
Associated Artists of Pittsburgh

Organizational Assessment Study

March 2011



THE
ALLEGHENY
MARKETING
GROUP

www.alleghenymarketing.com

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I. SUMMARY OF FINDINGS

Summary of Findings

- ❑ **The Allegheny Marketing Group (AMG) contracted with Associated Artists of Pittsburgh (AAP) to conduct a market research study with its current members to investigate members' needs and expectations to support the AAP's organizational assessment.**
- ❑ **AAP provided a database of approximately 450 members with e-mail addresses. AMG sent an e-mail invitation to members to participate in a web-based survey about their AAP membership. As an incentive, AAP will raffle free annual memberships for ten selected individuals.**
- ❑ **A total of 154 web-based surveys (34% response rate) were conducted with current members of AAP. The demographic break-down of respondents includes:**

<u>Gender</u>	<u>Age</u>	<u>Length of Membership</u>
• Male (61)	• Under 45 (22)	• Past Year (17)
• Female (93)	• 45 to 54 (29)	• 2-3 Years (28)
	• 55 to 64 (49)	• 4 to 10 Years (55)
	• Over 64 (54)	• More than 10 Years (51)

() = number of respondents

- ❑ **The following pages summarize the main findings of the study based on the 154 surveys obtained.**

Summary of Findings (Cont.)

1. **AAP's overall member satisfaction is pretty good, with only 10% of members not satisfied with the association. However, there is room for improvement as very few members (13%) are extremely satisfied and many members (34%) are only somewhat satisfied. Compared to other association research AMG conducts, we would characterize AAP's current overall satisfaction level as average.**

AMG has performed an analysis of over 150 customer/member satisfaction studies conducted over the past 5 years to create a report card for clients based on overall satisfaction.

- **For studies where a 5-point scale was used, AMG developed the following grading system based on the average rating for overall satisfaction.**

• World Class	4.3 Average	A
• Outstanding	4.1 Average	A-
• Good	3.8 Average	B+
• Fair	3.5 Average	B
• Poor	<3.3 Average	B-
		C+
		C
		D



AAP Grade

---(3.54) - B-

2. **While many respondents may not be completely satisfied with AAP, the likelihood to recommend AAP is high. 50% of respondents gave their likelihood to recommend a 9 or a 10. Members believe in the association and would recommend it to others, even if they are not completely satisfied.**

Summary of Findings (Cont.)

- 3. The most important programs/benefits to members are:
 - Exhibition opportunities
 - Networking/Make professional contacts

- 5. There are a number of differences between younger and older members in terms of what is important to members, their involvement, and their satisfaction with AAP.

	Difference Between	
	<u>Younger Members (Under 45)</u>	<u>Older Members (Over 55)</u>
Reasons Became Member	<ul style="list-style-type: none"> • Exhibition opportunities • Develop professional contacts • Networking opportunities 	<ul style="list-style-type: none"> • Exhibition opportunities • Join artist community
Satisfaction with AAP	<ul style="list-style-type: none"> • Somewhat satisfied 	<ul style="list-style-type: none"> • Very Satisfied
Likelihood to Recommend	<ul style="list-style-type: none"> • Not Likely 	<ul style="list-style-type: none"> • Very Likely
Interest in New Programs	<ul style="list-style-type: none"> • Small group exhibitions • Networking opportunities • Member workshops/seminars • Guest lecturers • Direct communication with members • Small group critique sessions • Member discounts 	<ul style="list-style-type: none"> • Small group exhibitions • Member discounts

Summary of Findings (Cont.)

5. **Many respondents are only moderately satisfied with AAP and see moderate value in their membership. Therefore, there is room for improvement and growth by AAP. The following are the areas which can be improved/grown:**
- **Exhibitions:**
 - Many respondents are very interested in exhibiting, but feel there are not enough opportunities to exhibit.
 - More people would like to get juried in the shows.
 - Some respondents find the themed shows too limiting and wish there were fewer themed shows.
 - **Networking/Social Events:**
 - Respondents would like to have more opportunities to interact and network with other artists in social settings.
 - Networking was ranked last in terms of member satisfaction.
 - **Workshops/Seminars/Guest Speakers:**
 - Respondents mentioned they wished AAP offered workshops, seminars, and/or guest speakers and several members mentioned they would be interested in participating.
 - 89% of members that were interested in these programs said the programs would increase the value of AAP membership. 84% of interested members said they would be willing to pay for these programs.
 - **AAP Website:**
 - 41% of new members first heard about AAP through the website. This appears to be a growing trend. Newer members use the AAP website much more frequently than older members.
 - Expanding and developing the website may attract younger members and be a good way to announce upcoming exhibitions, events, and programs.

Summary of Findings (Cont.)

Improvements/Growth Opportunities (Cont.)

• Outreach Programs:

- Outreach programs were mentioned frequently as a way to attract younger members. Specifically, recruiting through schools (high school and college) was suggested.

• Group Health Benefits and Teaching K-12 Students for Pay:

- Although overall not valued by all members, group health benefits are highly valued by about 30% of the membership. Considering about a third of the membership is self employed and 5% are unemployed, there is considerable interest from this segment of the membership.
- More than 30% of members were either very or extremely interested in teaching K-12 students for pay.

- 6. Focusing on specific ways to increase the value of AAP membership is likely the most important action item for AAP to grow the organization. Members are only somewhat satisfied and newer/younger members are the least satisfied. In addition, transparency (i.e., avoiding perceived internal politics, perceived fairness of juried selections, etc.) is important for the overall image of AAP to members.**

II. OBJECTIVES/METHODOLOGY

Purpose/Objectives

Purpose/Objectives of Study

- The purpose of the study is to assess:
 - What do members want or expect from AAP?
 - What value do members receive from AAP membership?
 - How well does AAP meet the needs of its membership and where can it improve?
 - What services and programs are valuable to members and how could they be improved?
 - How satisfied are members with AAP and, if not satisfied, how can AAP improve?
 - How can AAP improve the value of membership to members?
 - How can AAP attract younger members?

Methodology

Pre-Project Planning

- Held an initial project planning meeting with AAP on January 18, 2011.
- AMG drafted an initial questionnaire based on input from AAP.
- Reviewed and modified the questionnaire.
- AMG programmed the questionnaire into a web-based survey.
- AAP provided final approval of the survey.

Database Management

- AAP provided a database of members with e-mail addresses on February 2, 2011.
- The database contained 452 contacts with e-mail addresses.

Data Collection

- AMG completed 154 web-based surveys for the study.
- All surveys were conducted between February 7th and February 21st, 2011.

Report Preparation

- Data from the surveys was assimilated and prepared for analysis.
- Appropriate charts, tables, and graphs were developed to illustrate the study results.
- A final report was provided to AAP on March 4, 2011.

III. STUDY RESULTS

Respondent Profile

Two-thirds of members interviewed were 55 years or older and have been members for more than three years. Seventeen of the respondents are new members.

154 Respondents From a Cross Section of:

Gender

- Male (61) 40%
- Female (93) 60%

Age

- Under 45 (22) 14%
- 45 to 54 (29) 19%
- 55 to 64 (49) 32%
- Over 64 (54) 35%

Length of Membership

- Past Year (17) 11%
- 2-3 Years (28) 19%
- 4 to 10 Years (55) 36%
- More than 10 Years (51) 34%
- Don't Know (3)

() = Number of respondents.

Age vs. Length of Membership

There is not a strong correlation between age and the length of membership – there are many older members that have joined in the past three years and there are younger members that have been members for a long time.

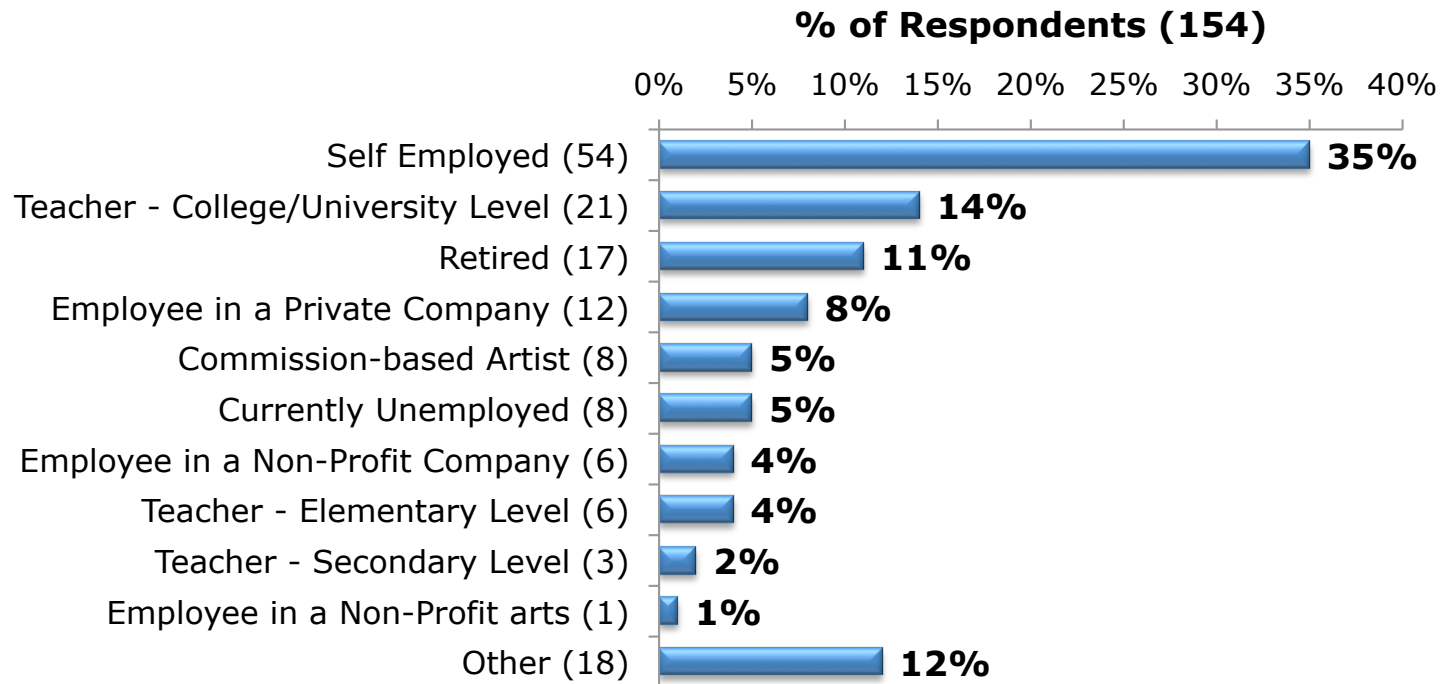
	Age			
	Under 45	45 to 54	55 to 64	Over 64
Length of Membership 3 years or less	(13)	(9)	(17)	(6)
4 to 10 years	(8)	(15)	(18)	(14)
More than 10 years	(1)	(5)	(13)	(32)

() = Number of respondents.

Occupation

About a third of members surveyed are self employed, more than 20% are teachers, and 16% are either retired or unemployed.

Which of the following best describes your occupation? (154 Respondents)










Others include: Residency artist (2), Studio Artist (2), Artist and Instructor (1), Clinical Unit Based Pharmacist (1), Employee in a public company (1), Freelance graphic designer (1), Full time artist (1), Full time painter (1), Housewife (1), I am still painting every day (1), More than one of the above (1), Part-time teacher and grad student (1), Professor of Art Emeritus (1), Retail (1), Server (1), and Visual Arts Teacher (1),.

() = Number of respondents.

Reasons for Joining AAP

Almost all respondents joined AAP for exhibition opportunities. Those who joined more recently did so for networking/professional contacts as well.

Why did you first become a member of AAP? (154 RESPONDENTS)

Reasons	All Respondents (154)	Length of Membership				Age			
		Past Year (17)	2-3 Years (28)	4 to 10 Years (55)	More than 10 Years (54)	Under 45 (22)	45 to 54 (29)	55 to 64 (49)	Over 64 (54)
Exhibition opportunities (143)	 93%	94%	96%	91%	93%	96%	86%	98%	91%
To join an artist community (110)	 71%	76%	61%	75%	73%	68%	72%	63%	80%
To develop professional contacts (60)	 39%	65%	43%	29%	39%	50%	28%	45%	35%
Networking opportunities (45)	 29%	47%	25%	33%	22%	46%	35%	27%	22%
Personal commitment to the larger artist community (28)	 18%	6%	32%	13%	20%	14%	14%	22%	19%
To volunteer your time (5)	 3%	-	-	7%	2%	-	-	4%	6%
Other (11)	 7%	-	11%	6%	7%	9%	14%	4%	4%








Others include: AAP's reputation (4), Increase art sales (2), Credibility to my artistic endeavors (1), For resume (1), Learn how to become a better artist (1), Professional role model for my students (1), and Urged by colleagues (1).

() = Number of respondents. Multiple responses accepted.

Where Heard About AAP

Over three-quarters of respondents first heard of AAP from a friend or artist. The website appears to have been much more useful to attract members over the past year.

How did you first hear about AAP? (154 RESPONDENTS)

Reasons	All Respondents (154)	Length of Membership				Age			
		Past Year (17)	2 to 3 years (28)	4 to 10 Years (55)	More than 10 Years (54)	Under 45 (22)	45 to 54 (29)	55 to 64 (49)	Over 64 (54)
Recommendation from a fellow artist or colleague (94)	 61%	53%	68%	66%	56%	46%	66%	67%	60%
At an exhibition (53)	 34%	29%	26%	36%	36%	24%	36%	34%	36%
As a student from an instructor (26)	 17%	12%	7%	11%	30%	14%	21%	14%	19%
Through a guild (24)	 16%	12%	29%	13%	13%	18%	14%	14%	17%
Through the AAP website (11)	 7%	41%	4%	6%	-	18%	10%	6%	2%
Recommendation from a family member (2)	 1%	-	4%	-	-	2%	-	2%	-
Other (19)	 12%	10%	14%	14%	16%	17%	16%	11%	14%





Others include: Familiar over the years (4), Newspaper (3), Google search (2), AAP Gallery (1), Belonging to PCA (1), Friend (1), Grad student (1), KZ (1), Personally search for artist community (1), Posting at CMU (1), and Don't know (3).

() = Number of respondents. Multiple responses accepted.

AAP Expectations

Only 9% of respondents said AAP has not met their expectations; however, half of respondents said the association has only somewhat met expectations.

***Since you have become a member, how has your membership in AAP met your expectations?
(154 RESPONDENTS)***

Expectations	All Respondents (154)	Length of Membership				Age			
		Past Year (17)	2 to 3 Years (28)	4 to 10 Years (55)	More than 10 Years (54)	Under 45 (22)	45 to 54 (29)	55 to 64 (49)	Over 64 (54)
Completely met my expectations (57)	 40%	42%	48%	39%	38%	16%	48%	56%	33%
Somewhat met my expectations (72)	 51%	50%	44%	48%	58%	53%	48%	40%	62%
Not really met my expectations (8)	 6%	-	4%	10%	4%	16%	-	4%	6%
Not at all met my expectations (4)	 3%	8%	4%	4%	-	16%	4%	-	-
Don't know (13)	(13)	(5)	(1)	(3)	(4)	(3)	(4)	(4)	(2)

() = Number of respondents. Multiple responses accepted.

Reasons Not Meeting Expectations

Most of the reasons members were not satisfied deal with exhibition issues and networking/community issues.

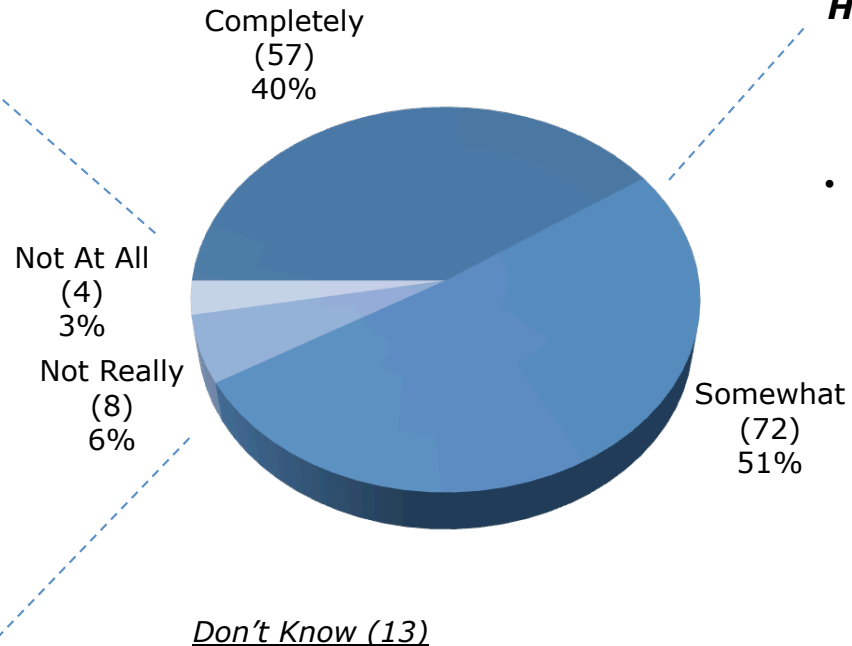
**Since you have become a member, how has your membership in AAP met your expectations?
(154 RESPONDENTS)**

**How has the AAP not met your expectations?
(12 RESPONDENTS)***

- Never get juried in the shows (2)
 - Not connected to the art (2)
 - Cost/Fees are too high (2)
 - Lack of exhibition opportunities (1)
 - Haven't sold any work for AAP (1)
 - Inconvenient location (1)
 - Lack of quality work at shows (1)
 - More contact among members (1)
 - No sense of community (1)
 - Not as professional as expected (1)
 - Not offering enough social/networking events (1)
 - Politics (1)
- (1)

**How has the AAP not met your expectations?
(72 RESPONDENTS)***

- See next page



() = Number of respondents.
*Multiple responses accepted.

Reasons Not Meeting Expectations (Cont.)

Lack of exhibition opportunities was the most frequently mentioned reason for only somewhat meeting expectations. Other exhibition issues, politics within the organization, and lack of social/networking opportunities were also factors.

How has the AAP not met you expectations? (72 RESPONDENTS)*

Exhibition Issues (29)

- Lack of exhibition opportunities (14)
- Never get juried in the shows (4)
- Exhibition information not reported in a timely manner (3)
- Like certain types of art only (3)
- Not connected to the art in the exhibitions (1)
- Don't recognize furniture as art (1)
- Exhibitions are too themed based and narrow (1)
- Lack of quality work at shows (1)
- Not impressed with recent judging (1)

Networking/Social Interaction (16)

- Not offering enough social/networking events (6)
- Want more guest artists/speakers (3)
- Few contacts with artists (2)
- Lack of informal chance to meet artists (2)
- Hard to get involved with committees (1)
- More personal contact (1)
- Outreach programs are lacking (1)

Business management/Politics (9)

- Politics within the organization (8)
- Business management (1)

Location Issues (5)

- Loss of Gallery on Liberty Avenue (4)
- Dropping off and picking up work is inconvenient (1)

Other (23)

- Has met expectations (9)
- My fault because of my location/ability to participate (8)
- Price/Costs too high (2)
- More publicity (2)
- Better gallery (1)
- Standards have been lowered for joining (1)

() = Number of respondents. Multiple responses accepted.

*Asked only to those who rated somewhat met my expectations in previous question.

Reasons Not Met Expectations - Quotes

Respondents find the lack of opportunities to exhibit troubling and want to be juried in more shows.

How has the AAP not met you expectations? (72 RESPONDENTS)

SELECTED QUOTES

Exhibition Issues

• Lack of exhibition opportunities

- *Exhibition opportunities outside of Pittsburgh, i.e., NY, Boston, Washington, Baltimore - in galleries or museums.*
- *Fewer opportunities to exhibit than I expected; too many themed exhibitions.*
- *Hasn't generated the exhibition opportunities I had expected.*
- *I find that the exhibits are too limited in size and the time period in which they were done, i.e., some stone sculptures take maybe a couple of years to complete then are eligible for one exhibit. A watercolor may take one hour and can be accepted in an exhibit. The painter is able to exhibit more often.*
- *I wish that the exhibitions could be larger - include more members.*
- *I would like to see more self juried exhibitions*
- *I'd like to see more exhibit opportunities with professional galleries, less theme based ones, and more effort towards commerce - selling our work.*
- *The opportunities to exhibit are too limited.*

• Never get juried in the shows

- *I never get juried into the shows, and the stuff that does get in perplexes me - I wish there were some explanation - that would be educational indeed.*
- *In the last year, it seems that there are many AAP sponsored shows that were not open for me to participate in.*
- *Very difficult to get into shows; seem like a cliquish organization and has a reputation as such.*

Exhibition Issues (cont.)

• Exhibition information not reported in a timely manner

- *Short notice, late, incomplete information about exhibition opportunities. Many times a tentative announcement is made, but firm details do not come out in time to prepare work for a specific exhibit or complete the paperwork.*

Networking/Social Interaction

• Not offering enough social/networking events

- *By not offering more social/networking events or more workshops geared toward artist members.*
- *I expected more opportunities to meet and work with the other members of the group.*
- *I think I would like to have more of artistic conversations and interaction that are not around exhibition but self development*
- *I would like more networking stuff. Meet for drinks. Studio visits/tours. Workshops/demonstrations?*
- *I would like to see more social interaction within the group. This could manifest itself through exhibition opportunities or funded curatorial calls.*

Reasons Not Met Expectations - Quotes

A few members refer to AAP as “cliquish” and there were politics going on within the organization that they did not approve.

How has the AAP not met you expectations? (84 RESPONDENTS)

SELECTED QUOTES

Business management/Politics

• Politics within the organization

- *It seems that only a **small circle of members** hear about opportunities. It was very disappointing that so many of the opportunities for exhibits for the 100th were fait accompli. When I looked at the list, far too many exhibits were **limited to artists already pre-selected by the gallery.***
- *A few incidents have made me feel that their **jurying process is biased towards outsiders.** I feel it is a **clique of senior citizens** who are only looking out to "scratch each others backs". Same with the business owners who get involved.. I've seen jurors talking with accepted artists (schmoozing) and congratulating them when no one was supposed to know who was accepted... I've had my work accepted and then told there was not enough room for my piece - if I would have known the right people would mine have been the one to get booted?-they are **really playing for a core group and that's all.***
- *Some of the **inner workings were not kosher.***
- *The **board of directors is a revolving door with the same members serving over and over,** and exert too much influence over newer nominees who join the board.*
- *Very difficult to get into shows; seem like a **cliquish organization and has a reputation as such.** Some of those in charge are very **high-handed and rude to members.***

Other








• Price/costs too high

- *From a cost analysis point of view, AAP simply does not make business sense for me. I have **paid over \$380 in dues and exhibit entrance fees over the last 3 years.** My art entries have been rejected 9 out of 10 times and the single, "Fire and Ice" exhibit, the curator **failed to show for judging so awards were assigned by public voting on post-it notes at the PCA show.***
- *Price of annual membership too high.*

Programs/Benefits Attended

Local exhibitions, Annual Exhibit and AAP website are all programs that were used by more than two-thirds of the members. The AAP website has been heavily used by members who have joined in the past year. The annual meeting and board meeting have been attended by the older membership base and may not be reflective of the total membership demographic.

**Which of the following AAP programs and benefits have you used or attended in the past two years?
(154 RESPONDENTS)**

Programs/Benefits	All Respondents (154)	Length of Membership				Age			
		Past Year (45)	2 to 3 Years (28)	4 to 10 Years (55)	More than 10 Years (54)	Under 45 (22)	45 to 54 (29)	55 to 64 (49)	Over 64 (54)
Local exhibitions (122)	 79%	53%	96%	86%	72%	68%	79%	84%	80%
Artist Community (Annual Exhibition at the Carnegie) (114)	 74%	47%	82%	75%	78%	55%	69%	86%	74%
AAP website (103)	 67%	88%	75%	69%	54%	73%	59%	76%	61%
Annual AAP membership meeting (50)	 33%	24%	54%	33%	24%	18%	28%	39%	35%
Local meetings (42)	 27%	12%	43%	29%	22%	36%	17%	33%	24%
AAP Board meeting (22)	 14%	6%	7%	20%	15%	9%	3%	18%	19%
Other (19)	 12%	12%	7%	9%	19%	9%	7%	12%	17%

Others include: Exhibition committee (6), Volunteer (2), AAP openings (1), Access to mailing list (1), Annual Show (1), Board member (1), Life member (1), New member (1), Outreach programs (1), Presentation (1), Proclamation dedication (1), Reside in FL (1), and VACOP (1),

() = Number of respondents. Multiple responses accepted.

Most Important Programs

Exhibitions is by far the most important program to members. However, networking opportunities are also important to members.

***Of the programs and benefits currently provided by the AAP, which are the most important to you?
(154 RESPONDENTS)***

Exhibitions (136)

- Exhibition opportunities (98)
- Annual Exhibition (35)
- Advance notification about exhibit opportunities (2)
- Un-themed exhibition opportunities (1)

Networking/Communication (32)

- Networking (17)
- Community of artists (3)
- Education/Outreach programs (9)
- Continuing visibility (1)
- Access to mailing list (1)
- Social functions (1)

Online/Website (9)

- AAP website (7)
- Online artists profiles (1)
- Online gallery (1)

Miscellaneous (8)

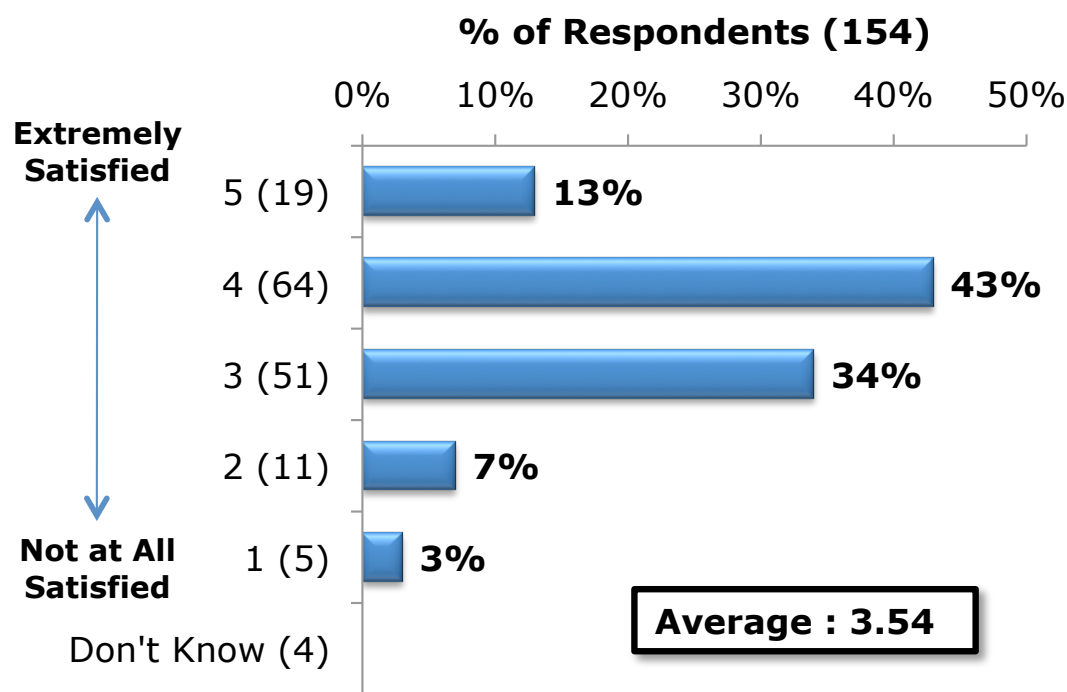
- Can't participate right now (2)
- Not aware of programs (2)
- None (4)

() = Number of respondents. Multiple responses accepted.

Overall Satisfaction

56% of members are very or extremely satisfied with AAP. However, a third of members are “on the fence” and 10% are unhappy. Members under 45 are a lot less satisfied than older members.

**Considering the cost, how satisfied are you with your membership with the AAP?
(154 Respondents)**



Segment	Average
<i>Length of Membership</i>	
Past year (17)	
3.47 2 to 3 Years (28)	
3.50 4 to 10 Years (55)	
3.45 More than 10 Years (54)	
3.67 Age Under 45 (22)	
2.86 45 to 54 (29)	
3.70 55 to 64 (49)	
3.61 Over 64 (54)	
3.66 Gender Male (61)	
3.67 Female (93)	
3.46	

() = Number of respondents.

Reasons for Satisfaction

Those who are satisfied feel there are many opportunities in the organization to exhibit and/or connect with other artists. The prestige of the group is also another reason members are satisfied.

Why are you _____?

Extremely Satisfied (19)

- Prestigious/Recognized group
 - (5) • Lots of opportunities to exhibit for the price
 - (3) • Reasonable cost for all the activities it provides
 - (3) • Networking
 - (2) • Community feeling
 - (1) • Friendships
 - (1) • Hard work of board members
 - (1) • High quality exhibitions
 - (1) • Life member so don't pay dues
 - (1) • Met expectations
 - (1) • Provides larger audience in the city

(1)

- Supports the local artists

(1)

Very Satisfied (64)

Exhibits (26)

- Lots of opportunities to exhibit for the price
- (24) • Know my work will be handled with care at exhibits
- (1) • Professional grade exhibition opportunities
- (1) **Communication/Networking (10)**
 - Networking
- (4) • Know what is going on in Pittsburgh art community from AAP
- (4) • E-blasts and websites help keep track of upcoming events
- (2) •

Very Satisfied (Cont.)

Community (9)

- Community feeling
- (2) • Active organization
- (1) • Education programs are stimulating for students
- (1) • Involvement with art community
- (1) • Provides strong forums
- (1) • Put a lot in and get a lot out
- (1) • Very accepting of newcomers
- (1) • Volunteers and board have worked hard

(1) **AAP prestige (7)**

- Established/Recognized organization
- (4) • Credentials by being a member/Asset to resume
- (2) • Inspired by other artists in AAP

(1) **Exposure/Publicity (5)**

- AAP promotes the sales of members work
- (1) • Exposure for me
- (1) • Exposure to other exhibits
- (1) • Made a sale at the annual exhibit
- (1) • Like to be able to come and show work in the city

(1) **Miscellaneous (11)**

- Very satisfied/Met expectations
- (6) • My fault because of distance or my lack of participation
- (3) • Artists can afford the membership
- (1) • Understand the costs

(1)

() = Number of respondents. Multiple responses accepted.

Reasons for Satisfaction (Cont.)

Members are only somewhat satisfied because of cost (or perceived lack of membership value) and exhibition issues.

*Why are you _____?
(51 RESPONDENTS)*

Somewhat Satisfied

Cost problems (14)

- Membership cost is too high (7)
- Exhibition costs (2)
- AAP takes 40% of sales (1)
- More expensive than comparable organizations (1)
- Think of dues as a donation (1)
- Too early to tell, new member (1)
- Want more interaction for what I pay (1)
- **Exhibition Issues (14)** • Only push themed shows/Themes are limiting (4)
- Limited opportunities to show work (3)
- Better refreshments at the Annual exhibit (1)
- Board not always open to new ideas (1)
- Don't like quality of work accepted (1)
- More organization in exhibitions - info not communicated properly (1)
- Problems with managing of Cohen and Grigsby exhibition (1)
- Same artists get in every show (1)
- Want exhibits to be more high profile (1)

Organization Problems/Promotional Problems (9)

- Have not seen an advantage to being a member (2)
- Doesn't promote older members (1)
- Don't have a lot of expectations (1)
- More promotion of individual artists (1)
- Need to attract younger members (1)
- Not dynamic enough (1)
- Politics (1)
- Want to know more about the inside works of AAP (1)

Communication/Interaction Problems (6)

- Don't hear much from AAP (1)
- Don't know enough about the organization yet (1)
- If live outside of Pittsburgh, may not be as valuable (1)
- More information about galleries (1)
- More personal interaction (1)
- No sense of community (1)

Misc. (9)

- My fault because of distance/My lack of participation (6)
- AAP members supported me when I was developing as an artist (1)
- Has been worth it for me (1)
- Too early to tell, new member (1)

Don't know (4)

() = Number of respondents. Multiple responses accepted.

Reasons for Satisfaction (Cont.)

Most unsatisfied members do not see the value in their \$80 membership dues. Primarily, they have not seen exhibition opportunities and have not seen help in selling their work.

Why are you _____?

Not Very Satisfied (11)

- "Based upon my experience as a member and former board member AAP is *caught up in mismanagement* (was - can't speak to the new administration) and over-reliance on theme-based exhibits. In my opinion, AAP has *failed to expand it's group of art buyers...*"
- "Because of the *costs.*"
- "I *do not get anything from the group.*"
- "I think there needs to be a *greater focus on outreach* to members."
- "I'm not a paid up member. *\$80.00/year is steep for entering one show and not being assured of being accepted.*"
- "It is a *very expensive membership fee* (for me at least!) and the costs for juried shows are about the same as most galleries regardless of affiliation."
- "Not in the Carnegie shows, and *other exhibit activities are hard to participate in* - e.g., they are not easy to get to and sometimes offer meager parking. Have very *little sense of being part of the organization.* The main reason I keep on paying my dues is that it allows me to list AAP as a credential."
- "So far, I *haven't gotten anything out of being a member.* However, I just joined the organization several months ago. Perhaps activities and opportunities will pick up in the spring."
- "The *cost does seem disproportionate.*"
- "The *exhibition opportunities are too limited*, both by screenings and non-member participation in shows."

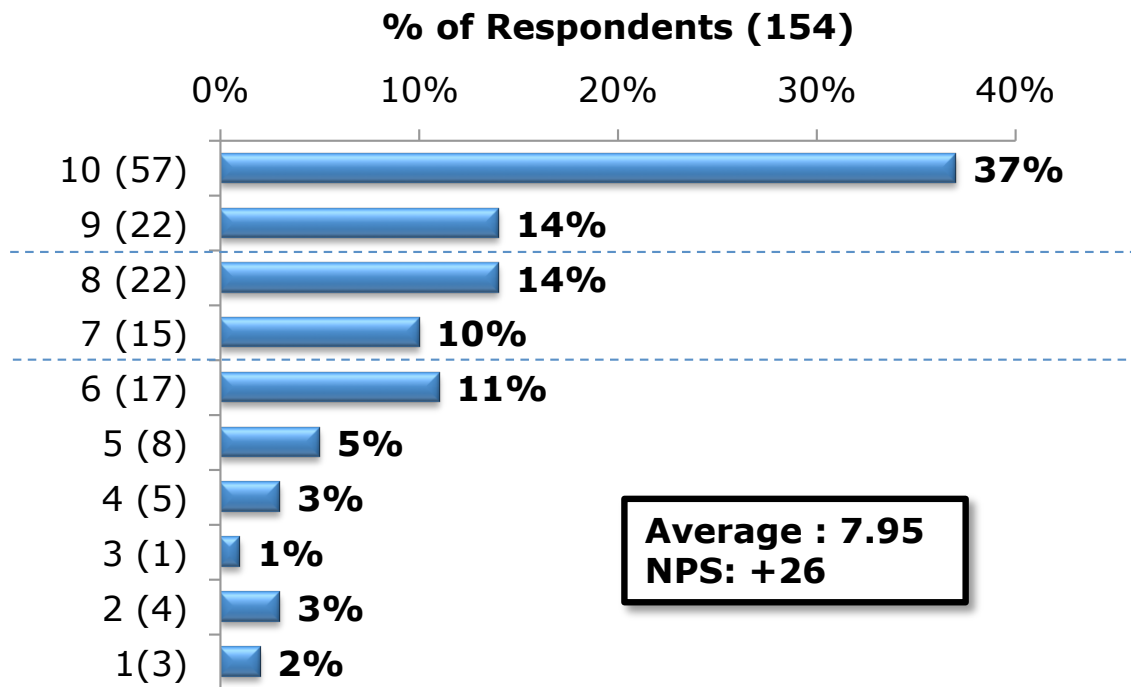
Not At All Satisfied (5)

- "*\$80 is much too high.* I also was/am very upset that I was charged \$25 when I inadvertently *failed to pick up a piece of my work from a recent show.* I've been a member for more than 10 years and to *punish and be so rude to your members is not good practice.* I'm still *debating whether or not I'll renew my membership.*"
- "AAP has been *no use* to me."
- "I believe that strategy and tactics for *pushing sales of artwork are not a priority for AAP.* Exhibit entry fees and dues are the end game for AAP revenue streams. This is *not a sustainable business model.*"
- "I find *themed shows extremely limiting* and seemingly weighted toward nonobjective subjects. It also seems as though jurors are also *more apt to consider conceptual or nonobjective pieces.* It also seems difficult to meet other artists at meetings."
- "I plan on *not renewing my membership.*"

Likelihood to Recommend

Likelihood to recommend is one indication of member loyalty. About half of respondents are very likely to recommend AAP. Those under 45 years old are least likely to recommend AAP to others. Often loyalty is expressed in terms of a "Net Promoter Score" – percent likely to recommend minus percent not likely to recommend.

**Overall, how likely are you to recommend the AAP to a colleague?
(154 Respondents)**



Segment	Average
<i>Length of Membership</i>	
Past Year (17)	
7.41 2-3 Years (28)	
7.96 4 to 10 Years (55)	
7.42 More than 10 Years (54)	
8.67 Age Under 45 (22)	
6.27 45 to 54 (29)	
8.03 55 to 64 (49)	
8.10 Over 64 (54)	
8.46	

Net Promoter Score*	
All respondents (154)	+26
<i>Length of Membership</i>	
Past Year (17)	
+6 2-3 Years (28)	
+28 4 to 10 Years (55)	
+4 More than 10 Years (54)	
+55 Age Under 45 (22)	
-23 45 to 54 (29)	
+17 55 to 64 (49)	
+31 Over 64 (54)	
+48	

*Net Promoter Score = (Percent of 10s + 9s) – (Percent of 1s through 6s)
() = Number of respondents.

Satisfaction With Programs

Members believe AAP does a good job on the quality and promotion of exhibitions, providing opportunities to volunteer, and has a good image. Members are least satisfied with AAP providing networking opportunities.

How satisfied with AAP are you on the following? (154 Respondents)

Factors	Average	Ratings					DK
		5 – Extremely Satisfied	4	3	2	1 – Not at all Satisfied	
1. Quality of AAP’s programs/exhibitions	4.17	42%	42%	9%	4%	3%	(1)
2. Providing opportunities to volunteer	4.12	39%	42%	15%	3%	2%	(24)
3. Promotion of events and exhibits	4.01	36%	39%	15%	8%	1%	(5)
4. Overall image of AAP	4.00	35%	42%	13%	9%	1%	(5)
5. Providing opportunities to exhibit	3.95	39%	31%	19%	7%	3%	(2)
6. Clarity of AAP’s mission and goals	3.92	32%	39%	19%	6%	3%	(12)
7. Value of membership for the cost	3.86	39%	28%	17%	11%	5%	(6)
8. Communication from AAP Board of Directors	3.84	34%	33%	21%	9%	4%	(13)
9. AAP’s overall awareness in the community	3.78	27%	39%	22%	8%	4%	(18)
10. Providing networking opportunities	3.48	23%	31%	26%	12%	8%	(16)

() = Number of respondents.

Satisfaction – By Segment

Overall, respondents who have been members of AAP for longer are more satisfied with the programs than newer members.

How satisfied with AAP are you on the following? (154 Respondents)

Factors	All Respondents (154)	Length of Membership				Age			
		Past Year (17)	2-3 Years (28)	4 to 10 Years (55)	More than 10 Years (54)	Under 45 (22)	45 to 54 (29)	55 to 64 (49)	Over 64 (54)
1. Quality of AAP's programs/exhibitions	4.17	4.46	4.11	4.00	4.30	3.73	4.04	4.22	4.37
2. Providing opportunities to volunteer	4.12	4.00	3.92	4.17	4.22	3.53	4.21	4.15	4.29
3. Promotion of events and exhibits	4.01	3.80	4.00	3.89	4.19	3.62	3.96	4.02	4.17
4. Overall image of AAP	4.00	3.93	4.18	3.82	4.12	3.50	4.00	4.13	4.09
5. Providing opportunities to exhibit	3.95	3.87	3.89	3.78	4.19	3.50	4.00	4.05	4.00
6. Clarity of AAP's mission and goals	3.92	3.88	3.96	3.81	4.04	3.73	3.77	4.11	3.92
7. Value of membership for the cost	3.86	3.64	3.82	3.72	4.09	3.09	3.96	3.85	4.15
8. Communication from AAP Board of Directors	3.84	3.92	4.00	3.63	3.92	3.32	4.04	3.80	3.96
9. AAP's overall awareness in the community	3.78	3.85	3.84	3.69	3.82	3.29	3.96	3.69	3.94
10. Providing networking opportunities	3.48	3.36	3.84	3.20	3.78	2.59	3.38	3.61	3.82

() = Number of respondents.

New Programs

Members are interested in workshops and other educational activities. Also, members would like to see more social/networking events.

What new programs or benefits would you want to receive from AAP that you currently do not receive? (154 Respondents)

Educational Activities/Opportunities (39)

- **Workshops**
 - (17) • Lectures/Seminars
 - (5) • Critiques
 - (5) • Speakers
 - (3) • Educational opportunities
 - (2) • Mentor program
 - (2) • Community programs
 - (2) • Education/outreach for high school students
 - (2) • Forums
 - (1) **Event/Show Opportunities (27)**
 - More exhibits opportunities
 - (10) • Un-themed exhibitions
 - (4) • Solo exhibits
 - (3) • Permanent gallery
 - (2) • Salon exhibitions
 - (2) • Art market
 - (1) • Exhibit at the Carnegie again
 - (1) • Juried shows
 - (1) • Media only exhibits
 - (1) • Professional galleries
 - (1) • Themed exhibits
- (1)

Social Activities (24)

- **Social events**
 - (13) • **Networking**
 - (6) • Small group events
 - (2) • Open forum to exchange ideas
 - (1) • Open studio tours
 - (1) • Painting retreats
 - (1) **Access to Information (18)**
 - Email updates
 - (3) • Newsletter
 - (2) • Up-to-date website
 - (2) • Board meeting minutes online
 - (1) • Exhibition calendar
 - (1) • Grant information
 - (1) • Information on programs and services
 - (1) • List of exhibitions in the newsletter
 - (1) • More communication
 - (1) • Prospectus in the mail
 - (1) • Publications
 - (1) • Website to share work
 - (1) • Online directory of members
 - (1) • Live person answering the phone
- (1) **Location (11)**
 - Use various locations
- (8) • Traveling opportunities
- (1) • New venues
- (1) • Better locations

(1)

Cost Benefits (9)

- A way to sell artwork through AAP
 - (4) • Health benefits
 - (3) • Discounts
 - (2) **Other (23)**
 - More meetings
 - (4) • Younger members
 - (3) • Online submission
 - (2) • Better reputation
 - (1) • Broader art selection
 - (1) • Call for artists
 - (1) • Fundraising events
 - (1) • More involvement from curators, gallery owners, etc.
 - (1) • More programs like Fallingwater
 - (1) • National reviewers
 - (1) • New programs
 - (1) • New voting process
 - (1) • Not paying a fee months after a show if work is sold
 - (1) • Only members can exhibit
 - (1) • Partnerships with other organizations
 - (1) • PR for shows
 - (1) • Required donations from board members
- (1)

Don't Know/No suggestions (52)

() = Number of respondents. Multiple response accepted.

Interest in New Programs

Small group exhibitions and member discounts were the top two programs respondents seemed interested in. Although teaching K-12 students and group health benefits are last in overall interest – there is high interest in these programs from more than 20% of the members.

How interested would you be in the following potential programs on projects? (154 Respondents)

Programs	Average	Ratings					
		5 – Extremely Interested	4	3	2	1 – Not at All Interested	DK
1. Small group exhibitions based on media, technique	4.25	57%	25%	10%	4%	5%	(8)
2. Member discounts*	4.05	48%	28%	11%	5%	7%	(5)
3. Additional networking opportunities	3.82	36%	33%	15%	8%	8%	(11)
4. Member workshops or seminars	3.79	37%	29%	18%	6%	10%	(7)
5. Guest lecturer	3.73	33%	33%	18%	6%	10%	(10)
6. Development of smaller sub-groups of members interested in the same topic*	3.50	27%	30%	23%	10%	12%	(8)
7. Ability to communicate directly with other members	3.49	23%	34%	22%	11%	10%	(11)
8. Small group critique sessions	3.26	32%	21%	13%	11%	24%	(12)
9. Podcasts*	2.95	22%	19%	19%	13%	28%	(10)
10. Mentoring programs	2.92	20%	20%	19%	12%	29%	(11)
11. Volunteering for a committee	2.63	8%	18%	28%	21%	25%	(9)
12. Teaching K-12 students for pay	2.50	22%	9%	12%	10%	47%	(11)
13. Group health benefits	2.33	21%	8%	9%	10%	53%	(8)

*Shortened for the report. See full description in questionnaire.

() = Number of respondents.

Interest in New Programs – By Segment

Newer members and younger members are more interested in new programs overall.

**How interested would you be in the following potential programs on projects?
(154 Respondents)**

Programs	All Respondents (154)	Length of Membership				Age			
		Past Year (17)	2-3 Years (28)	4 to 10 Years (55)	More than 10 Years (54)	Under 45 (22)	45 to 54 (29)	55 to 64 (49)	Over 64 (54)
1. Small group exhibitions based on media, technique	4.25	4.56	4.21	4.33	4.06	4.50	4.39	4.21	4.08
2. Member discounts*	4.05	4.31	4.18	3.85	4.12	4.00	3.77	4.11	3.92
3. Additional networking opportunities	3.82	4.31	4.28	3.56	3.70	4.14	3.86	3.95	3.53
4. Member workshops or seminars	3.79	3.76	4.26	3.72	3.61	4.24	3.69	3.74	3.70
5. Guest lecturer	3.73	4.06	4.15	3.61	3.53	4.00	3.63	3.98	3.45
6. Development of smaller sub-groups of members interested in the same topic*	3.50	3.76	4.07	3.28	3.33	3.95	3.52	3.40	3.38
7. Ability to communicate directly with other members	3.49	3.88	3.84	3.15	3.54	4.00	3.38	3.32	3.50
8. Small group critique sessions	3.26	4.19	4.12	3.23	2.52	4.05	3.14	3.24	3.00
9. Podcasts*	2.95	3.31	3.33	2.74	2.88	3.00	2.96	2.96	2.92
10. Mentoring programs	2.92	3.31	3.60	2.72	2.65	3.52	2.96	3.07	2.49
11. Volunteering for a committee	2.63	3.38	2.88	2.67	2.22	3.05	2.54	2.67	2.49
12. Teaching K-12 students for pay	2.50	2.73	2.88	2.43	2.31	2.90	2.57	2.72	2.08
13. Group health benefits	2.33	2.80	2.33	2.21	2.31	2.65	2.50	2.77	1.68

*Shortened for the report. See full description in questionnaire.

() = Number of respondents.

New Programs – Payment and Value

Of those interested in the programs, members are most willing to pay for workshops/seminars and group health benefits. Most members who are interested in group health benefits are self employed and would greatly benefit from group benefits as they are probably paying on their own.

***If the AAP offered the following programs or projects, would you be willing to pay more for them?
Would it increase the value of your membership?
(154 Respondents)***

Program/Project	Willing to Pay More (% Yes)	Increase Value (% Yes)
Small group exhibitions based on media, technique (119)	56%	84%
Additional networking opportunities (99)	34%	76%
Member workshops or seminars (98)	84%	89%
Development of smaller sub-groups of members interested in the same topic* (82)	34%	79%
Ability to communicate directly with other members (81)	16%	67%
Small group critique sessions (75)	41%	84%
Podcasts* (59)	41%	83%
Mentoring programs (58)	48%	76%
Group health benefits (41)	71%	83%

*Shortened for the report. See full description in questionnaire.

() = Number of respondents who said they were interested in the program in the previous question.

New Programs

Workshops and educational activities are of interest to respondents as well as more social events and networking opportunities.

Are there other programs or projects you would be interested in participating in that the AAP does not currently provide? If so, what programs or projects?
(154 Respondents)

Educational Activities/Opportunities (30)

- Workshops (10)
- Lectures (5)
- Educational activities (3)
- Artist residency program (2)
- Grant writing training (2)
- Artists visits to schools (1)
- Computer training (1)
- Discounted classes (1)
- Internships (1)
- Mentoring programs (1)
- School outreach (1)
- Teaching opportunities (1)
- Live model nights (1)

Event/Show Opportunities (17)

- Events in various locations (other than Pgh.) (9)
- Small shows (3)
- Solo show opportunities (2)
- Collaborative events (1)
- Curated shows (1)
- Events that produce income (1)

Social /Networking Activities (13)

- Social events (3)
- Weekend/Summer activities (2)
- Networking opportunities (2)
- Book groups (1)
- Discussion groups (1)
- Group critiques (1)
- Happy hours (1)
- Topic panels (1)
- Volunteer activities (1)

Other (10)

- Artistic work for movies/films (2)
- An AAP Gallery (1)
- Fashion art (1)
- Mural project (1)
- Newsletters (1)
- Political action (1)
- Suggestion page on website (1)
- Used equipment sales (1)
- Website design (1)

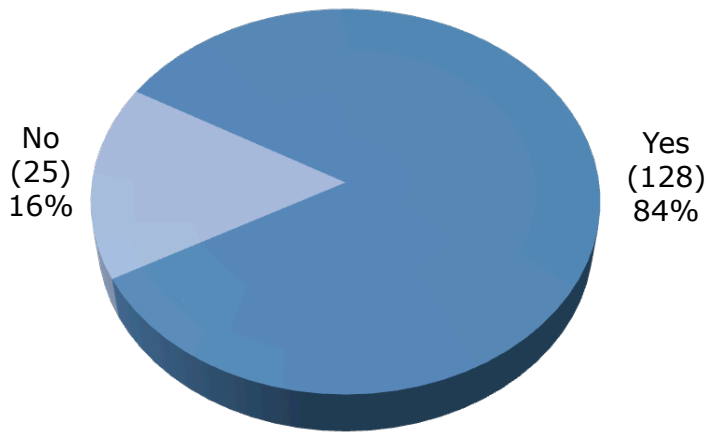
Don't Know/No Suggestions (100)

() = Number of respondents. Multiple responses accepted.

Exhibited in Past 5 Years

Only 25 respondents have not exhibited in the past five years. Most of these members have recently joined and are younger members.

***Have you exhibited at an AAP exhibition in the past 5 years?
(154 Respondents)***



Don't Know (1)

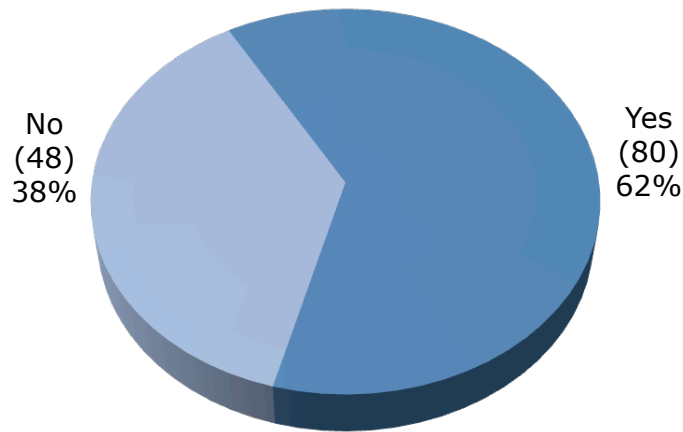
Segment	<u>% Yes</u>
Length of Membership	
Past year (17)	
41% 2 to 3 Years (28)	
93% 4 to 10 Years (55)	
98% More than 10 Years (54)	
77% Age Under 45 (22)	
73% 45 to 54 (29)	
76% 55 to 64 (49)	
94% Over 64 (54)	
	83%

() = Number of respondents.

Exhibition Opportunities

Almost 40% of respondents feel there are not enough exhibition opportunities available via AAP. Younger members and members who have recently joined especially feel this way.

**Do you feel there are sufficient exhibition opportunities via the AAP?
(154 Respondents)**



Don't Know (26)

Segment	<u>% Yes</u>
Length of Membership	
Past year (17)	
50% 2 to 3 Years (28)	
68% 4 to 10 Years (55)	
60% More than 10 Years (54)	
Age Under 45 (22)	
50% 45 to 54 (29)	
61% 55 to 64 (49)	
77% Over 64 (54)	
53% Exhibited in Past 5 Years	
Yes Exhibited (128)	
63% Not Exhibited (25)	
63%	

() = Number of respondents.

Exhibition Opportunities (Cont.)

Respondents gave a lot of varied/specific exhibition ideas.

What specific exhibition opportunities would you be interested in? (154 Respondents)

Themes/Specialty exhibits (61)

- Fewer theme shows
- (14) • Themed Shows
- (9) • Media based shows
- (7) • Photography exhibits
- (6) • Gallery shows
- (5) • Sculpture exhibits
- (3) • Contemporary ideas
- (2) • Specialty exhibits
- (2) • Watercolor exhibits
- (2) • Arts festival
- (1) • Ceramics exhibitions
- (1) • Drawing exhibitions
- (1) • Installation video exhibits
- (1) • More art at the exhibitions
- (1) • Printmaking exhibits
- (1) • Satellite exhibitions
- (1) • Shows for corporate purchasers
- (1) • Three dimensional exhibits
- (1) • Web based exposure
- (1) • Woodworking exhibits

- (1)

Size (29)

- Small group shows
- (16) • Solo shows
- (6) • Large shows
- (4) • Group shows
- (3) **Venue (27)**
 - Various places
 - (15) • Annual Carnegie show
 - (10) • Better venues
 - (1) • Museum shows
 - (1) • **Misc. (32)**
 - More opportunities
- (14) • All of them
- (10) • Un-juried shows
- (4) • Juried shows
- (4) **Don't know**






- (28)

() = Number of respondents. Multiple responses accepted.

Interest in List of Exhibition Opportunities

Almost all members are interested in an updated list of exhibition opportunities. Those especially interested are newer members and younger members.

***How interested would you be in a periodically updated list of regional, national and international exhibition opportunities?
(154 Respondents)***

	Rating	All Respondents (154)	Length of Membership				Age			
			Past Year (17)	2 to 3 Years (28)	4 to 10 Years (55)	More than 10 Years (54)	Under 45 (22)	45 to 54 (29)	55 to 64 (49)	Over 64 (54)
Extremely Interested	5 (102)	 67%	82%	74%	66%	59%	86%	66%	72%	56%
	4 (28)	 18%	18%	15%	16%	22%	5%	21%	16%	24%
	3 (16)	 11%	-	7%	11%	15%	5%	7%	8%	17%
	2 (3)	 2%	-	4%	2%	2%	5%	3%	2%	-
Not at All Interested	1 (4)	 3%	-	-	6%	2%	-	4%	2%	4%
	Don't Know (1)	(1)	-	(1)	-	-	(1)	-	-	-
	Average	4.44	4.82	4.59	4.35	4.35	4.71	4.41	4.53	4.28

() = Number of respondents.

Ideas to Attract Younger Members

Educational/Outreach programs were the most mentioned ideas to attract younger members, especially recruiting through schools.

The AAP would like to attract younger members in the region. What suggestions would you have to attract younger members?

(154 Respondents)

Educational/Outreach programs (56)

- **Recruit through schools (high school/colleges)**
(38) • Offer mentor programs
(13) • Offer collaborative opportunities
(3) • Provide internships
(2)

Exhibits (35)

- **Provide exhibiting opportunities**
(20) • Allow digital entries/new media
(7) • Better exhibitions
(4) • Edgier art exhibits
(4)

Social Events/Networking (24)

- **Hold social events**
(18) • Provide networking opportunities
(3) • Invitations to events
(2) • Sponsor fundraising events

(1)

() = Number of respondents. Multiple responses accepted.

Publicity (23)

- Better/More advertising
(12) • Use social media (facebook/twitter)
(5) • Expand online presence
(4) • Re-do website to be more attractive to younger people
(1) • Word of mouth
(1)

Cost (20)

- **Offer student memberships/lower fees**
(18) • Give out grants
(2)

Miscellaneous (12)







- Do not want younger members
(3) • Be more organized
(2) • Give out awards
(2) • Don't be so snooty
(1) • Hold evening meetings
(1) • Reevaluate the screening process
(1) • Provide volunteer opportunities
(1) • Youth Art League
(1) **Don't Know/No Suggestions**

(25)

Social Networking

No surprise social media is used by younger members much more than older members. Social networking sites are used very frequently. LinkedIn is used more frequently by those 45-64, while Twitter is used much more frequently by those under 55.

Which of the following social networking sites do you use? (154 Respondents)

Networking Site	All Respondents (154)	Length of Membership				Age			
		Past Year (17)	2 to 3 Years (28)	4 to 10 Years (55)	More than 10 Years (54)	Under 45 (22)	45 to 54 (29)	55 to 64 (49)	Over 64 (54)
Facebook (98)	 64%	77%	64%	75%	48%	86%	76%	65%	46%
LinkedIn (42)	 27%	41%	18%	31%	24%	23%	38%	35%	17%
Twitter (14)	 9%	24%	11%	13%	-	18%	21%	6%	2%
MySpace (6)	 4%	12%	7%	2%	2%	9%	3%	6%	-
Other (15)	 10%	29%	4%	-	17%	14%	10%	8%	9%
None (43)	 28%	12%	29%	22%	39%	5%	14%	27%	46%

Others include: Personal web site (4), E-mail (3), Blog (2), Art Bistro (1), Art-based forums (1), ArtHouse Co-op (1), Flickr (1), Plaxo (1), and Red Bubble (1).

() = Number of respondents. Multiple responses accepted.

Satisfaction vs. Likelihood to Recommend

There is correlation between members that are satisfied and feel APP has met their expectations and likelihood to recommend AAP to other colleagues. There are seven individuals that are dissatisfied and do not see the value of AAP membership.

		Satisfaction Rating				
		1	2	3	4	5
Likelihood to Recommend	1-2	(4)	(1)	(1)	-	-
	3-4	(1)	(2)	(3)	-	-
	5-6	-	(7)	(13)	(3)	-
	7-8	-	(1)	(17)	(19)	-
	9-10	-	-	(17)	(42)	(19)

7 of the 8 respondents in the red section are the same.

		Expectations			
		Not at All Met	Not Really Met	Somewhat Met	Completely Met
Likelihood to Recommend	1-2	(3)	(2)	(1)	-
	3-4	(1)	(2)	(3)	-
	5-6	-	(4)	(13)	(3)
	7-8	(3)	-	(26)	(8)
	9-10	(4)	-	(29)	(46)

Red = Members who are extremely dissatisfied with AAP.
 Green = Members who are extremely happy with AAP.

Unhappy Members

7 Respondents who are Unhappy with AAP

Age	Length of membership	Expectations	Key Expectation Quotes	Satisfaction Rating (5 point scale)	Satisfaction Quotes	Likelihood to Recommend (10 point scale)
45 to 54	4 to 10 years	Not met my expectations	From a cost analysis point of view, AAP simply does not make business sense for me. I have payed over \$380 in dues and exhibit entrance fees over the last 3 years. My art entries have been rejected 9 out of 10 time and the single, "Fire and Ice" exhibit, the curator failed to show for judging, so awards were assigned by public voting on post-it notes at the PCA show.	1	I believe that strategy and tactics for pushing sales of artwork are not a priority for AAP. Exhibit entry fees and dues are the end game for AAP revenue streams. This is not a sustainable business model.	2
55 to 64	4 to 10 years	Not really met my expectation	Have not developed the contacts I had hoped for and have found the exhibition opportunities limiting.	1	I find themed shows extremely limiting and seemingly weighted toward nonobjective subjects. It also seems as though jurists are also more apt to consider conceptual or nonobjective pieces. It also seems difficult to meet other artists at meetings.	3
Under 45	Past year	Not met my expectations	So far, I haven't found any opportunities to exhibit or to meet other members.	2	So far, I haven't gotten anything out of being a member. However, I just joined the organization several months ago. Perhaps activities and opportunities will pick up in the spring.	4
Under 45	4 to 10 years	Not met my expectations	It is not as professional as was expected.	1	I plan on not-renewing my membership.	2
Under 45	2 to 3 years	Not met my expectations	I was hoping for focus groups or more contact among members. Also, exhibition opportunities do not fit my needs; they are mostly "themed" shows. I do not like this at all.	1	AAP has been no use to me.	1
Over 64	More than 10 years	Not really met my expectation	Very difficult to get into shows; seem like a cliquish organization and has a reputation as such. Some of those in charge are very high-handed and rude to members.	1	\$80 is much too high. I also was/am very upset that I was charged \$25 when I inadvertently failed to pick up a piece of my work from a recent show. I've been a member for more than 10 years and to punish and be so rude to your members is not good practice. I'm still debating whether or not I'll renew my membership.	1
Under 45	2 to 3 years	Not really met my expectation	I do not feel a connection/community to the organization since most of the members I have encountered are much older. I feel no sense of growth or new energy. I was not impressed with the choice of juror for last years 100 annual.	2	I have not been satisfied with other shows and benefits.	4