Surviving and Thriving in Tough Economic Times

Ron Miletta
Assistant Executive Director, Marketing and Member Services
Current U.S. budget situation

• In FY ‘11 ---34 states propose additional K-12 spending cuts
• 44 states and the District are projecting budget shortfalls in 2012

• Source: Center on Budget and Policy
Budgets: State Level
Wherever we look upon this earth, the opportunities take shape with the problems.

Nelson A. Rockefeller
Managing in Difficult Times

1) Act quickly, plan contingencies
2) Focus on the core
3) Stay close to your members
4) Shape-up the organization
5) Communicate often
6) Redesign and innovate
Continuous Life Cycle

enterprise life cycle™

optimum renewal zone

create  grow  operate  decline

recreate

preferred future

危机

Source: Andre Mamprin & Ross Gilchrist © The Next Institute
Future of Associations

• Social trends--growth of personalization, customization in products, services, communications.

• Technology trends—social media, and web-based networking.

• Economic trends—growth in freemiums, and content sources.
Dear Derrick,

If you find yourself with time for professional development, opportunities abound at ASCD. Two thousand educators gathered in Boston for our Summer Conference earlier this month. Check out our news coverage. We’ll cover our Fall Conference in October too. Our Summer Boot Camp webinar series and our Whole Child Podcast also give you some virtual options to consider.

Happy summer,

Joe Syrowik
Membership Director

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Educational Leadership (EL):

Interventions: What’s Working

You asked for more discussion of interventions, and we listened. The "Interventions That Work" theme that debuted in the October 2010 EL is back by popular demand. The online-only summer issue is all about effective interventions. Find out what's working in schools—from 30-minute reading interventions to strategies for developing positive relationships with middle and high school students.

ASCD’s Annual Inventory

During ASCD’s annual inventory, July 29–August 2, 2011, you will still be able to place orders through our online store and by phone, fax, and mail, but orders placed over those days will not ship until August 3.

If you need something sooner, place your order by 1:00 p.m. eastern time on Thursday, July 28. The inventory process does not affect ASCD downloads or e-books, PD Online® courses, PD In Focus®, on-site staff development, or conference or institute registration.

While you are shopping,
Future of Associations

• Social trends—growth of personalization, customization in products, services, communications.
• Technology trends—social media, and web-based networking.
• Economic trends—growth in freemiums, and content sources.
Sign up for a biweekly briefing on the latest research and information on learning and instruction, FREE.

Fields marked with * are required.

Username * 4-20 characters
Password * 7-10 characters
Confirm Password *

Gender * [Male] [Female]
Prefix *
First Name *
Middle Name
Last Name *
THE DECISION TO JOIN

How individuals determine value and why they choose to belong.

What 16,944 individuals can tell us about why they do, or don’t, affiliate.

JAMES DALTON AND MONICA DIGNAM

RESEARCH AND ANALYSIS FROM ASAE & THE CENTER FOR ASSOCIATION LEADERSHIP
## Most Important Association Functions

<table>
<thead>
<tr>
<th></th>
<th>Millennials (under 30)</th>
<th>Gen X (30-42)</th>
<th>Boomers (43-59)</th>
<th>Pre-War (60+)</th>
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<tbody>
<tr>
<td>Provide PD</td>
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<td>1</td>
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<tr>
<td>Networking</td>
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<td>3</td>
<td>4</td>
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<td>Tech Info</td>
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<tr>
<td>Public Advocacy</td>
<td>4</td>
<td>6</td>
<td>7</td>
<td>6</td>
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<tr>
<td>Timely Info</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Create SOP</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>7</td>
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<tr>
<td>Govt Advocacy</td>
<td>7</td>
<td>7</td>
<td>6</td>
<td>5</td>
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</tbody>
</table>

2007 ASAE Decision to Join Study (16,994 Respondents)
## Most Important Personal Benefits

<table>
<thead>
<tr>
<th></th>
<th>Millennials (under 30)</th>
<th>Gen X (30-42)</th>
<th>Boomers (43-59)</th>
<th>Pre-War (60+)</th>
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</thead>
<tbody>
<tr>
<td>Access to Info</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td>PD Offerings</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
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<tr>
<td>Career Info &amp; Emp Opps</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>7</td>
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<tr>
<td>Networking</td>
<td>4</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Leadership Exp</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Affinity Prog</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Member Pricing</td>
<td>7</td>
<td>7</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

2007 ASAE Decision to Join Study (16,994 Respondents)
2011 Benchmarking Report
Survey of 400+ Associations
• Percent Change in Membership vs. Prior Year

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
</tr>
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<tbody>
<tr>
<td>Increased</td>
<td>49%</td>
<td>36%</td>
<td>45%</td>
</tr>
<tr>
<td>Unchanged</td>
<td>16%</td>
<td>14%</td>
<td>16%</td>
</tr>
<tr>
<td>Decreased</td>
<td>34%</td>
<td>48%</td>
<td>35%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>2%</td>
<td>3%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Membership Development Cycle

1. Awareness
2. Recruit
3. Engage
4. Renew
5. Upgrade
6. Reinstatement
Membership Development: Awareness

Making people aware that you have a solution for their needs and wants.

- Web
- Events
- Networks
- Volunteers
- Social Media (Facebook, Twitter)
Membership Development: Recruitment

– Ensure adequate funding
– Build word-of-mouth awareness
– Use social media
– Leverage power of direct mail
– Use member testimonials
– Build prospect database
– Special offers (dues, conference, product)
– Consider an online category
Membership Development Cycle

- Awareness
- Recruit
- Engage
- Upgrade
- Renew
- Reinstate
Membership Development: Engagement = Value

• Respondents perception of value from their association increases with their level of involvement

• The more engaged members are, the more they move from passive to active members. . . and, the more likely they move to promoter status (WOM)
Membership Engagement

• Member “Touch Points”
  – Welcome kit, orientation
  – Newsletters, regular contact
  – Website—information and transactional
  – Research
  – Cross-sell and upsell
  – Member to member
Membership Development: Renew

- 50% of lapsed members you can’t control
  - Retirement
  - Left profession
- 50% you can positively impact
  - More effective renewal series
  - Engagement plan
Membership Development: Renew

- Timing
- Frequency
- Multiple channel approach
- Branding and benefits
## Member Attrition by Year

<table>
<thead>
<tr>
<th>Yrs as Member</th>
<th>Members Lost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; Year</td>
<td>1.2%</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Year</td>
<td>55.0%</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Year</td>
<td>14.1%</td>
</tr>
<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; Year</td>
<td>8.5%</td>
</tr>
<tr>
<td>5&lt;sup&gt;th&lt;/sup&gt; Year</td>
<td>5.6%</td>
</tr>
<tr>
<td>6&lt;sup&gt;th&lt;/sup&gt; Year</td>
<td>4.1%</td>
</tr>
<tr>
<td>7&lt;sup&gt;th&lt;/sup&gt; Year</td>
<td>3.9%</td>
</tr>
</tbody>
</table>
Who Pays for ASCD Membership?

<table>
<thead>
<tr>
<th>Membership Level</th>
<th>I Pay</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online</td>
<td>84%</td>
<td>10%</td>
</tr>
<tr>
<td>Basic</td>
<td>67%</td>
<td>30%</td>
</tr>
<tr>
<td>Select</td>
<td>56%</td>
<td>39%</td>
</tr>
<tr>
<td>Premium</td>
<td>29%</td>
<td>64%</td>
</tr>
<tr>
<td>Inst.</td>
<td>14%</td>
<td>80%</td>
</tr>
</tbody>
</table>
What’s working in your organization?
What’s Up at ASCD?

• Publications sales, ebooks in particular
• Onsite Professional Development
• Online Services
• Online Membership
• Online Advertising
• Online Courses
Preferred Format for PD

Preferred Method for PD

- In person: 41
- On-site staff development: 22
- Job-embedded learning: 26
- Conferences/institutes: 41
- Electronic: 20
- Online courses: 20
- E-books: 22
- DVDs/videos: 22
- Streaming video/web products: 30
- Webinars/podcasts/webisodes: 30
- Downloadable products: 32
- Magazines/journals: 34
- Newsletters: 39
- Print newsletters: 30
- Books: 69
- Magazines/journals: 69

(Multiple mentions)
**PD Topics of Interest**

**Top Results - Topics of Interest**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>teacher effectiveness/evaluation</td>
<td>60</td>
</tr>
<tr>
<td>21st century skills</td>
<td>58</td>
</tr>
<tr>
<td>assessment / grading</td>
<td>57</td>
</tr>
<tr>
<td>student engagement /motivation</td>
<td>53</td>
</tr>
<tr>
<td>formative assessment</td>
<td>48</td>
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<tr>
<td>school climate and culture</td>
<td>47</td>
</tr>
<tr>
<td>mentoring / coaching teachers</td>
<td>47</td>
</tr>
<tr>
<td>principals as instructional leaders</td>
<td>46</td>
</tr>
<tr>
<td>achievement gap</td>
<td>45</td>
</tr>
<tr>
<td>teacher leadership</td>
<td>45</td>
</tr>
<tr>
<td>authentic learning /prob. based learning</td>
<td>45</td>
</tr>
<tr>
<td>common core standards</td>
<td>45</td>
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<tr>
<td>brain-based learning</td>
<td>44</td>
</tr>
<tr>
<td>data analysis</td>
<td>44</td>
</tr>
</tbody>
</table>
Conference Growth Strategies

- Focus on regional benefits
- Bulk, team offers, special rates
- Targeted promotion
- Bundle offers with registration
- Early-bird offers
- Joint/Combined events
“Recessions make the strong stronger and the weak weaker”.

James Surowiecki from the New Yorker. 

Hanging Tough
For questions:

Ron Miletta
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ASCD

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