

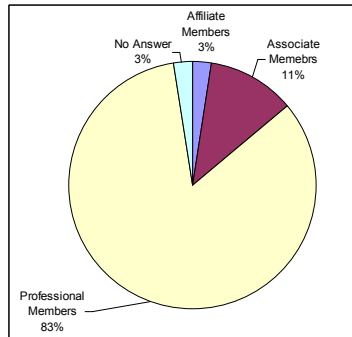
# MASAE

## Membership Needs Assessment Survey

### Response Summary

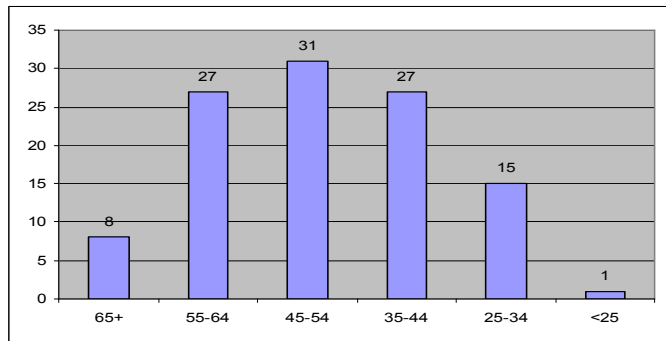
#### 1. Membership Status

Affiliate Members	3
Associate Members	13
Professional Members	96
No Answer	3



#### 2. What year were you born?

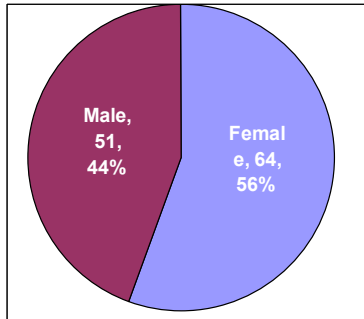
65+	8
55-64	27
45-54	31
35-44	27
25-34	15
<25	1



Average Age	48
Standard Deviation	11.9

NO ANSWER 6

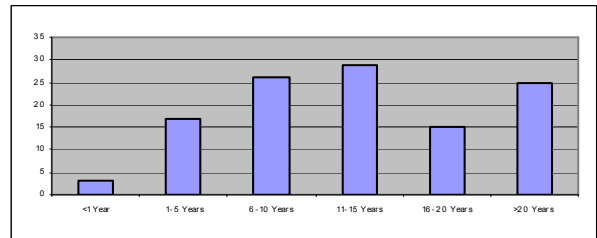
#### 3. What is your gender?



#### 4. Length of Membership

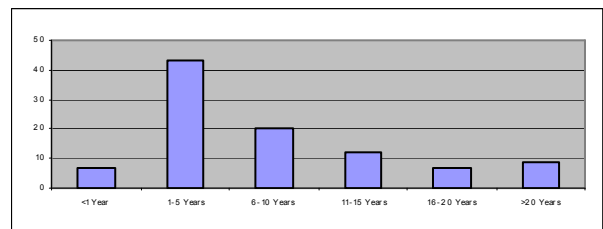
How long have you been in the Association field?

<1 Year	3
1-5 Years	17
6-10 Years	26
11-15 Years	29
16-20 Years	15
>20 Years	25



How long have you been a member of DVSAE or NJSAE?

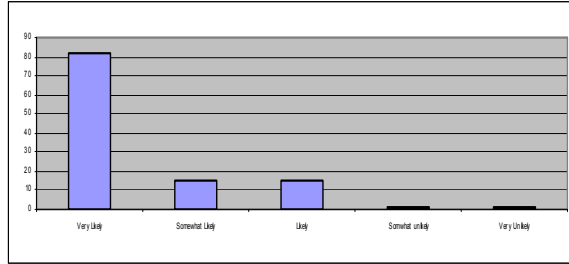
<1 Year	7
1-5 Years	43
6-10 Years	20
11-15 Years	12
16-20 Years	7
>20 Years	9



5. Why did you join DVSAE or NJSAE? (see Appendix)

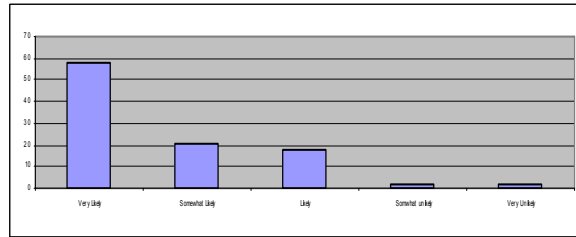
6. How likely are you to:  
Renew your MASAE membership

Very Likely	82
Somewhat Likely	15
Likely	15
Somewhat unlikely	1
Very Unlikely	1



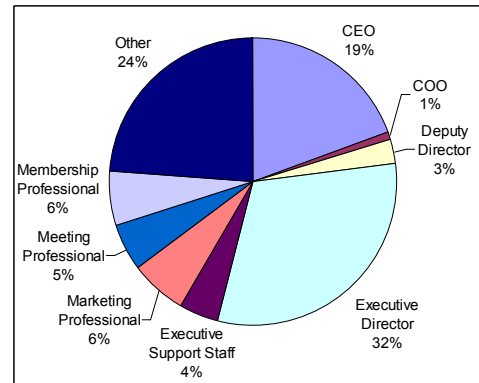
Recommend MASAE membership to a friend/colleague

Very Likely	58
Somewhat Likely	21
Likely	18
Somewhat unlikely	2
Very Unlikely	2



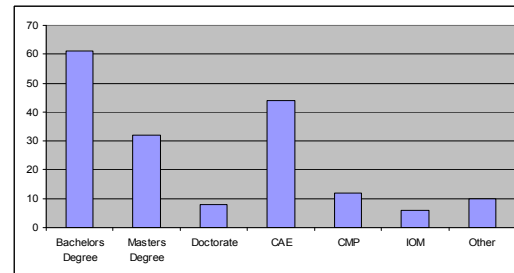
7. What is your current association position?

CEO	22
COO	1
Deputy Director	3
Executive Director	35
Executive Support Staff	5
Marketing Professional	7
Meeting Professional	6
Membership Professional	7
Other (See Appendix)	27



8. What are your degrees and certifications? (Check all that apply)

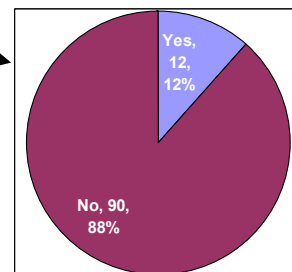
Bachelors Degree	61
Masters Degree	32
Doctorate	8
CAE	44
CMP	12
IOM	6
Other	10



9. Are you currently working toward your CAE?

10. If you hold or are pursuing a CAE, from what source(s) do you draw educational credit hours? (Check all that apply)

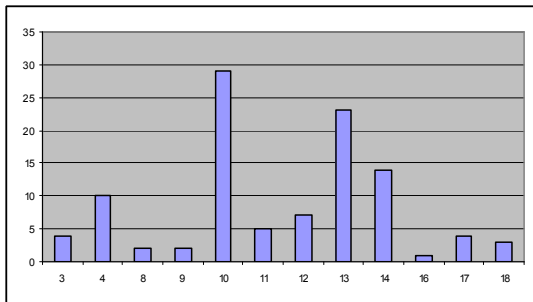
DVAE/NJSAE/MASAE Educational Programs	46
ASAE Educational Programs	40
ASAE Web Events	25
College Courses	7
Other For-Profit Educational Program	6
Other(See Appendix)	17



11. CAE Designation - What can MASAE do to help you achieve the CAE designation? (See Appendix)

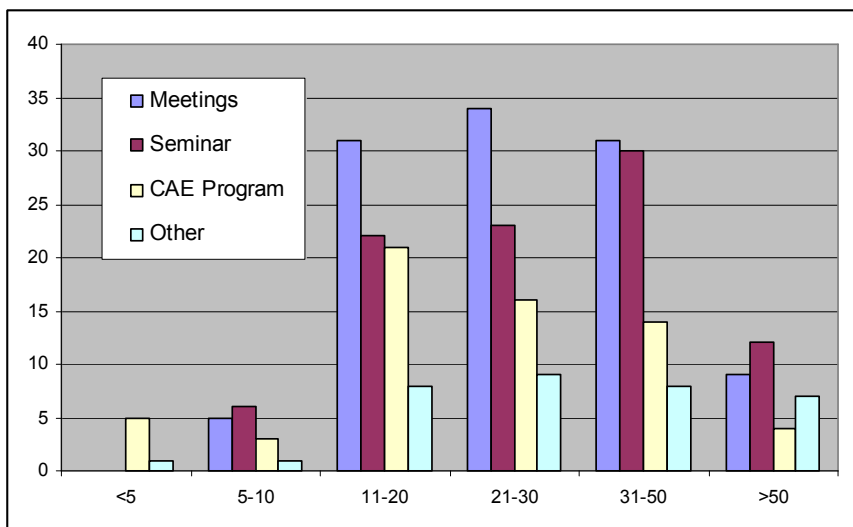
12. Office Location - Using the codes on the map above indicate your office location.

Map	Count
3	4
4	10
8	2
9	2
10	29
11	5
12	7
13	23
14	14
16	1
17	4
18	3



13. From your office location how many miles would be willing to travel for a MASAE activities?

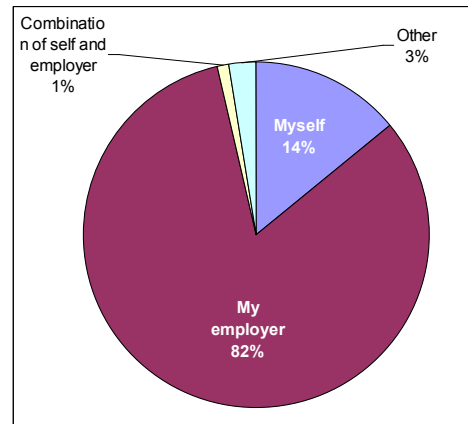
	Meetings	Seminar	CAE Program	Other
<5	0	0	5	1
5-10	5	6	3	1
11-20	31	22	21	8
21-30	34	23	16	9
31-50	31	30	14	8
>50	9	12	4	7
Total	110	93	63	34



14. Who pays your MASAE dues? (select one)

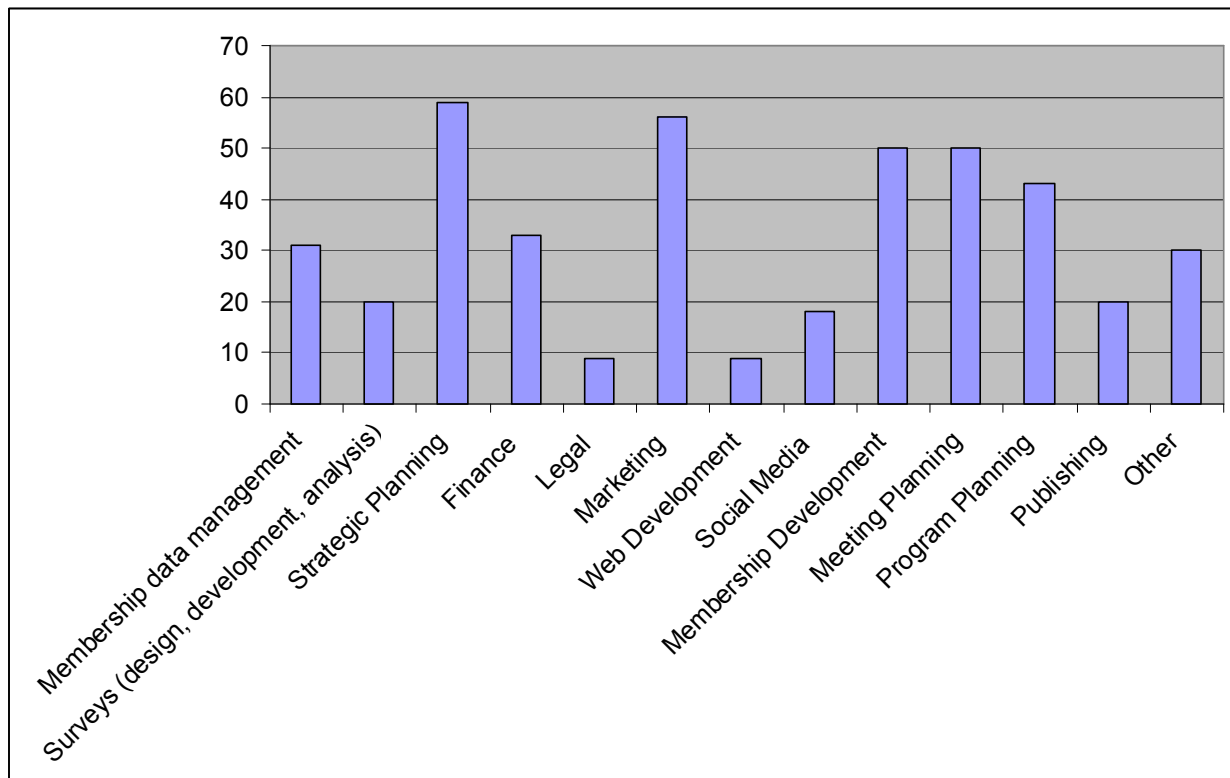
Myself	16
My employer	94
Combination of self and employer	1
Other	3

Other includes:  
 organization  
 I own the company  
 Client



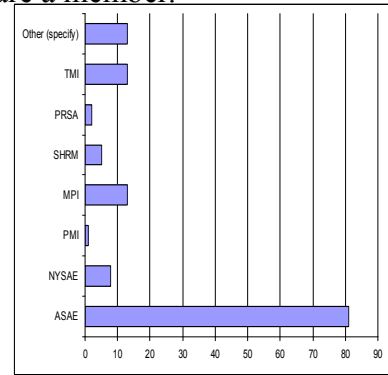
15. Indicate your area(s) of expertise (check all that apply)

Membership data management	31
Surveys (design, development, analysis)	20
Strategic Planning	59
Finance	33
Legal	9
Marketing	56
Web Development	9
Social Media	18
Membership Development	50
Meeting Planning	50
Program Planning	43
Publishing	20
Other (See Appendix)	30



16. Other Memberships - Check all the other societies of which you are a member.

ASAE - American Society for Association Executives	81
NYSAE - New York Society for Association Executives	8
PMI - Project Management Institute	1
MPI - Meeting Planners	13
SHRM- Society for Human Resource Management	5
PRSA - Public Relations Society of America	2
Toastmaster International	13
Other (specify)	13

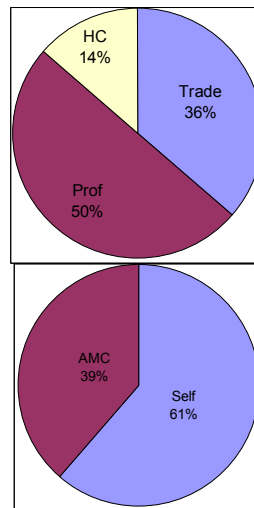
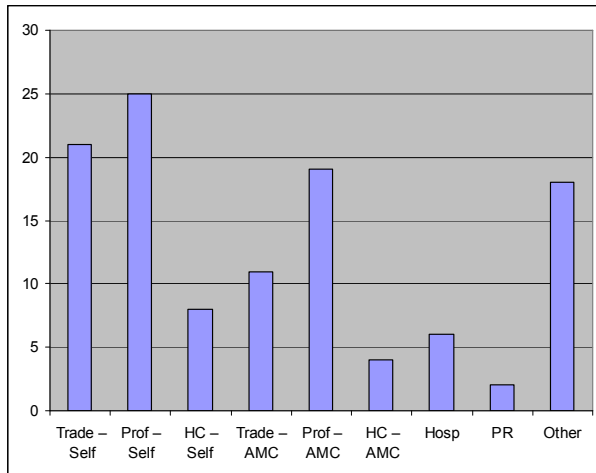


“Other”; includes:

- ACC, SMPTE, PANO, GPSEG,
- PHRPS
- AMCI
- American Marketing Association
- ASSE
- CESSE
- chamber of commerce
- HSMAI

- ISES
- MGMA (Medical Group Managers Association)
- NTA, ABA, SYTA, RCMA
- PCMA
- PCMA, IAEE, NACS
- WorldatWork

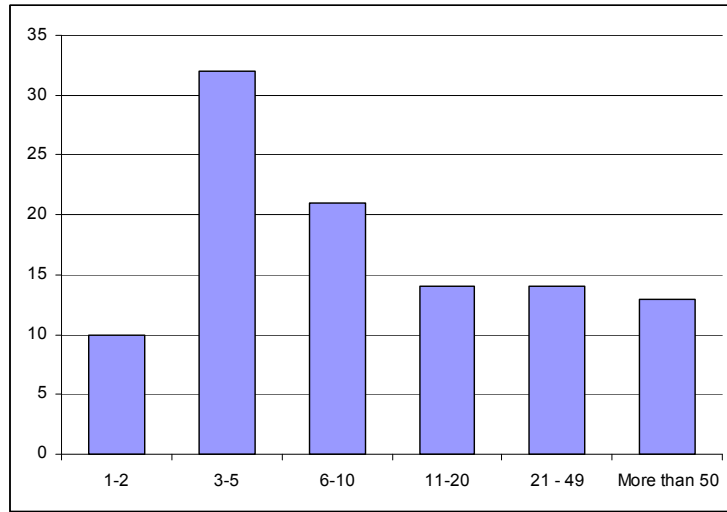
17. What type of organization do you work for?



Trade Association - Self Managed (Trade – Self)	21
Professional Association - Self Managed (Prof – Self)	25
Professional Healthcare Association - Self Managed (HC – Self )	8
Trade Association - Association Management Company (Trade – AMC)	11
Professional Association - Association Management Company (Prof – AMC)	19
Professional Healthcare Association - Association Management Company (HC – AMC)	4
Hospitality Company (Hosp)	6
PR/Marketing Firm (PR)	2
Other (listed below)	18
above was in the past	Former PMO
Hotel Casino	Facility
HR Consulting	Unemployed
seeking employment	Aramark
CMO Organization	AMC
non-profit	Casino
AMC	Non Profit Health Organization
Event and conference planning	Association Technology Solutions

18. Number of Employees in your association (Full and Part-time employees) - If an association management company, use the association staff headcount assigned to your association not the overall management company headcount.

1-2	10
3-5	32
6-10	21
11-20	14
21 - 49	14
More than 50	13



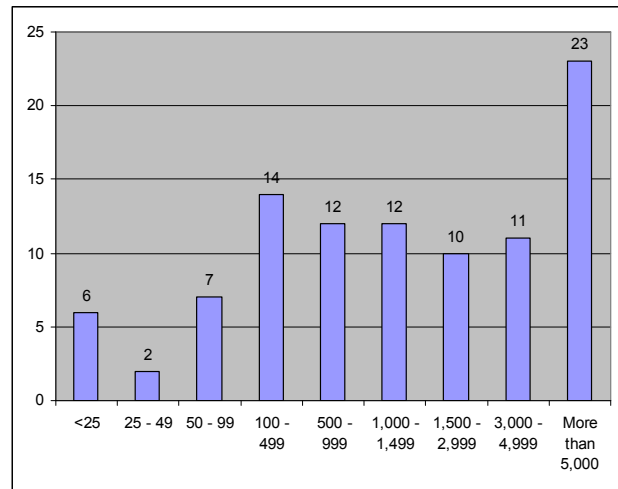
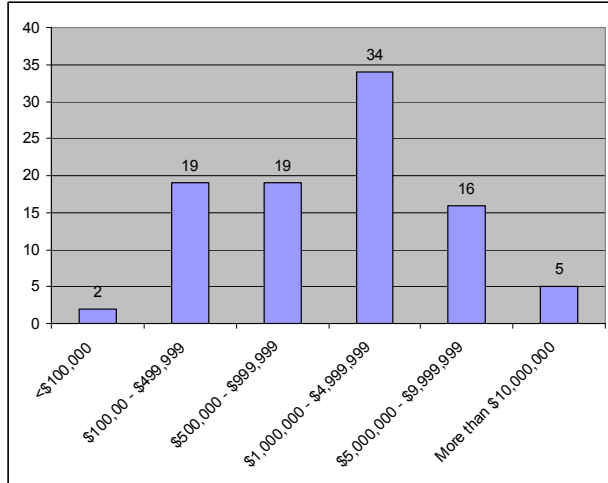
Number that are MASAE Members

- 1 - 36
- 2 - 11
- 3 - 7
- 4 - 6
- 5 - 4
- 6 - 3

0 or Don't know or No Answer: 37

19. Operating Budget - What is the annual operating budget for the association you manage?

20. How many members are in the association you manage?

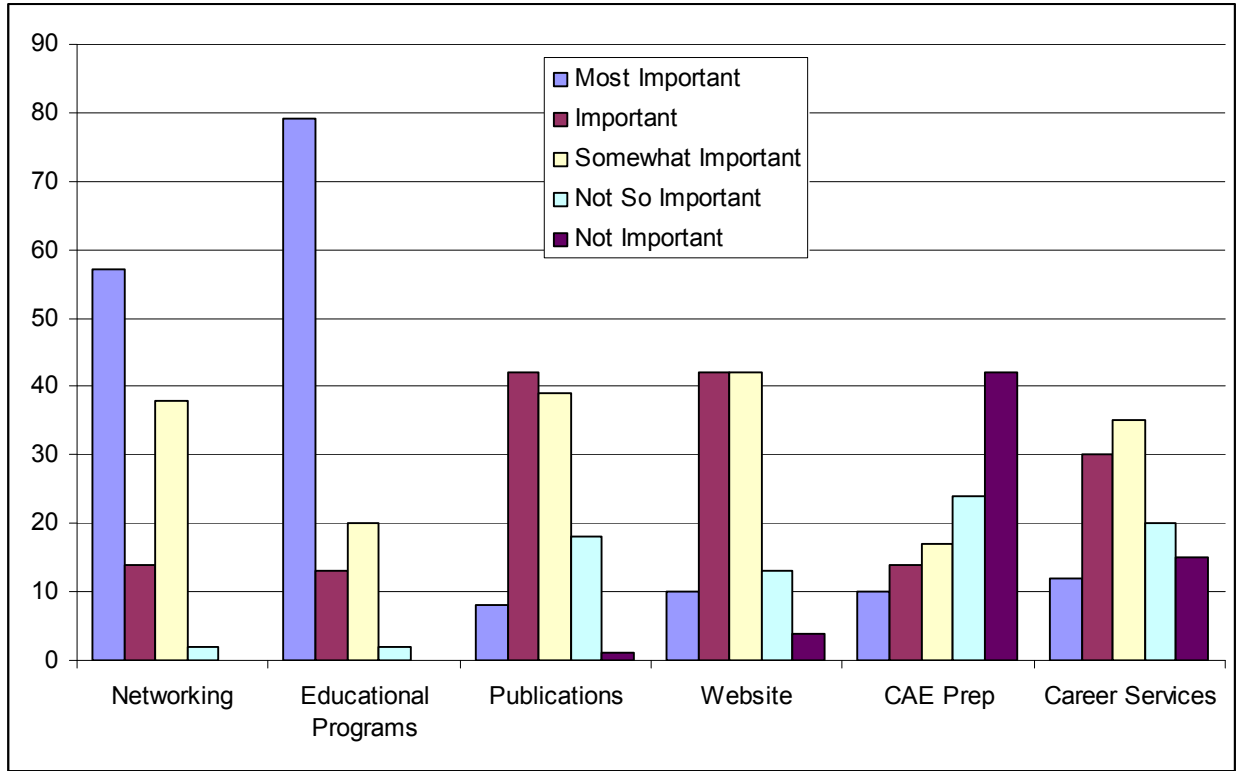


21. What are the main challenges facing the association you manage? List by priority. (See Appendix)

22. Over the next 3 - 5 years what are the long-term trends facing the association you manage? List by priority. (See Appendix)

23. Regulatory Issues - What are the state and/or federal regulatory issues MASAE should be aware of? (See Appendix)

24. Services - Rank the following services by their importance to you personally



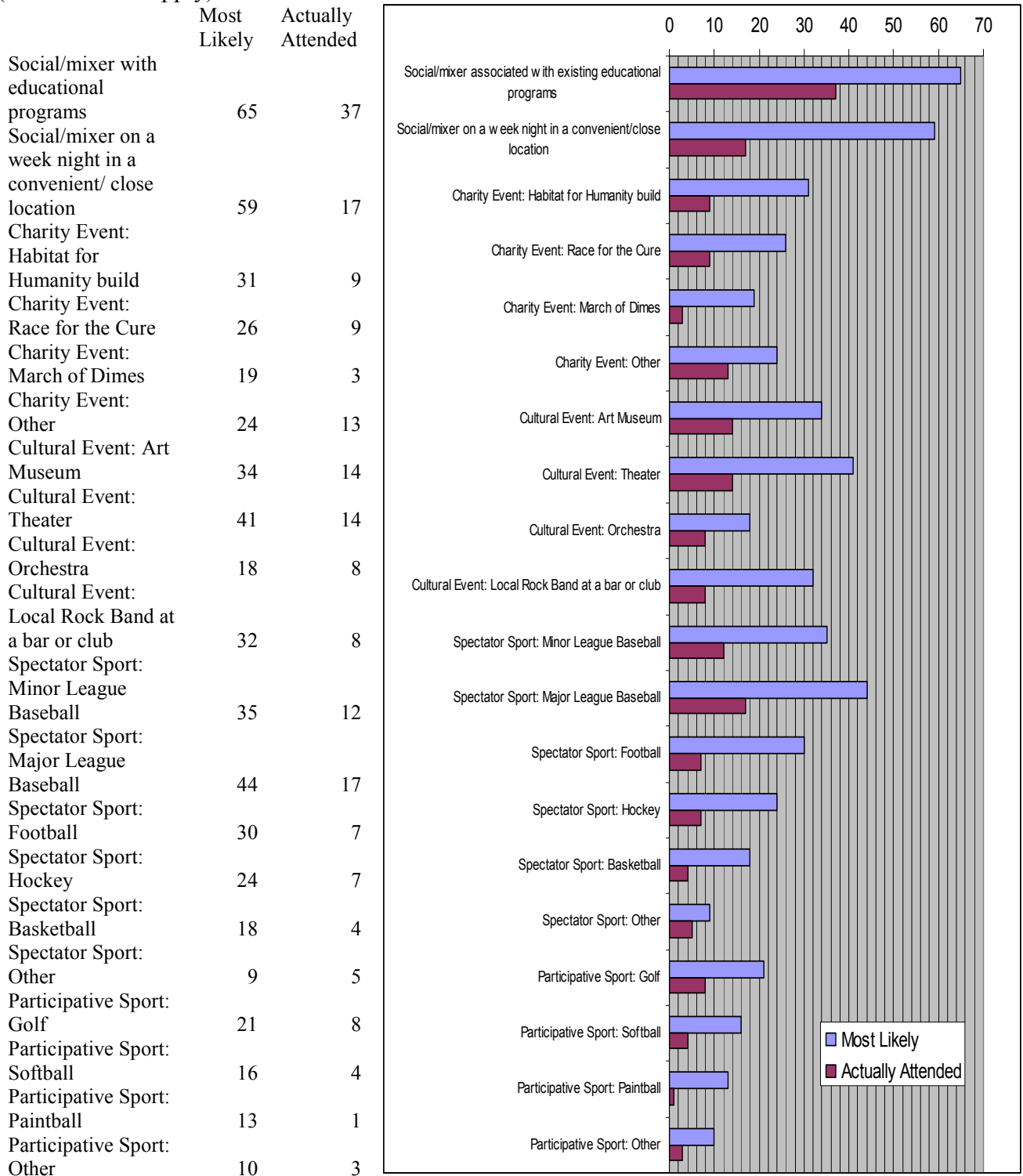
	Most Important	Important	Somewhat Important	Not So Important	Not Important	Avg
Networking	57	14	38	2	0	4.14
Educational Programs	79	13	20	2	0	4.48
Publications	8	42	39	18	1	3.35
Website	10	42	42	13	4	3.37
CAE Prep	10	14	17	24	42	2.31
Career Services	12	30	35	20	15	3.04

25. Topics - Rank the following topics by their importance to you personally

	Most Important	Important	Somewhat Important	Not So Important	Not Important	Avg
Best Practices	66	18	22	3	0	4.35
Social Media	24	32	37	11	3	3.59
Marketing	41	24	41	4	0	3.93
Membership	51	23	24	8	2	4.05
Governance	26	31	43	6	4	3.63
Project Management	19	31	38	15	7	3.36
Form 990 Changes/ IRS						
Tax Code	7	37	21	32	12	2.95
Association Management						
Principles	25	28	34	12	7	3.49
Financial Management	23	1	37	0	0	3.77
Bylaws/Legal Audits	13	35	33	18	11	3.19

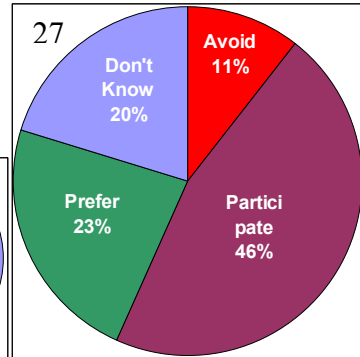
Career Development	18	30	32	21	10	3.23
Business Acumen	18	1	33	0	0	3.71
Vendor Contracts	9	40	26	26	9	3.13
Public Speaking	6	37	21	31	13	2.93
Conference Planning	15	42	17	23	10	3.27

26. Events - What kind of events are you most likely to attend and /or have actually attended?  
(Check all that apply)



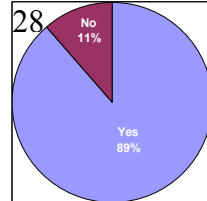
27. The MASAE Board is considering offering programs in multiple locations simultaneously, and linking them via web casts. How would you rate this format?

Avoid	12
Participate	52
Prefer	26
Don't Know	23



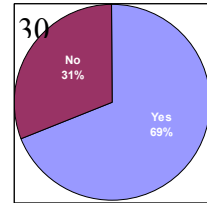
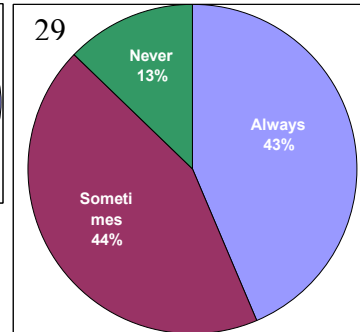
28. Are you familiar with the NJSAE's quarterly publication *PACE*?

Yes – 101  
No – 13



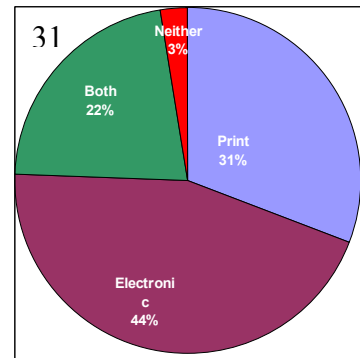
29. How often do you read *PACE*?

Always	48
Sometimes	48
Never	14



30. Would you value the publication more if articles were indexed and searchable on the MASAE website?

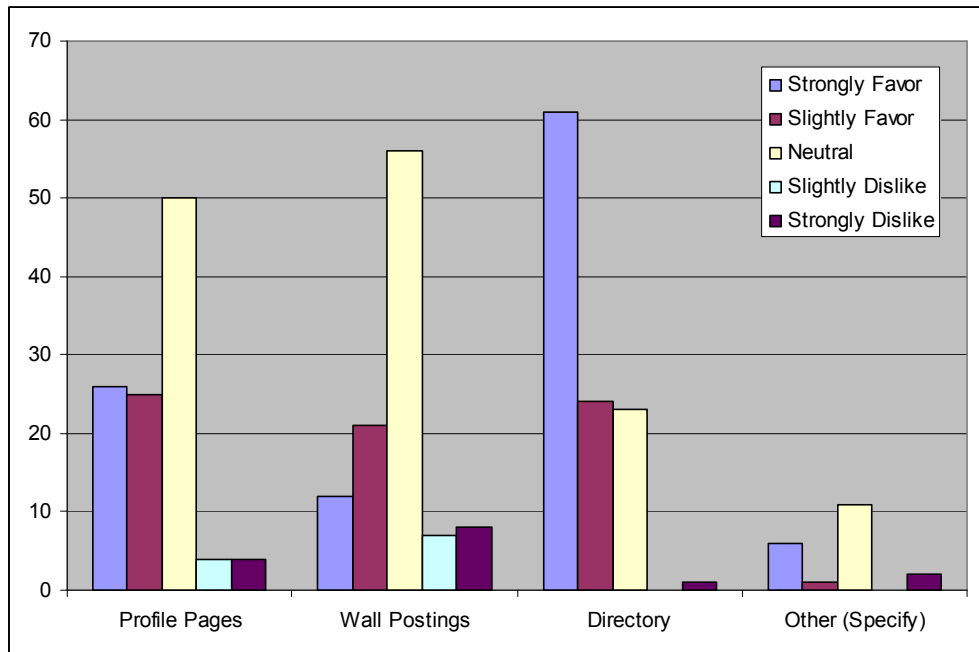
Yes – 77  
No – 35



31. How would you prefer to receive *PACE* in the future?

Print	35
Electronic	51
Both	25
Neither	3

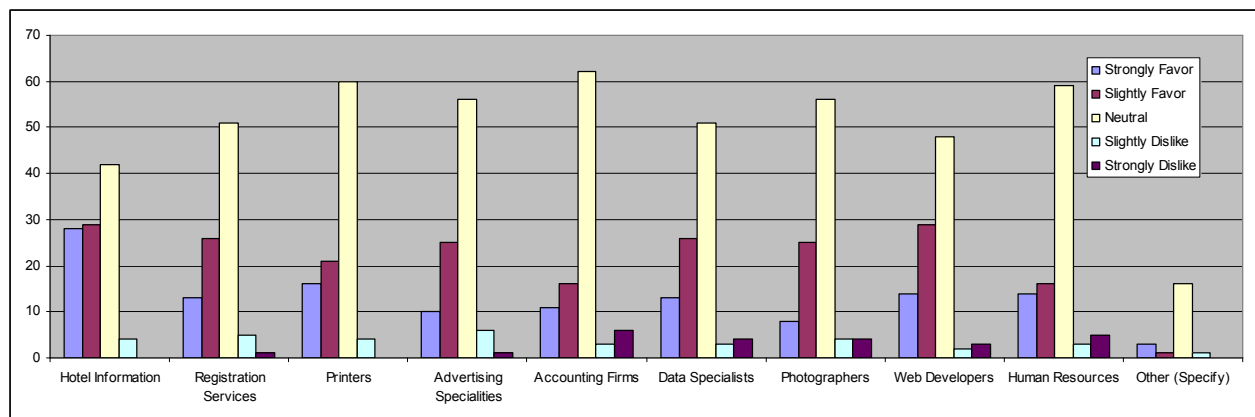
32. Social Media



	Strongly Favor	Slightly Favor	Neutral	Slightly Dislike	Strongly Dislike
Profile Pages	26	25	50	4	4
Wall Postings	12	21	56	7	8
Directory	61	24	23	0	1
Other (Specify)	6	1	11	0	2

(See Appendix for Comments)

### 33. Vendor Resources



	Strongly Favor	Slightly Favor	Neutral	Slightly Dislike	Strongly Dislike	Avg
Hotel Information	28	29	42	4	0	3.79
Registration Services	13	26	51	5	1	3.47
Printers	16	21	60	4	0	3.49
Advertising Specialties	10	25	56	6	1	3.38
Accounting Firms	11	16	62	3	6	3.23
Data Specialists	13	26	51	3	4	3.42
Photographers	8	25	56	4	4	3.30
Web Developers	14	29	48	2	3	3.51
Human Resources	14	16	59	3	5	3.32
Other (Specify)	3	1	16	1	0	3.29

Comments:

all should be members  
 convention and conference facilities  
 Marketing, Strategic Planning  
 video production

### 34. Archival Information

	Strongly Favor	Slightly Favor	Neutral	Slightly Dislike	Strongly Dislike	Avg
PACE Articles	45	32	19	1	0	4.25
Links to other sites	34	45	19	2	0	4.11
Other (Specify)	2	0	6	0	0	3.50

Comments:

Can't remember what's in PACE  
 I can Google  
 other members' sites; vendors' sites  
 Listservs and archived on Best Practices discussions

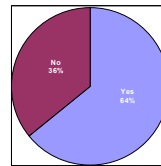
35. Career Services

	Strongly Favor	Slightly Favor	Neutral	Slightly Dislike	Strongly Dislike	Avg
Job postings	62	26	20	0	0	4.39
Resume postings	42	37	25	2	0	4.12
Mock Interviews	14	23	51	8	4	3.35
Job Fair/Career Fair	25	27	42	7	2	3.64
Independent Salary Survey	52	31	23	0	0	4.27
Other (Specify)	1	0	7	0	0	3.25

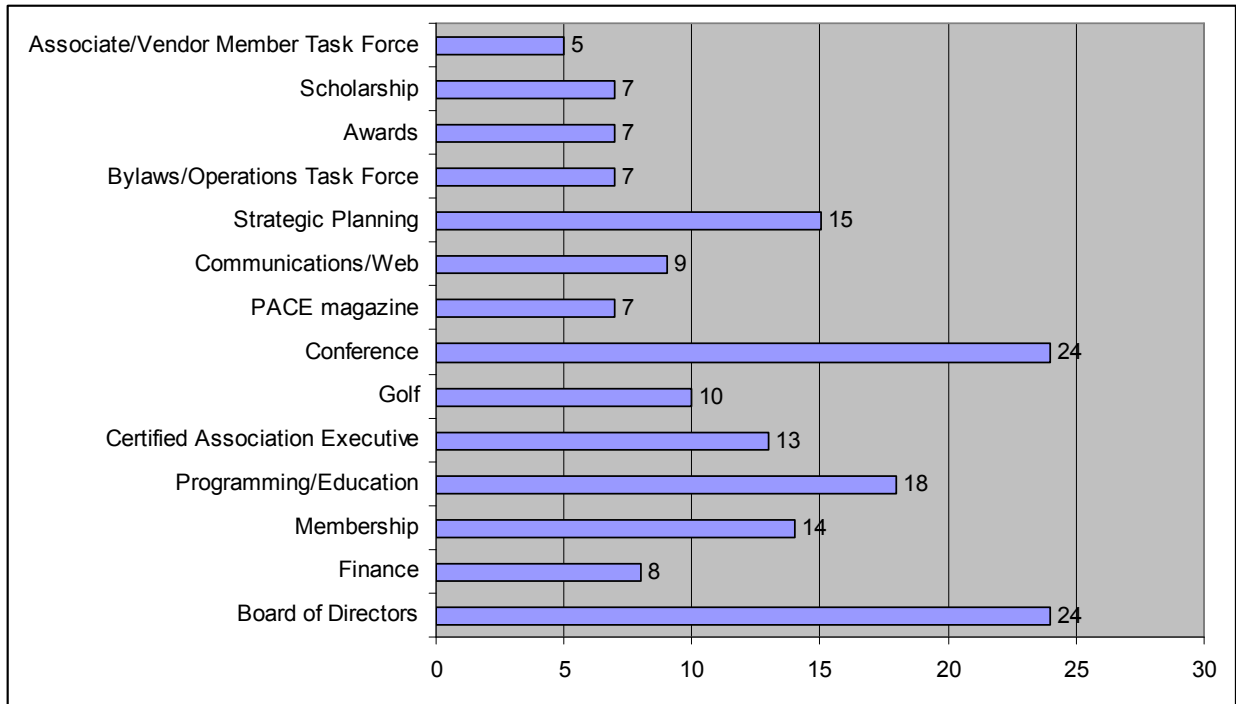
36. Are you willing to volunteer your time to MASAE?

Yes – 73

No – 41



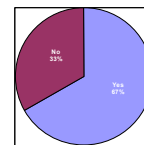
37. Role - Indicate which Committees/Positions would be of most interest to you as a volunteer.



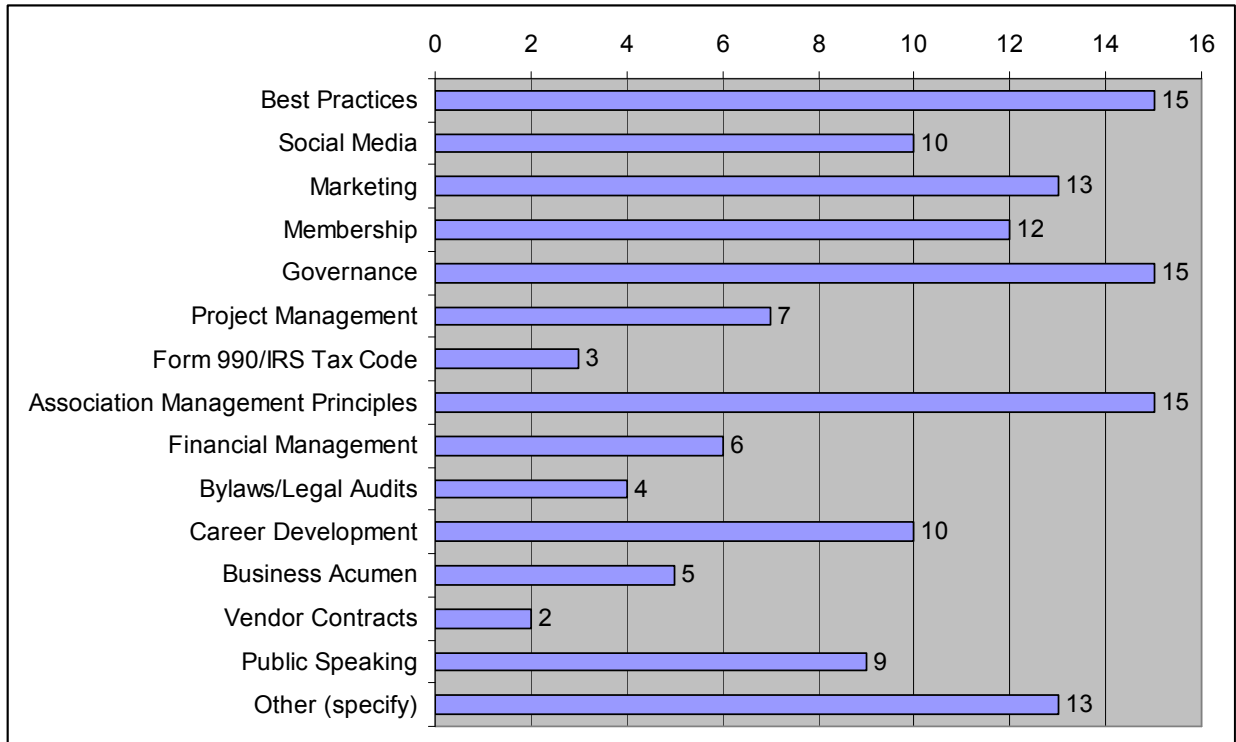
38. Speaker - Are you willing to volunteer your time as a speaker?

Yes – 73

No – 41



39. Topics - What topics would you be most qualified to address? (Check all that apply)



40. Please take a minute to share any thoughts with the MASAE Board that you feel would help us plan the future of the Society.  
(See Appendix)

41. If we have any questions about your submission and ideas, we would like to follow up with you. To help us in this, please confirm your e-mail.

MASAE  
Membership Needs Assessment Survey  
Appendix  
(Answers That Were Not Quantifiable)

5. Why did you join DVSAE or NJSAE?

1. at the encouragement of my former mentor; when i was new to association management, i was interested in education and networking
2. Business Relationships
3. felt it would be a good opportunity to communicate with people in the same field
4. For exchange of information.
5. I am an associate at an association management company.
6. I work with associations providing event space.
7. NETWORKING
8. Networking
9. Networking and supporting our clients association
10. Networking, information
11. Networking; business opportunities
12. Suggested by a fellow Association Professional
13. To become more involved in my industry.
14. To gain ideas from other colleagues in similar business
15. To improve my association knowledge and skills
16. To increase my knowledge in the association management field and expand my networking with other CEOs
17. To network and enhance my association management credentials
18. Was one of the "founding Fathers".
20. Professional networking and education.
21. Believed in the goals of the DVSAE
22. Professional experience and networking.
23. My first mentor in assn management was a supporter and past president and "suggested" membership
24. networkking and CAE Credits
25. My boss at the time suggested it.
26. My supervisor at the time, who already belonged, told me I needed to join and had the Association pay for my dues.
27. share problems and solutions with peers
28. Local affiliate of ASAE
29. I handle the Association market for my company
30. Joined through my employer.
31. Educational sessions, networking with my peers
32. Education, networking.
33. Professional networking and educational opportunities to do my job well.
34. I handle the Association Market for four Atlantic City Properties and have found it allows me better understand the needs of Associations which helps me better serve my clients.
35. to network with other association executives and for job posting
36. To get additional exposure to Associations who require my services (hotel, catering)
38. Education. Support the industry - the right thing to do.
39. For local programming

40. For professional education and networking.
41. Encouraged by employer.
42. Networking
43. previous membership to my arrival
44. Handle Association Market for a Hotel
45. Good organization for associations
46. To meet people!
47. for networking, job opportunities and courses
48. Education. Professional Development and Networking
49. I believe in belonging to professional associations, I like to network with my colleagues and I gain a lot of useful education and resources from the organization.
50. Our company is a member and I thought it would help to advance my career.
51. Boss recommended it.
52. support local association networking opportunities
53. meet like minded professionals, network, learn and earn CAE
54. Ability to attend education sessions directly applicable to my work with associations; and the opportunity to network with association experts and colleagues.
55. Because it is important to me to be connected with others in my field as well as gain association related education.
56. Boss wanted staff to join
57. educational opportunities
58. Local programming for professional development. Also to support the profession.
59. Local contacts, education and networking.
60. Access to information
61. I had initially belonged to ASAE but when I switched departments they wouldn't pay that fee; I found out about DVSAE and since that fee was lower, I was able to join, and have been a member for 2 years now. I think it's important to have both a network and learning opportunities for your career.
62. Company sponsored.
63. Education and networking. Comraderie.
65. local connections and educational opportunities
66. Because my company encouraged it
67. Encouragement by employer, preparation for CAE
68. Local networking opportunities
69. Local networking resource
70. Network and industry knowledge
71. Networking with peers
72. information and networking
73. The organization was already a member when I joined. NJSAE has been very helpful in educating me about so many issues I didn't know anything about when I started.
75. I needed training and knowledge on association management.
76. To meet people who were my peers and for professional education that would allow me to improve my skills or manage the association better.
77. education and networking
78. Educational offerings, and networking.
79. To sell stuff to the association world
80. Networking and business opportunities. Education
81. Professional Development and Networking
82. Networking

83. Education and networking
84. To obtain inexpensive CAE credits hours
85. learning
86. peer to peer networking and idea sharing
87. Education/ resources
88. Professional development, networking
89. Originally joined DVSAE to participate in their CAE study group.
90. Professional development
91. to learn and network
92. Stay current in field; training seminars; attend annual conference.
94. access to vendors' services; networking with/learning from other AEs
95. Local network, programs
96. It was the right thing to do. I work for an association based in NJ so I should belong to NJSAE.
97. Originally I joined DVSAE to attend the ASAE Convention in Philadelphia at a discounted rate of \$99. I joined NJSAE when I took a position at a NJ based trade association and thought it would be good for continuing education and networking
98. Professional development and networking
99. My boss encourages membership
100. to network
101. To network with associations since associations are one of my target markets
102. for the education and networking
103. network with peers, continuing education
104. Networking and educational opportunities.
105. Company paid for subscription
106. Professional Development Opportunities; Networking
107. Professional development
108. for affiliation to the local association for association executives
109. For education and networking
110. To dedicate myself to the profession and to receive both education and networking opportunities.
111. Tecker Training
112. To support associations
113. It is the only organization for assn managers
114. My boss colleague was actively involved on the board, having served as President in the mid 1990s. Also, one of our primary vendors was an active supplier member - she and I were friends and she encourage me to get involved. Eventually I felt this was a good asset for building my association management career in the local area.
115. One of our primary markets is associations

7. What is your current association position? "Other"

AMC staff	National Sales Manager
Assistant Executive Director	Principal
associate member - president	Retired
CFO	Safety/ operations
Chapter Professional	Sales and Business Development
Development Director	Sales and Marketing Manager (SMM)
Director, Chapter Services	seeking employment as ED
Event Professional and CMP	Standards VP
Financial Director/Account Executive	supplier
Former VP Operations looking	SVP Strategic Initiatives
Manager, Chapter Programs and	Unemployed
Development	Vendor
National Sales Manager	Vice President
National Sales Manager	

8. What are your degrees and certifications? (Check all that apply) "Other"

APR - Accredited in Public Relations  
Associates/Hospitality Management  
ccp  
high school  
LHD Hon.  
MAT - Master of Arts in Teaching  
Pre-doc  
scientific discipline certifications  
SPHR  
working toward Master's in Nonprofit Management

10. If you hold or are pursuing a CAE, from what source(s) do you draw educational credit hours? (Check all that apply)

AICPA, DigitalNow, PICPA  
Am Mgt Assoc  
PICPA and Interchange - an annual conference run by CPA Society Executives Association, IOM  
APTA leadership programming  
CESSE education programs  
Institute for Organization Management  
MPI  
MPI, MPI-NJ, BoardSource  
National affiliate, other non-profits  
NJBIA  
other non-profit groups - Fundraising and Marketing  
PANO events  
Programs offered through my place of employment; SAE board / committee service.  
Teaching in a CAE review course.  
speaking, article, volunteering  
Standards education meetings  
state banking association meetings  
Volunteering

11. CAE Designation - What can MASAE do to help you achieve the CAE designation?

Already complete, but need to stay current.

Already have it.

continue offering credits

Continue to offer CAE approved programs

Currently not pursuing this certification.

find more time in a day to allow me to pursue it or provide more money in my budget to hire additional staff which will provide me with the more time I mentioned before :-)

Hold low cost/free Webinars that are eligible for CEU credits.

I am already a CAE; however, local resources for education/study groups/etc. would have been helpful.

I believe the MASAE is doing what it needs to do to help individuals achieve their CAE designation.

Keep offering events that offer credit to my CAE.

Keep workshops affordable

Make me 40 years younger.

More career specific sessions where credits are offered.

More local education classes

My focus is on renewal for 2011.

NA - Already helped by preparing me to take the CAE exam in 1990

Not applicable. Already have, but org. should sponsor a study group or continue to partner w/ AH in this endeavor.

Not going for it now but think the study groups are probably pretty helpful.

Nothing yet, but soon I will be ready to start working on it.

nothing. i don't want it

Organize a study group; offer educational programs aligned with the core domains.

Provide better communication of program offerings. It seems your email distribution is shoddy. I sometimes do not receive info that other members in my office do.

Seminars, Webinars or on-line guidance

Study group in North Jersey

13. From your office location how many miles would be willing to travel for a MASAE activities? (Comments to all four categories of response.)

Meetings:

>50 But not to Philly for a 9 a.m. meeting

21-30 full day not a few hours

I am an outlier for these questions as my office is in Trenton, but I live in Havertown

31-50 PA (delaware county)

21-30 I live in southern NJ, so the question might also be how far would I travel from home.

31-50 Max

31-50 more depending on subject

open

11-20 possibly further for the right topic

11-20 pretty open to travel

21-30 Would depend on the time of the meeting as I live over an hour away from my office.

Seminars:

>50 But not to Philly for a 9 a.m. meeting

If I felt it was a worthwhile use of my time, I would travel to all parts of our

31-50 community.

31-50 more depending on subject  
open  
11-20 possibly further for the right topic

CAE Programs:

NA - already CAE  
NA - already CAE  
<5 NA - already CAE  
<5 no interest  
not interested in CAE  
open

Other:

>50 conference  
>50 conference  
>50 conference/networking event  
>50 Depends on venue  
11-20 If the topic and speaker are good enough, I would be willing to travel further  
21-30 Networking Event  
>50 Networking event  
31-50 social networking event  
21-30 Tecker training

15. Indicate your area(s) of expertise "Other":

public relations, government relations	Chapter Management
facility	Governance
Board Development and Training	Fundraising
Executive Management	Governance & Administration
government relations	HR, Risk, Benefits, Board Relations
Event design, management & production	PR, Sales, Advertising, Exhibiting, Sponsorships
staff management	Lobbying
Business Development	Chapter Relations
Event planning	Technical standards
pretty good at many	education
Educational design, non-dues revenue, strategic alliances	leg/reg affairs; PR
Operations	Jack of All Trades, Master of None
PR,marketing	expert at none. Responsible for all. CVB assistance
	dabble in all

21. What are the main challenges facing the association you manage? List by priority.

**Top Priority:**

attrition	Change in publishing environment	declining membership
bad economy	Conference Attendance	declining membership
bad economy	Database Issues	Declining Membership
Budget	decline of student interest in primary care medicine	economic downturn
budget	Declining Member Budgets	economy
budget constraints		Economy
business development		economy

Economy  
financial  
financial  
Financial climate  
Finding new members  
fund raising  
Funding  
Funding  
funding support  
Fundraising  
gaining new members  
Government regulation  
Government Regulation  
Government regulations  
health care changes  
Health Care Reform  
Incorporating technology in our  
meeting process  
international programs  
Keeping up with  
regulatory/statutory changes

### Priority 2:

apathy  
Association Awareness  
attendance at events  
Attendance at programs  
bad economy for assoc members  
budget  
changes in technology  
Communications  
Communications  
competition  
Conference attendance  
Conflict of Interest Issues  
Consolidation in the industry we  
represent  
Declining Sponsorship  
declining trade show  
participation  
Economic conditions for  
members  
Economy  
engaging members  
enticing younger professionals  
to join  
financial support  
Finding Creative new revenue  
sources  
finding the "hook"  
funding

### Priority 3:

Annual Conference Attrition  
board development  
Board Member Development  
budget cuts  
Budget pressures to be able to  
deliver services

Legislation  
Legislative/Regulatory changes  
manage member expectations  
Marketing  
Member involvement  
member participation  
Member Recruitment  
Member Recruitment  
member recruitment  
membership  
membership  
membership  
Membership development and  
retention  
membership is down  
Membership Retention  
Membership Retention  
membership retention  
membership retention  
Membership retention  
NA

funding  
Getting younger generation  
involved  
Government financial crisis  
Govrment regulations  
Increasing Revenue  
Industry Relationships  
Investments dropped nearly 50%  
through combination fo stock  
market and cash needs  
labor  
lack of interest in joining a  
group  
member attrition  
Member retention  
Members Aging Out  
membership  
membership  
membership fuctions  
membership recruitment  
Membership Recruitment  
membership recruitment  
Membership Retention  
Membership Retention  
Membership Retention  
Membership Retention  
Mergers & Acquisitions  
New sources of revenue

Competition from other  
associations & firms in  
educational programs  
Corporate support is waining  
Declining Industry  
declining volunteer participation  
demand on members time  
dependency on industry support

Non-dues revenue  
Non-dues/conference revenue  
not enough staff  
Over-reaching legislation from  
the Obama administration  
poor economic outlook  
Print Publishing is dying  
providing international outreach  
public agency funding  
reduced membership  
retention  
Retention  
Revenue generation  
scientific research  
Staying Relevant  
strengthening the profession  
technology (databases)  
Time Constraints  
Too many projects  
turn over

non dues revenue  
non-due revenue  
non-dues income  
Not enough staff  
professional development  
providing adequate cost  
effective member training  
Public Awareness  
reimbursement for primary care  
physicians  
retention  
Retention of segments of  
membership  
securing office space at  
reasonable rates  
Seminar Attendance  
shortage of professionals  
Slow Dues Renewal  
sponsorship  
sponsorship  
sponsorships  
Strategic Direction  
Strategic Plan  
technology  
Travel budgets are being cut  
Value of Membership Dues

Developing Webinars  
economy  
finding appropriate mix of print  
and electronic publications  
finding quality employees  
finding volunteers  
focusing on high priorities and  
reducing distractions

fundraising  
 Government budget cuts  
 Government relations  
 Industry relations  
 Lack of dedicated volunteers  
 Lack of Volunteers  
 Leadership development  
 Legislation  
 licensing  
 maintaining adequate profit  
 margin on events  
 market  
 Marketing/Branding

**Priority 4:**

"drying up" of traditional  
 revenue streams (pharma)  
 Association Growth  
 association leadership void  
 collaboration with sister society  
 Database listing and Maint  
 Education Delivery and  
 Development  
 Education requirements for the  
 field  
 education/training  
 Finances

**Priority 5:**

adoption of the Patient Centered Medical Home  
 Budget issues; healthcare, etc.  
 Counteracting negative press on the industry we represent  
 employee training  
 How to Develop/Change  
 Staffing

Member Benefits  
 Member Retention  
 member retention  
 Members retiring from field  
 Membership Growth  
 Membership Recruitment  
 Membership renewal  
 Membership retention  
 Membership Retention  
 no volunteer network  
 not enough volunteers picking  
 up slack  
 organization support

financial challenges related to  
 non-dues revenue  
 implementation of social media  
 Increasing diversity within the  
 membership  
 Lack of younger members being  
 active  
 Lack of Younger Professionals  
 Little membership growth  
 maintaining quality  
 programming  
 Member apathy  
 Program Development

poor practice environment for  
 primary care physicians  
 (particularly toxic in NJ)  
 Product safety  
 Recruiting New Members  
 recruitment  
 Revenue  
 small staff  
 trade education available online  
 Value of Membership  
 volunteer involvement  
 Volunteer leadership  
 younger people not joining

Social Networking  
 Staying Relevant  
 Staying relevant  
 strategic planning  
 Sustaining medical research  
 The economy's impact on  
 turnout for meetings  
 trade show attendance  
 decreasing  
 Value of Certification  
 Web activity is expensive and  
 frequently off the mark

22. Over the next 3 - 5 years what are the long-term trends facing the association you manage? List by priority.

**Top Priority:**

active membership  
 aging membership  
 aging population  
 bad economy  
 Budget defecits  
 Change in the members practice  
 areas  
 competition  
 Consolidation in the industry we  
 represent  
 Constant regulatory/statutory  
 changes  
 Continuing to be relevant  
 Creating New Revenue Streams  
 Decline in Membership  
 Declining Industry  
 decreasing membership  
 dissolving he agencies  
 Dwindling Volunteer Base  
 economy

economy hurting the industry  
 educating members on how to  
 diversify their services to  
 reach new industries  
 electronic communication  
 electronic publications  
 finacial  
 financial pressures on higher  
 education  
 financial stability  
 funding support  
 globalization  
 growing consolidation in s  
 afeild of specialists  
 Growth  
 Growth of Organization  
 Harnessing technology  
 Health "reform" and its effects  
 (or lack thereof)  
 Impact of health care "reform"

Increase in government  
 regulations  
 Increased government regulation  
 Industry Consolidation  
 Industry is growing due to drugs  
 coming to market; large OTC  
 components makes funding  
 available for services that  
 could not be funded through  
 the prescription market  
 Industry Viability  
 labor  
 leadership succession  
 leadership void  
 membership  
 Membership development  
 membership down  
 Membership Retention  
 merger of member companies  
 mergers

mergers & consolidation  
mergers between members  
NA  
organization support  
Our industry one of hardest hit  
in recession  
Pension Reform  
People leaving the field  
Regulatory and legal changes to  
the accounting profession

remaining relevant  
Remote education opportunities  
that don't require travel  
retention  
Retirement of large % of  
members  
same as above  
Shrinking government budgets  
Strategic Planning  
technology

their particular industry will  
have much reform over the  
next few years.  
trade show  
participation declining  
turn over  
Unknown Impact of health  
reform  
Value proposition

## Priority 2:

Aging membership; young  
professionals often aware of  
this specialty when graduating  
branded content  
changes in healthcare  
reimbursement  
Competing organizations  
Competition from other trade  
associations  
competition from social media  
forums/networks  
consolidation of industry  
Continued consolidation of the  
industry  
Creating More Nimbleness  
Declining attendance at events  
declining membership retention  
rates  
Declining Reserves  
decreasing dollars  
demographic change of  
membership  
Economic downturn  
Economy  
educating members on  
collaboration with overseas  
entities

Enhanced Education  
everything else that follows  
few companies qualified for  
membership  
Fewer corporate members; more  
government members  
For-profit competition  
Funding existing projects  
government regulation re  
medical reimbursement rates  
Growing Programs  
Health Care Reform  
health insurance for association  
employees  
increased member benefits  
Increased Membership Value  
increasing membership  
Increasing number of  
organizations who offer  
similar or better grants and  
professional awards  
Increasing Revenue  
Industry funding will decrease  
lack of corporate support for  
professional development thru  
associations  
lack of relevancy

limited travel budgets  
market  
member apathy  
member attrition  
membership renewals  
membership retention  
need more engaging website  
no time for volunteer work  
non-dues income  
Other, online communities  
Pipeline of leadership  
plagiarism of scientific articles  
possible industry restructuring  
Possible taxation of not-for-  
profits  
Providing Value  
regulations  
ROI for members  
Shortage of professionals  
sponsorships  
technology changes  
uncertain recovery of traditional  
funding sources from market  
crash of 2008  
volunteer training  
volunteers with less time  
World economic issues

## Priority 3:

advocating expertise of specialty  
designers and contractors over  
general contractors  
Aging membership  
apathy  
bldg a volunteer network  
Competition from law firms and  
others in educational  
programs  
consolidation in industry  
constantly changing landscape  
for electronic communication  
Doing More with Less  
education  
Evolving communication  
methods

Evolving Face of the Industry  
financial challenges related to  
non-dues revenue  
financial management  
find new members from industry  
niches  
finding quality employees  
increased educational offerings  
Increased regulation of the field  
increasing the value proposition  
of the organization  
Labor Relations  
Less face to face meetings -  
more online networking and  
education  
licensing and education

Membership ROI  
millennial engagement  
Money  
More online education; less in-  
person  
need for new revenue sources  
Need to grow membership  
Physician shortage creates need  
for physician extenders which  
a portion of our membership  
is therefore have opportunity  
to train, educate and market  
these professionals to fill  
coming void  
Programming  
Regulation

retaining clients  
serving a younger audience

Technology

The need for evidence based  
outcomes

#### Priority 4:

board attention span  
Funding for member agencies  
Incoming generation of professionals - HUGE number of people!  
Increased competition from other prof. societies  
Increasing Membership  
Keeping dues reasonable with consolidation in industry  
Need to reign in costs  
restructuring of staff compensation and benefits  
retaining staff  
use of social media for communication

#### Priority 5:

time commitments

### 23. Regulatory Issues - What are the state and/or federal regulatory issues MASAE should be aware of?

Any/all related to healthcare costs	Increase in regulations	NA
Changes to CPA licensing requirements	Proposed sales tax on professional services	Pharma Code
compensation for top assn execs will have parameters if the assn is receiving state \$	Regulations	Possible taxation of not-for-profits
Don't Know	telecom regulation/dereg 990	Restrictions on lobbying
Healthcare	Anti kickback statue	Tax exemption
Increase taxes	Any/all related to healthcare costs	Taxation of Professional Service death taxes
NA	association sponsored Insurance pools	development regulation
Possible taxation of not-for-profits	climate change rules	Increase in regulations
Reducing tax burden	copyright law	Increased scrutiny of relationship between physicians and industry
sales tax	Don't know	non-profits under SOX type scrutiny
State Pharma Codes	funding of research for math and science	Regulations
Tax exemption	health care	Taxation of Non Profits
Taxation of Professional Service	Health Reform & impact on prof. societies	Universal Healthcare
taxing non-profits	Healthcare	Changing funding rules
transfer tax	Impact of health care reform	IRS 990 audits
utility regulation	Increase taxes	
health care		

### 32. Social Media – Comments

#### Profile Pages:

I don't use social media - I know it is generational in my case

#### Wall Postings:

don't know what this is  
leverage existing social networks, don't reinvent the wheel and add a new "thing" to deal with. See ASAE for a study in that failure  
this will have to be likely control with "captcha" box otherwise you risk being SPAMMED

#### Other

Best Practices  
forums

Forums/Listserv  
frequently updated and searchable list of web resources  
job board  
member priority on RFP's  
no interest in  
vendor recommendations or review of products

40. Please take a minute to share any thoughts with the MASAE Board that you feel would help us plan the future of the Society.

- A Past President of NJSAE but inactive for many years. Decided to come to the MASAE merger meeting in Princeton (as much for sentimental reasons)but was extremely discouraged by so few members (even few board members) in attendance. Weather was a factor but there weren't many registered to begin with. Gave me the indication that this wasn't an important event and confirmed my distant thoughts that the society wasn't meaningful. I almost planned not to renew for the first time ever then changed my mind, again for sentimental reasons. I receive far too many repetitive emails promoting programs. They may be free to send, but the cost is an irritant to me since there are so many. Thanks for listening.
- Am impressed to see MASAE board members making the website and online resources a priority - keep up the good work!
- As always, the association is a good value. However, it always tries to be too many things to too many people. This has been the case for many years and to some point understandable. There needs to be however, opportunities for higher-level discussion amongst CEO, COO, Executive Directors. A place to share info and experiences and to network.
- Be realistic in evaluating what the association can really do. Prepare attainable goals not a wish list
- Congratulations again on merging NJSAE and DVSAE.
- Ensure the continuing Ed courses are content rich. I recently attended a class and it was extremely basic (it was not marketed as a "basic" course). The content was appropriate for a college freshman class. Attendees also received 4 CAE credits which only weakens the CAE designation.
- Good news - bad news. I would be willing to volunteer BUT given the # of meetings I have with my volunteer leadership and the time consuming duties - I basically have no time to myself. I was extremely active in Irish events in my spare time and have had to give up many of my activities in this area due to time constraints.
- I already volunteer for MASAE, but would like to continue to do so after this year.
- I am willing to get involved and would be open to discussing options with another active member.
- I appreciate the hard work and time each of you contributes. Thanks for reaching out to build your programs around our identified needs.
- I believe that MASAE does a great job servicing the needs of the association executive through its programs and activities. I believe though that for the future we need to concentrate on the people who would like to move up in their organizations to become executives making sure that we have the proper programming in place to help them develop. I know that it has always been a debatable issue as to who we are supposed to be targeting but I believe it should include both groups. I answered the previous question about volunteering to conduct seminars and I wanted to clarify that I feel my expertise

would be beneficial at the level of those people who are looking to move up but I don't believe I would be able to offer too much to those who are already at the same level that I am.

- I currently volunteer for MASAE.
- I highly recommend you consider a host/buyer set-up at the MASAE conference.
- I think it's important for the MASAE to always look for innovative business models to model itself after. the nonprofit landscape is changing and for organizations like the MASAE to succeed it will have to stay at the forefront of these changes.
- I think the Board is delivering quality programs and information to our members. I am proud to be a member.
- I think you need to reconsider when the Annual meeting is held - December is a rough month with many organizations year end process, holiday parties, and holiday's in general. I think if you held it in either May, June or July you would have a better turnout.
- It feels like most of the members and activities are in NJ. It feels like most of the members are AMCs. Is there a way to find out about more associations and begin to get them in the mix - and have more events in Philadelphia?
- keep up the good work. high marks for the immediate past president :)
- Keep up the great work.
- MASAE needs to be out there as much as possible. It's hypocritical that so many association executives aren't members. That might be a message we can use - tactfully. Having said that, there has to be more meat to the membership benefits. We need to make sure there are tangible results, so people won't think about the dues cost because it will be offset by the value returned.
- My department was affected by the significant dues increase after the merger of DVSAE and NJSAE. we will likely be dropping a membership.
- not prepared to volunteer at this time, but keep asking!
- Quality, affordable educational sessions should be a major focus of the Board. I realize and recognize this is a turbulent time for associations regarding budgets, etc. and sessions which are content driven, but also affordable. Membership ROI should also be a focus. Right now, I would have a difficult time asking my boss to renew my membership as I haven't reaped many benefits this year besides the membership publications. I believe in an organization such as MASAE.
- Regarding social media, it seems that we are already overburdened with the number of services available. Might want to considering working with / linking to an existing site.
- So much of this survey no longer pertains to me. I do wish MASAE every success. I was a member of ASAE so long ago that it was called ATAE "American Trade Association Executives." Also a member of NJSAE since one or two years after it was founded.
- Thank you for being there. Keep up the good work!
- The educational programs have been good for me. The roundtable discussions for ED's and CEO's were very helpful. As an ED, so many things come up on a daily basis, it is hard to keep current without a group like MASAE to help. My advice is that you are heading in the right direction. Keep up the good work. Your biggest challenge post merger will be where meetings are held to be convenient for members. Trying to do them electronically is a good idea, except for those of us who have trouble dealing with the latest advances.
- The geography is challenging and the org needs to find different offerings for different interests in different venues. I have no silver bullet, but that is the challenge.

- There are a lot of potential young professionals out there (under 30) who could use a lot of help with career development in the association/non-profit industry. Specific events or resources for this group would be helpful.
- topics that focus on assn with small staffs would help topics evaluating computer software and its applications
- When I worked for an association management company as an account executive, my membership in DVSAE was very valuable. However, when I went to work for a stand-alone professional association as the membership manager, I found that much of the educational offerings were geared towards executive directors and did not often meet my needs for more specialized topics. Therefore, most of my educational needs were met by national organizations like ASAE or CESSE. Also, DVSAE did not offer many opportunities to network with other societies serving an international audience.
- Would be willing to volunteer my time, but will be retiring at the end of this year and need to spend my time helping prepare the organization for the change.
- You are all doing a great Job

Response Rate:

Campaign Action	%	Count	
Sent, Pending Status	33.10%	96	33.10%
Undeliverable	6.90%	20	6.90%
Bounced Back	1.03%	3	1.03%
Unsubscribed	0.00%	0	0.00%
Opened E-mail, Not Started	9.66%	28	9.66%
Opened E-mail, Survey Started	9.66%	28	9.66%
Completed Survey	39.66%	115	39.66%
Total	100.00%	290	