. Major themes include:

▸ **Macroeconomic issues**, such as the need for an overall improvement in the economy which will, in turn, improve funding and grant availability.

▸ **Advocacy, outreach, and publicity** for the profession at multiple levels (e.g., those who use conservation services, the public, legislators, etc.).

▸ The need to **improve/strengthen the profession** through education, professional development, certification, greater collaboration/sharing of information, and research.

Specific Actions Desired

In addition to exploring challenges and needed actions using the wide-ranging qualitative nature of open-ended questions, the respondents were also presented with a list of 15 specific actions that an organization such as AIC/FAIC could take, and asked to indicate which they feel would be most beneficial to the field as a whole. To narrow the scope and provide more actionable, prioritized results, the respondents could select no more than five actions.

Although virtually all of the potential actions examined in the survey have some measure of support, the following actions show the most wide-spread appeal across all respondent groups:

▸ Lobby/advocate to support conservation actions and funding among government groups/agencies.
▸ Promote/publicize conservation benefits to the general public.
▸ Publish/provide information to conservators on research, treatment techniques, emerging issues, and other conservation topics.
▸ Promote/publicize conservation to museums, libraries, archives, collectors, auction houses, and galleries.
▸ Provide training/educational services for practicing conservators.
▸ Work to grow the profession/create more opportunities for conservators.

Each of the above is selected by 30% of more of the respondents in nearly every segment.

While there is overall consensus on the actions respondents find most appealing, there is also a fair degree of variation based upon the respondent's work setting and, among the AIC members, their membership length. Many of these variations are as expected — for example, those who typically receive a large share of their funding from government sources (e.g., museums, libraries, etc.) strongly favor increased lobbying/advocacy efforts that target government agencies. Those in private practice also support advocacy targeting the government, but see more appeal in targeting efforts that reach the general public.

Responses by work setting are provided in Exhibit 2.1; responses by membership length (with the sample limited to AIC members) are provided in Exhibit 2.2.

2.1: Specific Actions Desired by Setting

Actions selected by 30% or more are indicated in **bold**.	Overall	Private practice	Other for-profit setting	Government institution/ agency	Education org.	Museum/ historical society	Library/ archive	Regional conservation center
Lobby/advocate to support conservation actions and funding among government groups/agencies	**54.1%**	**41.8%**	**44.4%**	**55.6%**	**59.4%**	**64.1%**	**63.0%**	**66.7%**
Promote/publicize conservation benefits to the general public	**51.9%**	**56.0%**	**57.8%**	**46.0%**	**42.2%**	**51.2%**	**41.1%**	**58.3%**
Publish/provide information to conservators on research, treatment techniques, emerging issues, and other conservation topics	**42.0%**	**45.9%**	**40.0%**	**38.1%**	**42.2%**	**42.9%**	**46.6%**	27.8%
Promote/publicize conservation to museums, libraries, archives, collectors, auction houses, and galleries	**37.0%**	**33.6%**	17.8%	27.0%	**34.4%**	**44.2%**	**41.1%**	**58.3%**
Provide training/educational services for practicing conservators	**36.7%**	**38.4%**	**37.8%**	**33.3%**	**40.6%**	**36.4%**	**49.3%**	27.8%
Work to grow the profession/create more opportunities for conservators	**31.6%**	27.2%	**35.6%**	**31.7%**	**39.1%**	**32.3%**	**31.5%**	**41.7%**
Promote professional standards and ethical guidelines for the conservation profession	23.4%	24.3%	26.7%	28.6%	15.6%	25.3%	24.7%	16.7%
Promote/encourage research related to the preservation of cultural property	23.2%	16.8%	24.4%	28.6%	**31.3%**	25.8%	**30.1%**	16.7%
Provide opportunities for conservators to network with allied professionals and those who use conservation services	20.8%	25.7%	**35.6%**	14.3%	20.3%	18.0%	15.1%	19.4%
Provide emergency response services for conservation	16.4%	14.6%	15.6%	17.5%	21.9%	17.5%	17.8%	8.3%
Provide business resources for practicing conservators	13.3%	20.5%	15.6%	6.3%	9.4%	8.8%	8.2%	13.9%
Provide conservation resources for non-conservators involved with collections care	13.2%	10.1%	13.3%	20.6%	15.6%	11.5%	13.7%	5.6%
Provide opportunities for conservators to network with other conservators	11.5%	14.9%	11.1%	19.0%	9.4%	9.2%	9.6%	0.0%
Provide resources for the general public on how to care for their personal treasures	9.4%	13.1%	11.1%	12.7%	10.9%	5.5%	4.1%	2.8%
Provide resources to support/encourage individuals to enter the field	3.9%	2.2%	2.2%	6.3%	6.3%	2.3%	6.8%	2.8%
Other	4.9%	5.2%	4.4%	1.6%	6.3%	5.5%	5.5%	0.0%
No response	18.9%	18.3%	17.8%	20.6%	17.2%	18.4%	16.4%	25.0%
n=	836	268	45	63	64	217	73	36

2.2: Specific Actions Desired by Membership Length

Data are limited to members only. Actions selected by 30% or more are indicated in **bold**.	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
Lobby/advocate to support conservation actions and funding among government groups/agencies	**65.3%**	**67.1%**	**70.1%**	**66.5%**	**64.3%**
Promote/publicize conservation benefits to the general public	**61.8%**	**61.4%**	**61.5%**	**61.3%**	**65.0%**
Publish/provide information to conservators on research, treatment techniques, emerging issues, and other conservation topics	**50.4%**	**60.0%**	**53.0%**	**48.2%**	**49.4%**
Promote/publicize conservation to museums, libraries, archives, collectors, auction houses, and galleries	**44.9%**	**35.7%**	**46.2%**	**41.9%**	**51.3%**
Provide training/educational services for practicing conservators	**44.5%**	**42.9%**	**41.0%**	**47.1%**	**45.6%**
Work to grow the profession/create more opportunities for conservators	**37.4%**	**41.4%**	**40.2%**	**42.4%**	**33.1%**
Promote professional standards and ethical guidelines for the conservation profession	28.4%	**35.7%**	**30.8%**	27.2%	26.6%
Promote/encourage research related to the preservation of cultural property	27.8%	28.6%	24.8%	27.7%	28.1%
Provide opportunities for conservators to network with allied professionals and those who use conservation services	24.7%	21.4%	18.8%	**30.4%**	25.5%
Provide emergency response services for conservation	19.0%	20.0%	22.2%	15.7%	20.9%
Provide business resources for practicing conservators	16.4%	20.0%	19.7%	20.4%	11.8%
Provide conservation resources for non-conservators involved with collections care	15.4%	24.3%	16.2%	13.6%	13.3%
Provide opportunities for conservators to network with other conservators	13.9%	15.7%	20.5%	13.6%	11.0%
Provide resources for the general public on how to care for their personal treasures	10.6%	11.4%	9.4%	12.6%	9.5%
Provide resources to support/encourage individuals to enter the field	4.4%	2.9%	6.0%	3.7%	4.9%
Other	5.9%	4.3%	4.3%	7.3%	5.7%
No response	3.0%	0.0%	1.7%	2.1%	2.7%
n=	663	70	117	191	263

III. Baseline Membership Parameters

Membership Length

The member portion of the survey sample provides a good representation of all membership length categories. As summarized in Exhibit 3.1, the largest share of members fall into the 20+ year category; the fewest in the under 1 year category.

Membership lengths are grouped into four categories, as discussed in the Introduction section (see pp. 4-5).
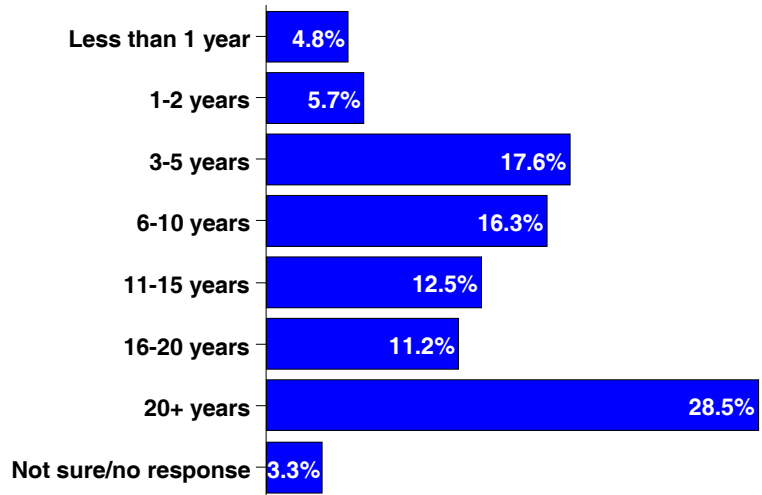
AIC Membership Length

Category	Percentage
Less than 1 year	4.8%
1-2 years	5.7%
3-5 years	17.6%
6-10 years	16.3%
11-15 years	12.5%
16-20 years	11.2%
20+ years	28.5%
Not sure/no response	3.3%

Exhibit 3.1

Other Memberships Held

Most (72.4%) of the AIC members hold membership in another organization related to the conservation profession, with this value remaining fairly consistent across membership length categories (see Exhibit 3.2).

3.2: Other Memberships Held — Overview

	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
Member of another organization	72.4%	62.9%	73.5%	70.7%	77.9%
No other memberships held other than AIC	17.8%	21.4%	17.9%	22.5%	14.1%
No response	9.8%	15.7%	8.5%	6.8%	8.0%
n=	663	70	117	191	263

There is no single, dominant "competitive" organization — only four organizations are cited by 10% or more of the members overall:

▸ American Association of Museums (AAM)
▸ National Trust for Historic Preservation (NTHP)
▸ International Institute for Conservation (IIC)
▸ International Council of Museums (ICOM)

All others receive some measure of response, but typically by fewer than 3% of the members.

The "other" category is highly popular, with 38.8% of the members writing in an organization not found on the list provided in the survey. These responses span a huge range of organizations, with the most popular being:

▸   The Guild of Book Workers (GBW)
▸   Institute of Conservation UK (ICON)
▸   Western Association for Art Conservation (WAAC)
▸   Canadian Association for Conservation (CAC)
▸   Washington Conservation Guild (WCG)

None of the "other" responses approach the popularity levels of the top four organizations from the list provided in the survey. Overall responses are summarized in Exhibit 3.3.

3.3: Other Memberships Held — Specific Organizations

	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
International Institute for Conservation (IIC)	28.1%	11.4%	22.2%	25.7%	37.6%
International Council of Museums (ICOM)	18.7%	12.9%	20.5%	18.8%	19.8%
American Association of Museums (AAM)	13.1%	8.6%	12.8%	12.6%	15.2%
National Trust for Historic Preservation (NTHP)	10.1%	4.3%	8.5%	8.4%	12.9%
ICCROM	7.1%	4.3%	6.8%	7.9%	7.2%
Association of Preservation Technology (APT)	7.1%	5.7%	11.1%	6.8%	6.5%
Heritage Preservation (HP)	6.2%	1.4%	3.4%	6.3%	9.1%
American Library Association (ALA)	4.2%	4.3%	6.0%	6.3%	2.3%
American Association of State and Local History (AASLH)	2.9%	1.4%	1.7%	2.6%	4.2%
Society for the Preservation of Natural History Collections (SPNCH)	2.4%	2.9%	0.9%	1.7%	2.3%
College Art Association (CAA)	2.3%	4.3%	2.6%	0.5%	3.0%
Archaeological Institute of America (AIA)	1.8%	1.4%	2.6%	1.6%	1.5%
Society of American Archivists (SAA)	1.7%	1.4%	3.4%	2.1%	0.8%
Society for Historical Archaeology (SHA)	1.4%	1.4%	3.4%	1.0%	0.8%
Society for American Archaeology (SAA)	1.2%	4.3%	1.7%	1.0%	0.4%
American Institute of Architects (AIA)	0.5%	1.4%	1.7%	0.0%	0.0%
Other	38.8%	40.0%	35.9%	40.8%	40.3%
n=	663	70	117	191	263

Primary Professional Association

Despite the fact that members commonly belong to another organization, 80.2% say they consider AIC to be their primary professional association within the conservation field (defined in the survey as "the association that best meets your professional needs"). Responses never dip below 74%, and reach as high as 84.4% across membership length categories (see Exhibit 3.4).

Those who do not consider AIC to be their primary professional association were asked to name the organization that holds that rank. One in ten of these 109 individuals say they do not consider any association as their "primary" affiliation. About an equal number are unsure, or did not respond. Of the 88 individuals who mentioned a specific group, the most popular responses are:

Primary Conservation Association

Do you consider AIC to be your primary professional association within the conservation field?

Category	Percentage
Overall	80.2%
Just Joined members	74.3%
Early Cycle members	77.8%
Mid Cycle members	83.2%
Mature Cycle members	84.4%

Data are the percentage indicating "yes."

Exhibit 3.4

▸   Association for Preservation Technology (APT)
▸   Canadian Association for Conservation (CAC)
▸   International Institute for Conservation (IIC)
▸   Institute of Conservation UK (ICON)

Leading Membership Drivers

Although many issues factor into the decision to join AIC and remain a member, four issues in particular rise to the forefront when members describe the top benefits they are looking to gain from their membership:

▸   Access to general information/keep up-to-date on what's happening in the field
▸   Access to continuing education courses, seminars, and conferences
▸   Access to technical/ "how-to" information about my specialty practice area(s)
▸   To be a part of the larger community of conservators/support the profession

Each of these is selected by at least one-third of the members as one of their top three membership drivers. The appeal of these primary drivers remains generally constant across membership lengths — the issues of interest to the most recent joiners are also of significant interest to the long-term members.
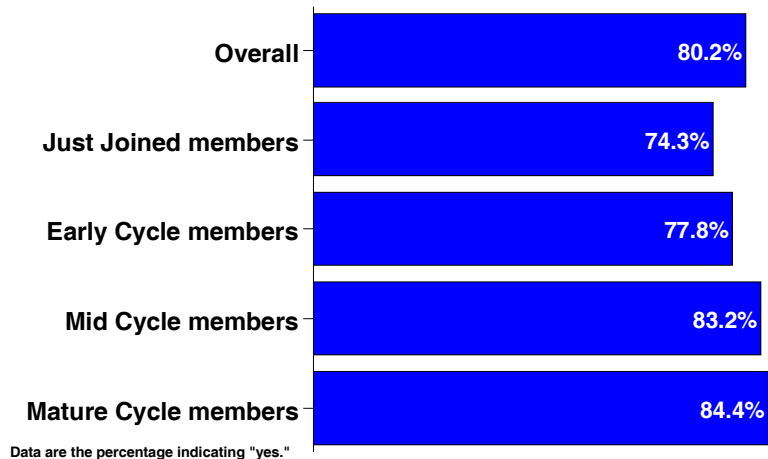
Second-tier factors tend to center around advocacy and promotion activities. While significant drivers, they rank well below the primary tier drivers, which center more so on information/education services. Of least importance among the members as membership drivers are the prestige that membership confers, the opportunity to be involved in the organization, and access to clients/marketing opportunities/referrals.

There are the expected variations by membership length with, for example the issue of "to help my career growth and development" ranked far higher among the Just Joined members than those with a longer AIC membership length. The opposite is seen regarding advocacy, with this factor receiving a higher rank among the long-term members (see Exhibit 3.5).

3.5: Leading Membership Drivers

	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
Access to general information/keep up-to-date on what's happening in the field	57.6%	54.3%	51.3%	60.7%	61.2%
Access to continuing education courses, seminars, and conferences	46.8%	48.6%	52.1%	45.5%	46.0%
Access to technical/ "how-to" information about my specialty practice area(s)	38.5%	44.3%	41.9%	37.7%	38.0%
To be a part of the larger community of conservators/support the profession	35.6%	31.4%	39.3%	41.4%	32.7%
Support AIC's efforts in raising awareness of the profession	19.3%	12.9%	17.9%	21.5%	21.3%
Networking opportunities	17.5%	25.7%	22.2%	17.3%	14.4%
Support AIC's efforts as an advocate for conservation	17.3%	10.0%	8.5%	18.3%	23.2%
Support AIC's work in promoting professional standards and ethical guidelines within the profession	15.7%	12.9%	11.1%	18.3%	16.7%
To help my career growth and development	13.4%	32.9%	29.1%	9.9%	4.2%
The prestige/credibility conferred by membership	9.2%	14.3%	8.5%	8.9%	9.1%
Access to clients/marketing opportunities/referrals	8.6%	5.7%	3.4%	9.4%	11.4%
The opportunity to be involved in the organization	2.7%	5.7%	3.4%	3.1%	1.5%
Other	1.1%	0.0%	1.7%	0.0%	1.9%
No response	3.6%	0.0%	2.6%	1.0%	3.4%
n=	663	70	117	191	263

IV. AIC Perceptions

Strategic Direction

A plurality of members (36.8%) feel AIC is making positive gains and moving in the "right" direction as an organization. Slightly fewer (34.7%) feel AIC is staying constant — while it is not, in their opinion, making much progress, the organization is not falling behind either. Only a small number (9%) feel AIC is falling behind and moving in the "wrong" direction as an organization (see Exhibit 4.1).

The percentage feeling AIC is moving in the right direction climbs with membership length, peaking at 47.1% among the Mature Cycle members. While only 27.1% of the Just Joined members concur, their lack of this level of endorsement is due to uncertainty, rather than any negative sentiments — 40% of the Just Joined members are not sure of AIC's organizational direction. The most critical responses tend to be found among members in for-profit settings (either a private practice conservation firm or another for-profit entity) with as many as 17.1% characterizing AIC as moving in the wrong direction as an organization (see Exhibit 4.2 beginning below).

Perceptions of AIC's Direction
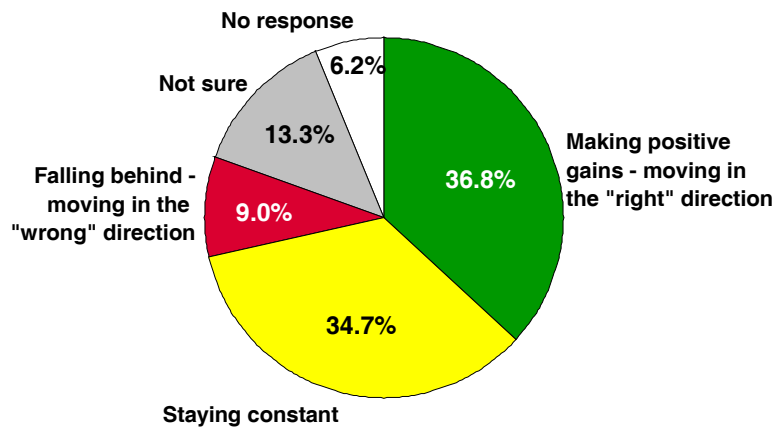
Exhibit 4.1

4.2: Perceived Organizational Direction by Segment

The most popular response within each segment is noted in **bold**.	Moving in the right direction	Staying constant	Moving in the wrong direction	Not sure	No response
Overall	**36.8%**	34.7%	9.0%	13.3%	6.2%
AIC membership length					
Just Joined	27.1%	21.4%	7.1%	**40.0%**	4.3%
Early Cycle	**35.9%**	34.2%	11.1%	13.7%	5.1%
Mid Cycle	29.3%	**48.2%**	8.4%	10.5%	3.7%
Mature Cycle	**47.1%**	30.0%	9.5%	8.0%	5.3%

Table continued on the following page

4.2: Perceived Organizational Direction by Segment

The most popular response within each segment is noted in **bold**.		Moving in the right direction	Staying constant	Moving in the wrong direction	Not sure	No response
	Overall	**36.8%**	34.7%	9.0%	13.3%	6.2%
Employment setting	For-profit/private practice	**38.7%**	31.8%	11.1%	11.1%	7.4%
	Other for-profit	**31.4%**	20.0%	17.1%	22.9%	8.6%
	Government institution	**42.9%**	32.7%	8.2%	12.2%	4.1%
	Education organization	**39.2%**	35.3%	7.8%	13.7%	3.9%
	Museum or historical society	**38.9%**	34.9%	8.0%	10.9%	7.4%
	Library or archive	31.6%	**47.4%**	5.3%	14.0%	1.8%
	Regional conservation center	27.6%	**41.4%**	6.9%	17.2%	6.9%

The members were asked follow-up questions to gain insight into the reasons contributing to their perceptions of AIC's strategic direction. About 200 members described reasons why they felt AIC is moving in the right direction. While the comments span a wide range, common themes encompass:

▸ the new website/better on-line presence;
▸ certification – both the fact that it was pursued, as well as the fact that it was voted down;
▸ obtaining member feedback/allowing "voices to be heard";
▸ a broader outlook that is more embracing of a membership with diverse interests;
▸ the quality of AIC staff and leadership;
▸ being responsive to the membership;
▸ services offered (with a particular emphasis on educational services);
▸ support for the profession through advocacy, standards, promotion, and education.

Those who rated the Association as staying constant were asked what AIC should be doing to give the organization more forward momentum. The responses (total of about 160) are highly similar to the reasons cited as to why AIC is moving in the right direction, but with the members wanting "more" — more communication, more advocacy, more education, adopting a more proactive stance, etc. As with the previous comments, the issue of certification elicits polarized responses, with a few wanting AIC to have done more to push for it, and others criticizing the effort spent on it.

Those who rated AIC as moving in the wrong direction were asked why they felt that way, and what AIC could be doing to put the organization back on the right track. Certification is a common theme as to the reasons why AIC is moving in the wrong direction, with a number of the approximately 60 comments noting that it was a divisive issue that alienated many members. Other issues raised are:

▸ perceptions that AIC is "stuck in the past" in terms of technology, services, and its approach to the profession;
▸ excessive bureaucracy;
▸ perceived lack of progress in advocacy/publicity for conservation;
▸ a feeling that AIC is insular, "clubbish" and "run by insiders."

No consensus or clear direction is seen when the respondents are asked what AIC should be doing to put the organization back on the right track. While a few common themes are raised, such as increasing AIC's profile as an advocate, many of the comments touch upon unique issues and, in some cases, fail to provide sufficient detail to discern the specific action(s) the member would like AIC to employ. Full-text comments for all portions of the question set are provided in an Excel file for AIC's review.

The "Ultimate" Question/Net Promoter Score®

The "Ultimate" Question and the Net Promoter Score (NPS) comes from the book *The Ultimate Question*, by business consultant Fred Reichheld. This system provides a unique method for examining the performance of an organization (or vendor, brand, product, service, etc.) by examining how likely its customers/members would be to recommend the organization to a colleague or friend. According to Reichheld, this measurement encapsulates all sentiments about the organization in a single metric. While some feel the term "ultimate question" is somewhat overreaching, this approach has been used by many for-profit companies and an increasing number of associations and professional societies. It can provide significant insight into how members perceive AIC and, when combined with member feedback in other areas, Net Promoter Score data can help develop a more comprehensive picture of member sentiments.

To establish AIC's Net Promoter Score (NPS), the survey respondents answered the question "How likely are you to recommend AIC membership to a friend or colleague in the conservation field/profession?" using a 0-to-10 scale, where 0 = "not at all likely to recommend," and 10 = "highly likely to recommend." The response data are grouped into three categories:

▸ "Promoters" — these are the members who ranked AIC as a 9 or 10.
▸ "Passives" — these are the members who ranked AIC as a 7 or 8.
▸ "Detractors" — these are the members who ranked AIC as a 0 to 6.

The Net Promoter Score is the percentage of Promoters minus the percentage of Detractors.

What are the benefits of differentiating these groups? As summarized by Reichheld:

> *Promoters are customers who are so enthusiastic about a firm or brand that they not only increase their own purchases, but also refer their colleagues or friends. They are usually less price-sensitive than other customers because they believe they are getting good value overall from the company. Customer-acquisition costs are lower for promoters, due to the longer duration of their relationships and to their role in generating referrals.*

> *Detractors are customers who feel so badly treated that they cut back on purchases, switch to the competition, and warn others to stay away from the company. They generally defect at higher rates than promoters, which means that they have shorter and less profitable relationships with a company. Detractors also complain more frequently, thereby consuming customer-service resources.*

> *The NPS provides the means for gauging performance, establishing accountability, and prioritizing investments because it connects to growth. If a company's "growth engine" were running at perfect efficiency, it would convert 100% of its customers into promoters. The worst possible engine would convert 100% of its customers into detractors. The best way to gauge the efficiency of the growth engine is to calculate a company's NPS.*

> *Many firms — and some entire industries — have negative Net Promoter Scores, which means that they are creating more detractors than promoters day in and day out. These low scores explain why so many companies can't deliver profitable, sustainable growth, no matter how aggressively they spend to acquire new business.*

The Association receives a very positive response concerning its NPS, with 64.9% falling into the Promoter category and only 14% in the Detractor category (see Exhibit 4.3). This results in an NPS of 50.9%, a very impressive score compared with many other associations.
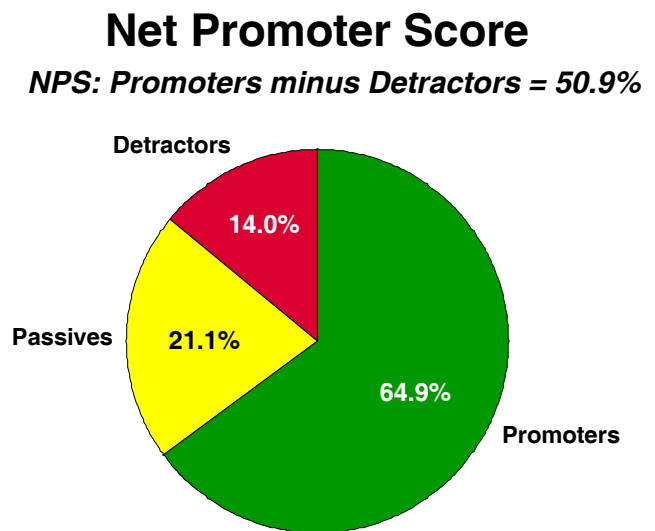
Net Promoter Score
NPS: Promoters minus Detractors = 50.9%

Detractors 14.0%
Passives 21.1%
64.9% **Promoters**

Exhibit 4.3

NPS values remain strong across all member segments, and is especially robust among the Mature Cycle members. The NPS dips somewhat in only one segment — the other for-profits — the same situation previously seen regarding AIC's perceived strategic direction. AIC's NPS peaks at 66.7% among members employed at regional conservation centers (see Exhibit 4.4).

4.4: Net Promoter® Score

		Sample size	Promoters	Passives	Detractors	Net Promoter® Score
	Overall	644	64.9%	21.1%	14.0%	**50.9%**
AIC membership length	Just Joined	70	61.4%	22.9%	15.7%	**45.7%**
	Early Cycle	114	58.8%	25.4%	15.8%	**43.0%**
	Mid Cycle	191	61.8%	26.7%	11.5%	**50.3%**
	Mature Cycle	258	71.3%	14.7%	14.0%	**57.3%**
Employment setting	For-profit/private practice	207	63.3%	21.3%	15.5%	**47.8%**
	Other for-profit	33	54.5%	24.2%	21.2%	**33.3%**
	Government institution	49	67.3%	16.3%	16.3%	**51.0%**
	Education organization	51	62.7%	23.5%	13.7%	**49.0%**
	Museum or historical society	172	70.9%	16.3%	12.8%	**58.1%**
	Library or archive	56	53.6%	33.9%	12.5%	**41.1%**
	Regional conservation center	27	74.1%	18.5%	7.4%	**66.7%**

V. Strategic Service Direction

Desired Service Emphasis

The members were presented with six specific service areas, and asked to rank each as to how much emphasis AIC should dedicate to each area. The ranking was done through a point allocation — each member was asked to allocate a total of 100 points across the following six areas:

- ▶ **Continuing Education** — Provide members with continuing education opportunities through seminars, workshops, study tours, and the AIC Annual Meeting.

- ▶ **Networking/Information Exchange** — Provide members with networking and information exchange opportunities through face-to-face and online interaction. Promote and facilitate the sharing of treatment techniques and other professional information.

- ▶ **Advocate/Raise Awareness/Encourage Research** — Serve as an advocate for conservation among museums, libraries, collectors, galleries, the public, and others. Raise awareness of the role and benefits of conservation among all audiences. Advance knowledge of the field by encouraging conservation research.

- ▶ **Publications/Information Resources** — Provide print or online publications such as AIC News, Journal of the AIC, Specialty Group Catalogs, and others. Keep members apprised of professional news and information through the AIC website and emails.

- ▶ **Member and Business Services** — Provide members with marketing opportunities to promote, grow and develop their practices. Provide member and business services such as health insurance, liability insurance and other member benefits.

- ▶ **Scholarships and Grants** — Provide grants for professional development for mid-career conservators, conference attendance for students, special publications, and a variety of other special projects undertaken by members that need funding.

Three areas — advocate/raise awareness/encourage research, publications/information resources, and continuing education — rise to the forefront, with each receiving highly similar average scores. Networking/information exchange and scholarships/grants are significant second-tier services. Least appealing is member and business services, with this area receiving the lowest average score. In short, the picture that emerges is one of members "wanting it all," and are unwilling to give up any service are in favor of one main interest area (see Exhibit 5.1).

Desired Service Emphasis
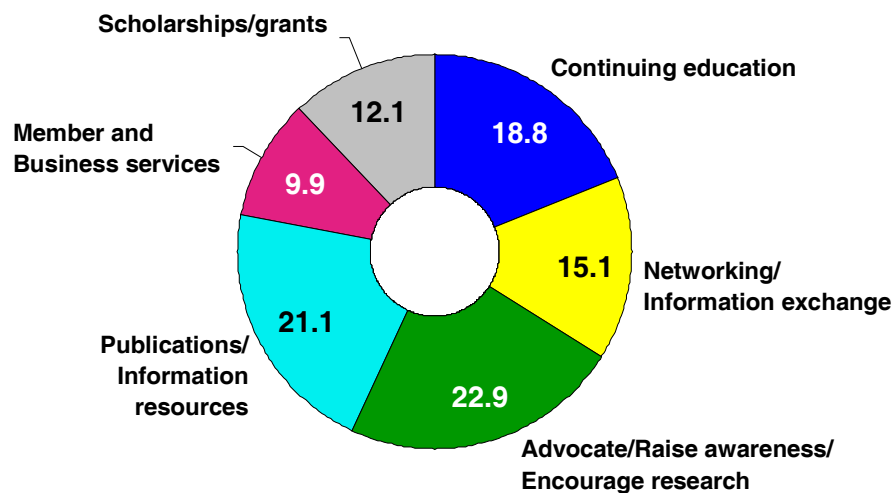
Exhibit 5.1

Segmenting responses shows a similar picture, with advocacy, publication and education typically receiving highly analogous scores across all segments. The strongest variations are seen regarding member and business services, with this category of greater interest (as expected) among those in for-profit settings. Scholarships and grants also shows notable variation, with peak support among those in educational organizations (see Exhibit 5.2).

5.2: Desired Service Emphasis by Segment

All data are averages based on a 0 to 100 scale. The most popular responses within each segment is noted in **bold**.		Continuing education	Networking/ info exchange	Advocate/ awareness/ encourage research	Publications /info resources	Member & business services	Scholarship & grants
	Overall	18.8	15.1	**22.9**	21.1	9.9	12.1
AIC membership length	Just Joined	17.2	16.4	**22.5**	17.6	11.4	14.8
	Early Cycle	**21.2**	14.0	21.0	19.2	10.5	14.3
	Mid Cycle	17.6	15.7	**23.2**	20.0	11.0	12.5
	Mature Cycle	18.9	14.9	**23.9**	23.6	8.5	10.3
Employment setting	For-profit/private practice	17.9	16.5	**21.3**	**21.3**	13.6	9.5
	Other for-profit	19.0	16.0	**21.1**	18.3	14.0	11.6
	Government institution	**23.3**	15.7	22.2	22.7	5.7	10.4
	Education organization	17.4	13.8	22.1	**23.0**	6.4	17.3
	Museum or historical society	19.4	14.1	**24.6**	21.4	8.0	12.5
	Library or archive	**22.4**	14.1	21.6	20.1	6.3	15.4
	Regional conservation center	19.0	12.9	**24.9**	20.7	10.6	12.0

VI. Publications/Information

Overall Value

All of the publications/information sources examined in the survey receive good to strong value scores among the members. The Specialty Group Annuals/Postprints score the highest, with an average value score of 4.3 out of a possible 5. The *AIC Directory*, the *Journal of the AIC* and the Specialty Group Catalogs are also highly valued, each with average scores of 4.0 or above.

All remaining publications/information sources receive good ratings, with average value scores never dropping below 3.4 (see Exhibit 6.1).

6.1: Publication Value Overview

	High value	Moderate value	Low	Do not receive	No response	Average score
Specialty Group Annuals/Postprints	69.7%	9.5%	5.6%	7.1%	8.1%	4.3
AIC Directory	67.9%	15.4%	8.4%	0.6%	7.7%	4.1
Journal of the AIC	70.3%	12.5%	8.7%	0.5%	8.0%	4.1
Specialty Group Catalogs	52.2%	12.7%	8.1%	16.3%	10.7%	4.0
AIC News	57.9%	25.2%	7.8%	0.6%	8.4%	3.8
AIC/FAIC Website	51.3%	25.2%	12.2%	1.7%	9.7%	3.7
AIC Annual Meeting Abstracts	43.6%	22.8%	17.5%	5.4%	10.7%	3.5
Emails from AIC	41.2%	30.0%	18.3%	0.8%	9.8%	3.4

"High value" is the percentage selecting either of the top-two ranking points; "low value" is the percentage selecting either of the lowest two ranking points; "moderate value" is the percentage selecting the midpoint. "Average score" based on a 1 to 5 scale where 1 = "not at all valuable" and 5 = "highly valuable." Responses for "do not receive" or no response are excluded from average score calculations.

Segmenting responses shows fairly uniform scores across the membership length categories. The Specialty Group Annuals/Postprints and the *Journal of the AIC* receive scores of 4.0 or greater across all membership length categories; emails from AIC receive the lowest scores, again uniformly across membership length categories.

Greater variability is seen based upon work setting, but the Specialty Group Annuals/Postprints are again top-ranked in every segment except for those in other for-profit settings. These latter respondents provide the lowest scores across all publications/information sources, with averages never reaching 4.0. Peak scores tend to be seen among those in education organization or library/archive settings (see Exhibit 6.2).

All data are averages based on a 1 to 5 scale. Those not receiving the publication, or who did not respond are excluded from average score calculations. Scores of 4.0 or higher are noted in **bold**.	AIC Directory	AIC News	Journal of the AIC	AIC Annual Meeting Abstracts	Specialty Group Annuals/ Postprints	Specialty Group Catalogs	AIC/FAIC Website	Emails from AIC
Overall	**4.1**	3.8	**4.1**	3.5	**4.3**	**4.0**	3.7	3.4
AIC membership length — Just Joined	3.8	3.8	**4.3**	3.6	**4.0**	3.8	3.9	3.4
AIC membership length — Early Cycle	3.8	3.9	**4.4**	3.8	**4.4**	**4.1**	3.9	3.4
AIC membership length — Mid Cycle	**4.1**	3.8	**4.0**	3.4	**4.3**	**4.1**	3.8	3.5
AIC membership length — Mature Cycle	**4.3**	3.9	**4.0**	3.4	**4.2**	**4.1**	3.6	3.4
Employment setting — For-profit/private practice	**4.1**	3.8	**4.0**	3.3	**4.2**	**4.0**	3.7	3.5
Employment setting — Other for-profit	3.8	3.7	3.9	3.4	3.5	3.4	3.7	3.5
Employment setting — Govt. institution	**4.0**	3.9	**4.1**	3.5	**4.2**	3.7	3.8	3.4
Employment setting — Education org.	**4.3**	4.1	**4.3**	3.7	**4.6**	**4.5**	3.9	3.6
Employment setting — Museum or historical society	**4.3**	3.8	**4.2**	3.6	**4.3**	**4.0**	3.8	3.4
Employment setting — Library or archive	3.7	3.8	**4.0**	3.7	**4.6**	**4.3**	3.8	3.3
Employment setting — Regional conservation center	**4.3**	**4.0**	3.8	3.3	**4.2**	**4.2**	3.4	3.3

Suggested Improvements

A total of 243 respondents offered comments when asked to describe changes they would like to see AIC implement that would increase the value of its publications. The comments are wide-reaching, but often stress the following major themes:

- ▸ move more publications online (with many specifically mentioning the *AIC Directory* as a candidate for an online format);
- ▸ have more online tools, such as a searchable archive and "online friendly" formats;
- ▸ greater reliance on a peer review system for all publications;
- ▸ faster publication cycles/more timely publication;
- ▸ content adjustments, albeit with no significant consensus voiced as to if the material should be more specialized/technical, more general/broad-based, etc.

A fair number of the comments do not request changes, but rather note that no changes are needed, or voice appreciation for the current content and availability of AIC's publications, and the updates to the website. Full-text comments are provided in the accompanying Excel file.

VII. Continuing Education

Overall Topics of Interest

All members were asked to indicate the top two areas in which they would like to acquire/improve their skills over the next 12 months. As summarized in Exhibit 7.1, techniques for treatments is the leading interest area by a wide margin, especially among the Just Joined members. Material science is also very well received, followed by documentation techniques, management/business skills, and fundraising.

7.1: Areas of Interest for Continuing Education

	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
Techniques for treatment	57.3%	71.4%	65.0%	58.6%	52.1%
Material science	31.4%	44.3%	35.0%	28.8%	29.7%
Documentation techniques	19.9%	14.3%	17.9%	23.6%	19.4%
Management/business skills	17.9%	14.3%	17.9%	22.5%	16.3%
Fundraising	11.8%	8.6%	15.4%	11.0%	12.2%
Disaster response & damage mitigation	8.3%	7.1%	6.0%	9.9%	8.7%
Collections management	5.4%	10.0%	5.1%	4.7%	4.6%
Mounting and display	5.3%	4.3%	9.4%	5.2%	4.2%
General techniques in object manufacture	4.8%	1.4%	0.0%	8.9%	5.3%
Environmental monitoring & control	4.7%	2.9%	4.3%	4.2%	6.1%
Pest management	1.8%	2.9%	2.6%	1.6%	1.5%
Lab safety	1.5%	0.0%	0.9%	2.1%	1.9%
Other	4.7%	2.9%	5.1%	3.7%	6.1%
No response	10.6%	7.1%	6.8%	6.3%	12.5%
n=	663	70	117	191	263

Note: Responses do not sum to 100% since the respondents could select up to two areas of interest.

Future Education Plans

A majority (57.1%) of the members say they anticipate they will definitely or probably participate in some type of continuing education in conservation in the next 12 months. Only 12.1% say they will not, with the remaining unsure or electing not to respond. Those planning to participate in continuing education remains above a majority level across all membership length segments, peaking (as expected) among the Just Joined members (see Exhibits 7.2 and 7.3).

Future Education Plans

Do you anticipate you will participate in any type of continuing education for conservation topics in the next 12 months?
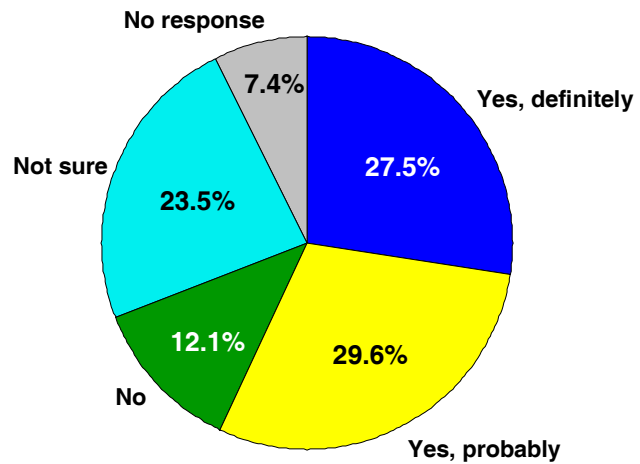
Exhibit 7.2

Preferred Topics/Formats

A total of 427 individuals provided input when asked to describe the one continuing education topic that is "top of their list" to pursue in the next 12 months. These data are provided in the accompanying Excel file, along with related data, to permit AIC to search, sort and explore the data at a granular level.

7.3: Future Education Plans by Segment

	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
Yes, definitely	27.5%	41.4%	36.8%	25.1%	22.1%
Yes, probably	29.6%	32.9%	25.6%	33.5%	28.9%
No	12.1%	8.6%	9.4%	9.9%	16.0%
Not sure	23.5%	14.3%	22.2%	25.7%	26.2%
No response	7.4%	2.9%	6.0%	5.8%	6.8%
n=	663	70	117	191	263

Overarching issues relating to the topic level and format are summarized in Exhibits 7.4 and 7.5 on the following page. The data shows that overall, members are most interested in intermediate-level courses that are held as a live one- or two-day seminar/workshop format that is not part of a conference.

7.4: Preferred Education Level

	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
Basic/introductory	8.9%	14.3%	9.6%	6.2%	8.8%
Intermediate	51.1%	46.9%	63.9%	54.6%	42.8%
Advanced	39.3%	38.8%	25.3%	39.2%	47.2%
No response	0.7%	0.0%	1.2%	0.0%	1.3%
n=	427	49	83	130	159

Note: Sample base limited to the 427 individuals who provided a specific topic of interest.

7.5: Preferred Education Format

	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
A live one- or two-day seminar/workshop NOT at a conference	61.8%	51.0%	71.1%	65.4%	56.0%
An independent study course using a computer linked to the Internet	22.5%	26.5%	22.9%	20.8%	21.4%
An annual conference with a variety of seminars/workshops	21.1%	28.6%	21.7%	18.5%	20.8%
An independent study course using a computer and CD-ROMS	11.7%	18.4%	7.2%	6.9%	15.7%
A webcast (not real time)	8.7%	12.2%	4.8%	10.8%	8.2%
An independent study course using printed materials	8.4%	16.3%	12.0%	6.2%	6.3%
An Internet-based discussion forum	7.5%	6.1%	6.0%	8.5%	8.2%
A real-time seminar by telephone or videoconference	5.2%	4.1%	4.8%	5.4%	5.7%
A "hands-on" in-person format longer than one or two days	2.6%	0.0%	2.4%	0.8%	5.0%
A podcast	2.6%	4.1%	0.0%	3.8%	2.5%
Other	4.0%	2.0%	2.4%	5.4%	4.4%
No response	0.2%	0.0%	0.0%	0.0%	0.6%
n=	427	49	83	130	159

Note: Sample base limited to the 427 individuals who provided a specific topic of interest. Data do not sum to 100% since respondents could select up to two formats of interest.

Perceptions of AIC as an Education Provider

The respondents who provided input on a specific topic of interest were asked to indicate how likely they were to consider AIC as the provider for education on this topic. While few consider AIC to be the only provider they would consider, the Association ranks well in the decision tree, with more than nine of every ten respondents characterizing AIC as either their preferred provider, or one of several providers they would consider (see Exhibit 7.6).

7.6: AIC as the Preferred Education Provider

	Overall	Just Joined	Early Cycle	Mid Cycle	Mature Cycle
AIC would be the only provider I would consider	3.7%	4.1%	1.2%	0.8%	6.9%
AIC would be my preferred provider, but I would consider other groups as well	40.7%	26.5%	36.1%	45.4%	43.4%
AIC is one of several organizations I would consider	51.3%	63.3%	57.8%	50.0%	45.9%
AIC is a possible source, but I would prefer another provider	2.6%	4.1%	2.4%	2.3%	2.5%
I would not consider AIC at all as a source for education on this topic	1.4%	2.0%	2.4%	1.5%	0.6%
No response	0.2%	0.0%	0.0%	0.0%	0.6%
n=	427	49	83	130	159

Note: Sample base limited to the 427 individuals who provided a specific topic of interest. Data do not sum to 100% since respondents could select up to two formats of interest.

Those who selected "AIC would be my preferred provider, but I would consider other groups as well" or "AIC is one of several organizations I would consider" were asked to name the other organizations. No single provider dominates the extensive list of organizations, with popular responses being:

- ▶ American Association of Museums (AAM)
- ▶ Association for Preservation Technology (APT)
- ▶ Campbell Center for Historic Preservation Studies
- ▶ Canadian Association for Conservation (CAC)
- ▶ Getty Conservation Institute
- ▶ Guild of Book Workers (GBW)
- ▶ Heritage Preservation
- ▶ Institute of Conservation UK (ICON)
- ▶ International Council of Museums (ICOM)
- ▶ International Institute for Conservation (IIC)
- ▶ McCrone Research Institute
- ▶ Universities (typically no specific one mentioned)
- ▶ Western Association for Art Conservation (WAAC)

Those who feel that AIC is not a preferred provider, and those who say they would not consider AIC at all, were asked to describe why they felt that way. Only a small number of responses were received, with full-text listed below. Note that several indicate that their desired educational topic is not within the conservation field; therefore AIC would not be the logical organization to offer the course.

Please describe why you feel AIC would not be your preferred provider for education on your top topic:

- AIC is too restrictive on attendance to their seminars.
- AIC might be a conduit, but should not be in the business of providing content.
- Because I live in the UK.
- Connection with professionals in field.
- It is not the most economic way.
- No particular reason, other than I think of AIC as being focused more on technical aspects of treatment rather than management or fundraising. AAM and SAA are both doing "Getting Help in Tough Times" sections of their Website. I don't see AIC doing this, although it probably would be very helpful for conservators.
- Not enough confident and practical experience held by conservators.
- This tends to be a museum wide topic involving other museums professionals.
- Wrong network of practice.

Please describe why you would not consider AIC as a source for education on your top topic:

- Because this organization many experts concentrate and it owns capabilities.
- I am at such an entry level that I need thorough instruction, which graduate programs are designed for.
- I would be afraid that it would be too treatment- or CIPP-oriented. Like a managing your own business type of thing--which is NOT what I intend as business training. I mean: strategy, operations, project management, etc.
- It is not within the realm of what AIC should be offering.
- It is too long, and AIC courses are too expensive.
- Location (am not located in the US) Skill base - this is more appropriately delivered by an organization specializing in this, not an organization whose focus is most aptly given to conservation issues.
- Not sure there is enough knowledge in the conservation field and not sure that the AIC knows how to find it.

Appendix A

One final question — why do you belong to AIC?
Please indicate the relative importance of the following statements describing participation in AIC. You have 100 points to distribute to indicate their importance to you — you may assign 100 points to one statement and zero to all others, or divide the points in any combination, according to your interests. If all of the statements are important to you, you can award them all some points. You can also award points to a statement even if you only agree with part of the statement. Please remember that your points should total 100.

Exhibit A.1

All data are averages on a 0 to 100 scale.	Overall	Just Joined	Early cycle	Mid cycle	Mature cycle
I enjoy receiving *AIC News, JAIC, AIC Membership Directory*, email alerts, and viewing information on the AIC website. Most of my interaction with AIC is by mail or computer.	24.4	22.4	25.0	23.0	25.2
I often attend the AIC Annual Meeting, workshops, and online education offerings. I find the topics interesting and relevant to my work.	15.0	12.0	15.1	17.0	14.6
Participation on AIC Committee(s) and/or specialty group(s) lets me help shape the field of conservation (or, this is something I would like to do in the future).	9.9	7.0	10.2	11.9	9.1
At renewal time, I compare AIC to other organizations to see if it continues to fit my needs.	2.0	1.2	3.4	1.6	1.9
AIC provides me with information via meetings, networking and/or publications that I cannot get elsewhere, and/or AIC provides me with the opportunity to publish articles.	17.2	16.0	16.0	17.1	17.9
AIC enhances the image of my profession and/or it enhances my professional standing (for example, listing on the Guide to Conservation Services).	13.3	16.5	11.6	12.7	13.6
AIC promotes values that are important to me.	12.8	14.8	10.4	13.5	12.9
I am still evaluating the information I receive from AIC and assessing its relevance to me.	3.6	9.8	5.1	2.2	2.2
I feel that AIC is not as relevant to me as it used to be.	1.9	0.2	3.1	1.0	2.6
n=	582	66	105	173	227

Appendix B

Note: Listed below is a paper representation of the online survey form. While the question wording is as it appeared online, the format of the survey has been modified so it would fit properly on a printed page. Additionally, the survey sections for former members and nonmember have been omitted, since (as noted in the report) too few responses were received for analysis.

1. Are you located in:
   ❏ US ❏ Canada ❏ Other:_____

2. Please indicate the state/province where you reside:_____

3. Please indicate your current involvement level in the conservation field:
   ❏ I am directly involved in the conservation field as a practicing conservator, conservation scientist, museum professional, or other such position
   ❏ I have some level of involvement in the conservation field, but do not consider it to be my primary area/speciality
   ❏ I have an interest in the conservation field, but have no actual involvement
   ❏ I am a full-time student
   ❏ Other:_____

4. Which of the following best describes your current employer? (If you have more than one employer, please select the employer that accounts for the greatest share of your time.)
   ❏ For-profit conservation practice/Self-employed
   ❏ Other for-profit company/organization
   ❏ Government institution/agency (federal, state or local)
   ❏ Educational organization (college, university, etc.)
   ❏ Museum or historical society
   ❏ Library or archive
   ❏ Other non-profit organization
   ❏ Regional conservation center
   ❏ Retired
   ❏ Other_____

The following questions were asked only of those in a for-profit work setting:

A. 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 have no ownership interest in my company/firm

B. Which of the following best describes your current position:
   ❏ Practicing Conservator   ❏ Intern/Fellow
   ❏ Conservation Scientist   ❏ Other:_____
   ❏ Administrator

C. How many conservators (other than yourself, if applicable) are employed by your company/organization?
   ❏ None   ❏ 6 to 10   ❏ Not sure
   ❏ 1   ❏ 11 to 25
   ❏ 2 to 5   ❏ More than 25

D. What is your job title:_____

The following questions were asked only of those NOT in a for-profit work setting:

A. Please give a short description of your employer: (e.g., if you work for a museum, describe the type of museum; if you work for a for-profit company, describe what your company does, etc.)

B Which of the following best describes your current position:
❏ Practicing Conservator   ❏ Collections Manager
❏ Conservation Scientist   ❏ Administrator
❏ Educator in the field of conservation   ❏ Intern/Fellow
❏ Educator in another field   ❏ Other:

C. What is your job title:

D. How many conservators (other than yourself, if applicable) are employed by your company/organization?
❏ None   ❏ 6 to 10   ❏ Not sure
❏ 1   ❏ 11 to 25
❏ 2 to 5   ❏ More than 25

5. Please indicate the number of years of professional experience you have in the following:

   A. In the field of conservation:
   B. Total years of professional experience in ANY field:
   Response scale for both A and B:
   ❏ Less than 2   ❏ 11 to 15   ❏ 26 to 30
   ❏ 2 to 5   ❏ 16 to 20   ❏ Greater than 30
   ❏ 6 to 10   ❏ 21 to 25

6. Please indicate your top areas of specialization in the conservation field: (Check all that apply)
   ❏ Archaeological objects   ❏ Ethnographic objects   ❏ Sculpture
   ❏ Architecture   ❏ Natural history   ❏ Site conservation
   ❏ Books and paper   ❏ Objects   ❏ Textiles
   ❏ Conservation administration ❏ Paintings   ❏ Wooden artifacts
   ❏ Conservation education   ❏ Photographic materials   ❏ I have no specialty areas
   ❏ Conservation science   ❏ Preventive conservation ❏ Other:
   ❏ Electronic media

7. Which ONE area do you consider to be your PRIMARY area of specialization?

8. What is the single most significant challenge facing the conservation profession overall over the next 1 to 3 years?

9. What type of resources, services, or actions are needed to address the challenge you described above?

10. What is the single most significant challenge YOU (or your company/firm) face in providing conservation services?

11. What type of resources, services, or actions are needed to address the challenge you described above?

12. Listed below are a variety of actions a group such as the American Institute for Conservation (AIC/FAIC) could take to support the conservation field. Please indicate the TOP FIVE actions you feel would be most beneficial for the field as a whole:
❑ Promote/encourage research related to the preservation of cultural property
❑ Publish/provide information to conservators on research, treatment techniques, emerging issues, and other conservation topics
❑ Promote/publicize conservation benefits to the general public
❑ Promote/publicize conservation to museums, libraries, archives, collectors, auction houses, and galleries
❑ Provide conservation resources for non-conservators involved with collections care
❑ Provide resources for the general public on how to care for their personal treasures
❑ Provide emergency response services for conservation
❑ Lobby/advocate to support conservation actions and funding among government groups/agencies
❑ Work to grow the profession/create more opportunities for conservators
❑ Provide opportunities for conservators to network with other conservators
❑ Provide opportunities for conservators to network with allied professionals and those who use conservation services
❑ Provide training/educational services for practicing conservators
❑ Provide business resources for practicing conservators
❑ Provide resources to support/encourage individuals to enter the field
❑ Promote professional standards and ethical guidelines for the conservation profession
❑ Other _____

13. Are you a member of the American Institute for Conservation (AIC)?
❑ Yes, I am presently a member
❑ No, but I was a member in the past
❑ No, I have never been a member
❑ Not sure

14. How long have you been an AIC member?
❑ Less than 1 year   ❑ 6 to 10 years   ❑ More than 20 years
❑ 1 to 2 years   ❑ 11 to 15 years   ❑ Not sure
❑ 3 to 5 years   ❑ 16 to 20 years

15. In addition to AIC, in which of the following organizations are you currently a member?
❑ American Association of Museums (AAM)
❑ American Library Association (ALA)
❑ American Association of State and Local History (AASLH)
❑ American Institute of Architects (AIA)
❑ Association of Preservation Technology (APT)
❑ Archaeological Institute of America (AIA)
❑ College Art Association (CAA)
❑ Heritage Preservation (HP)
❑ National Trust for Historic Preservation (NTHP)
❑ Society for American Archaeology (SAA)
❑ Society for Historical Archaeology (SHA)
❑ Society of American Archivists (SAA)
❑ Society for the Preservation of Natural History Collections (SPNCH)
❑ International Institute for Conservation (IIC)
❑ International Council of Museums (ICOM)
❑ ICCROM
❑ Other:_____
❑ None of the above

16. Using the list below, please indicate the THREE most important benefits you are looking to gain from your AIC membership:
  - ❏ Access to general information/keep up-to-date on what's happening in the field
  - ❏ Access to technical/ "how-to" information about my specialty practice area(s)
  - ❏ Access to continuing education courses, seminars, and conferences
  - ❏ Access to clients/marketing opportunities/referrals
  - ❏ Networking opportunities
  - ❏ Support AIC's work in promoting professional standards and ethical guidelines within the profession
  - ❏ Support AIC's efforts in raising awareness of the profession
  - ❏ Support AIC's efforts as an advocate for conservation
  - ❏ To help my career growth and development
  - ❏ The prestige/credibility conferred by membership
  - ❏ The opportunity to be involved in the organization
  - ❏ To be a part of the larger community of conservators/support the profession
  - ❏ Other: _____

17. Do you consider AIC to be your primary professional association within the conservation field (i.e., the association that best meets your professional needs)?
  - ❏ Yes   ❏ No

    IF NO: You've indicated that AIC is not your primary professional association. What organization do you consider to be your primary association? If you are not sure, please write in "not sure." If you do not have a primary association, please write in "none." _____

18. How likely are you to recommend AIC membership to a friend or colleague in the conservation field/profession?
    ❏ 10   ❏ 9   ❏ 8   ❏ 7   ❏ 6   ❏ 5   ❏ 4   ❏ 3   ❏ 2   ❏ 1   ❏ 0
    Highly likely   Not at all likely

19. AIC wants to make sure it is focusing its energies and resources in the areas of greatest value to its members. Please describe how you feel AIC SHOULD spend its time and resources by assigning points to each of the following areas. You have a total of 100 points, and can allocate them to a single area or any combination of areas.

    _____   Continuing Education — Provide members with continuing education opportunities through seminars, workshops, study tours, and the AIC Annual Meeting.

    _____   Networking/Information Exchange — Provide members with networking and information exchange opportunities through face-to-face and online interaction. Promote and facilitate the sharing of treatment techniques and other professional information.

    _____   Advocate/Raise Awareness/Encourage Research — Serve as an advocate for conservation among museums, libraries, collectors, galleries, the public, and others. Raise awareness of the role and benefits of conservation among all audiences. Advance knowledge of the field by encouraging conservation research.

    _____   Publications/Information Resources — Provide print or online publications such as AIC News, Journal of the AIC, Specialty Group Catalogs, and others. Keep members apprised of professional news and information through the AIC website and emails.

    _____   Member and Business Services — Provide members with marketing opportunities to promote, grow and develop their practices. Provide member and business services such as health insurance, liability insurance and other member benefits.

    _____   Scholarships and Grants — Provide grants for professional development for mid-career conservators, conference attendance for students, special publications, and a variety of other special projects undertaken by members that need funding.

20. Overall, do you feel AIC as an organization is:

❏ Making positive gains - I feel AIC is moving in the "right" direction as an organization
Please describe the most significant actions or factors you feel are contributing to AIC's positive gains and movement in the "right" direction: _____

❏ Staying constant - AIC is not making much progress, but is not falling behind either
Please describe what you feel AIC should be doing to give the organization more forward momentum:
_____

❏ Falling behind - I feel AIC is moving in the "wrong" direction as an organization
Please describe why you feel AIC is moving in the wrong direction: _____
What should AIC be doing to put the organization back on the "right track"?_____

❏ Not sure/no opinion

21. Please indicate how valuable you find the following AIC publications/information sources:

	Highly valuable				Not at all valuable	Do not receive
	5	4	3	2	1	receive
AIC Directory	❏	❏	❏	❏	❏	❏
AIC News	❏	❏	❏	❏	❏	❏
Journal of the AIC	❏	❏	❏	❏	❏	❏
AIC Annual Meeting Abstracts	❏	❏	❏	❏	❏	❏
Specialty Group Annuals/Postprints	❏	❏	❏	❏	❏	❏
Specialty Group Catalogs	❏	❏	❏	❏	❏	❏
AIC/FAIC Website	❏	❏	❏	❏	❏	❏
Emails from AIC	❏	❏	❏	❏	❏	❏

22. Please describe any changes you would like to see AIC implement that would increase the value of its publications for you. Please be as specific as possible so we can fully understand your input:
_____

23. Please indicate the top TWO areas in which you would like to acquire/improve your skills over the next 12 months:
❏ Material science
❏ Techniques for treatment
❏ General techniques in object manufacture
❏ Lab safety
❏ Mounting and display
❏ Disaster response & damage mitigation
❏ Collections management
❏ Documentation techniques
❏ Environmental monitoring & control
❏ Pest management
❏ Management/business skills
❏ Fundraising
❏ Other:_____

24. Do you anticipate you will participate in any type of continuing education for conservation topics in the next 12 months?
❏ Yes, definitely
❏ Yes, probably
❏ No
❏ Not sure

Please think of the one topic that is at the "top of your list" for obtaining continuing education on in the next 12 months, and answer the following questions:

25. Please describe the topic. Be as detailed as possible: _____

26. At what level would you prefer this topic be taught?
❏ Basic/introductory
❏ Intermediate
❏ Advanced

27. Which of the following formats would best suit your needs and budget for education on this topic?
❏ An annual conference with a variety of seminars/workshops
❏ A live one- or two-day seminar/workshop NOT at a conference
❏ An independent study course using printed materials
❏ An independent study course using a computer and CD-ROMS
❏ An independent study course using a computer linked to the Internet
❏ A real-time seminar by telephone or videoconference
❏ A webcast (not real time)
❏ A podcast
❏ An Internet-based discussion forum
❏ Other:_____

28. How likely are you to consider AIC as the provider for education on this topic?
❏ AIC would be the only provider I would consider
❏ AIC would be my preferred provider, but I would consider other groups as well
Other than AIC, what organization(s) would you consider as appropriate providers for education on this topic? _____

❏ AIC is one of several organizations I would consider
Other than AIC, what organization(s) would you consider as appropriate providers for education on this topic? _____

❏ AIC is a possible source, but I would prefer to use another provider
Please describe why you feel AIC would not be your preferred provider for this topic:
_____

What organization(s) would you consider as appropriate providers for education on this topic?
_____

❏ I would not consider AIC at all as a source for education on this topic
Please describe why you would not consider AIC as a source for education on this topic:
_____

29. One final question — why do you belong to AIC?
Please indicate the relative importance of the following statements describing participation in AIC. You have 100 points to distribute to indicate their importance to you — you may assign 100 points to one statement and zero to all others, or divide the points in any combination, according to your interests. If all of the statements are important to you, you can award them all some points. You can also award points to a statement even if you only agree with part of the statement.

_____ I enjoy receiving AIC News, JAIC, AIC Membership Directory, email alerts, and viewing information on the AIC website. Most of my interaction with AIC is by mail or computer.

_____ I often attend the AIC Annual Meeting, workshops, and online education offerings. I find the topics interesting and relevant to my work.

_____ Participation on AIC Committee(s) and/or specialty group(s) lets me help shape the field of conservation (or, this is something I would like to do in the future).

_____ At renewal time, I compare AIC to other organizations to see if it continues to fit my needs.

_____ AIC provides me with information via meetings, networking and/or publications that I cannot get elsewhere, and/or AIC provides me with the opportunity to publish articles.

_____ AIC enhances the image of my profession and/or it enhances my professional standing (for example, listing on the Guide to Conservation Services).

_____ AIC promotes values that are important to me.

_____ I am still evaluating the information I receive from AIC and assessing its relevance to me.

_____ I feel that AIC is not as relevant to me as it used to be.