



JVA CONSULTING, LLC
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PSIA-AASI Member Perceptions, Satisfaction and Motivation



**Report to the Professional Ski Instructors Association and American Association of
Snowboard Instructors
Prepared by: JVA Consulting, LLC
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Executive Summary

Introduction and Background

Considering PSIA-AASI's 31,500 members and the nine divisional offices throughout the United States, acquiring reliable and valid information across members and organizational leadership can be surprisingly complicated. Previous PSIA-AASI evaluation reports provide some guidance as to where the organization should direct its efforts. However, as with many recreation-based industries, new issues emerge that need to be considered. Many times, these factors are more intimate to the specific organization than larger industry trends (e.g., PSIA-AASI recently increasing its membership dues by \$11). **The current project investigates members' perceptions, satisfaction and motivations**, as well as a wide-array of demographic (e.g., impact of regional differences) and psychographic (e.g., impact of members' feelings of support and attachment to PSIA-AASI, behaviors) variables in the current project. The current project closely aligns with the project components highlighted in PSIA-AASI's Request for Proposal (RFP).

Note. Data from those exposed to the \$11 dues-increase information allows for key leaders to see a worst-case scenario in relation to reaction to dues-increases. JVA research experience suggests that ratings typically follow a curve after delivery of new information in which there is an inflated initial reaction, then a settling-out period, after which responses return to a more reliable level. Keep this in mind while reviewing the Executive Summary and the overall report.

Methodology

Data for Phase I was collected via electronic survey emailed to a database of 22,037 PSIA-AASI members paid through 6/30/2012. The survey was designed to measure members' perceptions, motivations and satisfaction. Other factors include members' expectations, understanding of PSIA-AASI and ratings of current service offerings.

Findings

Participants. PSIA-AASI provided JVA with 22,308 email addresses. After accounting for surveys that bounced-back as "undeliverable," 22,037 emails were delivered, split between dues-increase and non-increase conditions. One out of four members (24.50%, n=5379¹) completed the survey in its entirety. No demographics significantly² varied by dues-increase condition. This

¹ For all items, an "n" value is given. This value corresponds to the entire number of members responding to a particular question.

² Further explanation of significance can be found in the body of the report. Statistical significance means that we can be 95% sure the reported finding did not occur by chance, but rather is representative of a relationship that is actually *(footnote continued)*

finding further suggests an equality of dues-increase conditions, meaning we can be confident in results from both dues-increase and non-increase conditions. Participant demographics are as follows:

- Division affiliation varied, and was proportional to the actual number of members in a given division. Comparisons to the PSIA-AASI database suggest that division representation obtained in the current investigation are representative actual division representation across the organization.
- Certified members (86.8%, n=5269) were the most common membership type, followed at a distant second by Registered members (11%, n=668). Remaining membership categories (i.e., Alumni, Honorary, and Lifetime) were indicated for 1.3%, or less, of members surveyed.
- All membership length categories saw decent representation, with memberships of 20+ years being the most common (25.4%, n=1546). Members joining in the last year were the least common (8.2%, n=499). Based on a review of the PSIA-AASI membership database, 20+ year members were overrepresented relative to the population while members joining in the last year were underrepresented.
- Alpine Skiing (80.2%, n=4879) and Snowboarding (11.7%, n=712) were the most commonly affiliated snowsports. This demographic indicates that the current project may have received a higher proportion of responses from Alpine Skiers. In the PSIA-AASI member database, 66% of credentials issued are alpine. Further exploration is necessary to determine the extent of any bias.
- Close to two-thirds of surveyed members (63.6%, n=3773) indicated that they consider their snowsport employment to be “paid part time,” with “paid full time” and “unpaid volunteer” chosen by 24.8% (n=1471) and 11.6% (n=688) of members, respectively. In a 1999 measurement conducted by PSIA-AASI, the break-down of employment status was a bit different, with paid part time (68.7%), paid full time (26.5%) and volunteer (5.3%) showing slightly different representation (from a sample of 867 members). The shift from 1999 measurement could be attributed to a number of factors, ranging from shift in employment status due to the economy, to an increase in non-skiing snowsports, to other natural shifts that may have occurred within PSIA-AASI over the course of 10+ years.
- Three-times as many men completed the survey than women (72.7%, n=3789, and 27.3%, n=1425, respectively).

occurring in the data. Relationships that are not significant, may represent random variation in the data. Therefore, non-significant results are typically not reported.

- The mean age of respondents was 51 years old. Median age was 54 years old. The Standard Deviation (SD) was 14 years, indicating that 68% of respondents were between the ages of 37 and 65 (i.e., one standard deviation = 51 years old \pm 14 years).

Satisfaction. PSIA-AASI members' ratings of satisfaction/dissatisfaction lean in favor of being satisfied with PSIA-AASI on a general measure of satisfaction (M=3.75 on a 5-point scale, where 1=very dissatisfied and 5=very satisfied).

On the same 5-point scale, **members are the most satisfied with member events, Pro Deals, and education materials** (all with Ms=4.04). Web-based learning modules (M=3.50) and the PSIA-AASI Certification process (M=3.59), were rated the lowest, but were still in positive territory (i.e., a score above the scale midpoint of 3).

Further analysis suggests that satisfaction ratings significantly varied among different divisions and dues-increase condition. **The impact of division affiliation was a stronger variable related to member satisfaction than dues increase condition.** Again, overall ratings of satisfaction were positive, though some less positive than others.

Eastern Division saw the highest satisfaction score (M=4.01), whereas Intermountain (M=3.55) and Rocky Mountain (M=3.55) Divisions had the lowest satisfaction scores. Members exposed to the dues-increase information were less satisfied than members in the non-increase condition (Ms=3.75 and 3.90, respectively). More discussions on this point can be found in the body of the report.

Reviewing the impact of length of membership and employment status (e.g., part time versus fulltime) on satisfaction, a significant interaction between length of membership and employment status was found. This indicates that **as length of membership changes, satisfaction scores shift** differently based on employment status. For example, satisfaction decreased (M=3.40) as membership length of paid full time staff increases towards the 6-10 year categories, , while satisfaction for part time and volunteers that have been members for 6-10 years remained relatively constant in comparison (Ms=3.74 and 3.85, respectively).

Value and Quality. Five items were used to assess value and quality. These included ratings of PSIA-AASI education materials, education events, member benefits, certification process, and overall member experience. For value, members were asked to provide ratings on a 5-point Likert Type scale, where 1=very low and 5=very high. For quality ratings, members used a similar scale, where 1=poor and 5=excellent.

Mean value *and* quality ratings (two separate mean ratings) were the lowest for the "certification process" item (Ms=3.66 and 3.55, respectively). Education events were the highest rated on the value *and* quality dimensions (Ms=4.15 and 4.08, respectively).

A sixth item, focused on value and quality of PSIA-AASI membership in general, suggests that **members most often feel that their PSIA-AASI membership is of good value and quality**

($M_s=3.78$ and 3.76 respectively, and where 1=very poor and 5=great). **Ratings of value and quality significantly vary by division. However, dues-increase information does not significantly impact ratings of value and quality.** Similar to ratings of satisfaction, members from the Eastern Division report the highest rates of value and quality. Rocky Mountain members report the lowest. Again, overall ratings were in positive territory.

Ratings of value and quality significantly varied by membership length categories and employment status. For value ratings, results suggest that new members (i.e., joined in the last year) have significantly higher value ratings when compared to other membership length categories. For example, those who have been members for 6-10 years perceive significantly lower value in their PSIA-AASI membership, with a slight improvement for the longest-tenured members (i.e., over 20 years).

Further results suggest that membership length and employment status interact to significantly impact members' ratings of quality. Similar to the interaction between these two items on the satisfaction measure, as membership length increases for full time members, perceptions of quality become worse through the middle of their membership tenure (e.g., years 11 through 15, $M=3.53$). Quality ratings for part time staff and volunteers at the same point (member length of 11-15 years) follow a somewhat higher trajectory for quality ratings (e.g., $M_s=3.79$ and 3.93 , respectively), with volunteers reporting the highest quality through most of their membership length categories.

Perception Statements. Out of 24 statements related to members' perceptions, members had the most agreement with the statement "**PSIA-AASI is an important organization**" ($M=4.01$), "**PSIA-AASI is actively involved with the snowsports community**" ($M=3.98$), and "**PSIA-AASI provides me with useful information**" ($M=3.96$). These items were on a 5-point Likert-type scale (where 1=strongly disagree and 5=strongly agree). Results suggest that perception ratings significantly vary across divisions, employment status and membership length.

Perception Items. In addition to the 24 statements above, the survey included 11 one-word items corresponding to different elements of perceptions towards PSIA-AASI. These items included such things as "sincere," "open-minded," and "progressive." For each item, members were asked to rate how much they felt each one is present in PSIA-AASI (using a 5-point Likert-type scale, where 1=not at all and 5=very). Perceptions of **PSIA-AASI being structured** ($M=4.38$), **useful** ($M=4.19$), **organized** ($M=4.14$) and **relevant** ($M=4.11$), **received the highest ratings** compared to other items in this question. Ratings of **responsiveness** ($M=3.77$), **convenient** ($M=3.62$) and **open-minded** (3.56) **were rated the lowest. Using a combined perception item score, perceptions were found to significantly vary by division, but not dues-increase condition. Further indicating that perceptions do not significantly vary in the face of dues-increase information.** In addition, membership length and employment status interact to impact perceptions, with perception ratings varying to a different degree depending on membership length and employment status. Full time members provided the lowest perception ratings; volunteers provided the highest.

Perceptions Related to National and Division Offices. Related to perceptions of national and division offices, members perceived it as “somewhat important” to know about the role of both their national office and division office (Ms=2.85 and 3.15, respectively, on a 5-point scale 1= not at all and 5=very). However, this perception is a bit lower than mean ratings seen elsewhere in the data, suggesting that **knowing about the role of the national office and division offices are less of a priority compared to other items.**

Using a similar scale, where 1= not at all connected and 5=very connected, perceptions of feeling connected with national (M=1.81) and division offices (M=2.72) are both low, as well. Within this relationship, mean ratings are significantly lower for members’ connectedness with the national office. This is not surprising, considering that members find it less important to know about national versus knowing about their division. In fact, the mean rating for knowing about national (i.e., M=2.85) one of the few means that fell below the mid-point on the scale (below a rating of 3) in the current evaluation.

Members also report significantly lower agreement when asked how much they agree with the statement indicating they know how to get in touch with someone at the national office, when compared to getting in-touch with someone within their division (Ms=2.92 and 3.84, respectively). Again, this is to be expected given that desire to know the respective roles isn’t a high priority.

Perceptions Related to Member Expectations. Nearly, two-thirds of members’ expectations are being met or exceeded (63.9%, n=3845). The break-down of expectation categories are as follows: Over **one-half of members** (54.8%, n=3297) **feel that their expectations are “completely being met,”** with over **one-third** (36.1%, n=2169) **feeling their expectations are not being met.** The remaining 9.1% (n=538) of members feel that their expectations are being exceeded.

Member Behavior–Intent to Renew. Overall, the **intent to renew numbers are very high, translating to a 95.4% renewal rate for members that were made aware of the dues-increase,** and a 97.3% renewal rate for those not exposed to the dues-increase information. The occurrence of members not intending to renew their membership is low, representing 4.6% (n=218) of members surveyed. Members exposed to the \$11 dues-increase information were more likely to indicate they are not renewing their membership (5.5%, n=148, not renewing), when compared to members not exposed to the dues-increase condition (2.7%, n=70, not renewing). **This finding suggest that while dues-increase information shows a statistically significant impact regarding intent to renew, this impact is much smaller than many may have anticipated as both renewal rates are exceptionally high.**

Member Behavior–Promotion of PSIA-AASI. Using the “Net Promoter Score (NPS),” data suggests that PSIA-AASI is currently in a promotion state (NPS=6.1), in which there are more “promoters” than “detractors” within PSIA-AASI. **Please be sure to read the report detail regarding the definition of “promoters” and “detractors.”** Although this is positive, differences

emerged when looking across dues-increase conditions, with members in the dues-increase condition actually obtaining a negative NPS score (NPS=-.03). This indicates that there are more detractors than promoters in the dues-increase condition. When looking the NPS score for members not exposed to the dues-increase information, a higher NPS score emerges (NPS=12.6)

Member Behavior—Learning about the Snowsports Industry. When learning about the snowsports industry, **members primarily look to 32 Degrees** (45.84%, n=2490), **division newsletters** (43.08%, n=2340), **or other association members** (32.64%, n=1773) to obtain information.

What Members Like Most and Least. When members were asked what they liked most about being a PSIA-AASI member 37% (n=1383) commented on educational aspects of the PSIA-AASI membership. Twenty percent (n=747) of respondents expressed they liked the sense of belonging to the ski/snowboard community. Sixteen percent of respondents (n=601) said that the certification was the best aspect of being a PSIA-AASI member—an interesting contrast to the quantitative data. Twelve percent of respondents (n=440) identified the level of professionalism as what they like most about being a member.

When asked what they liked least about being PSIA-AASI member, the majority of responses fell into four categories. Thirty-seven percent of respondents (n=1079), representing the largest group of responses, identified cost as their least favorite aspect of the membership. Fifteen percent of respondents' (n=546) comments identified different ways that they did not feel the organization represented the needs of all members. Twelve percent of respondents (n=421) indicated that they did not like the organization's events—again, in contrast to the quantitative data. Nine percent of respondents (n=314) expressed that they did not like the PSIA-AASI certification.

Conclusion

Results in the current investigation suggest that PSIA-AASI seems to be on the right track when considering members' satisfaction, perceptions and motivation. Although there were certain PSIA-AASI member sub-groups that seem to be less pleased with their member experience, **there were no extremely negative findings. On the contrary, there were several surprising findings in the positive direction. For example, the intent to renew statistics, perception ratings for the composite perception score, and the general lack-of-impact that dues-increase information has on member ratings, were all performing in a positive direction.** Moving forward, PSIA-AASI leaders should focus on learning more about the PSIA-AASI subgroups that provided lower ratings. These included members from certain Divisions, longer tenured members, and members that are employed full time.

Although, it is suggested that certain groups should receive additional focus, this does not mean that these groups performed poorly across the board. In the current evaluation, most comparisons were relative to others "within the same survey item. Therefore, **"lower scoring"**

does not equate to “extremely negative.” Lower scoring simply means that certain ratings emerged as performing lower than counterparts in other groups. In fact, most lower scoring items were still in positive territory on the particular scale. This is a good reminder that findings should be kept in context and considered in relation to what else is occurring in the data.

Introduction and Background

As the preeminent professional educational organization for ski and snowboard teachers in the United States, the Professional Ski Instructors of America (PSIA) and the American Association of Snowboard Instructors (AASI) have an active member base of over 31,500 women and men dedicated to promoting snowsports through education. Having such a large membership base allows the great efforts of PSIA-AASI to be far-reaching. However, considering PSIA-AASI's 31,500 members and the nine divisional offices throughout the United States, acquiring reliable and valid information across members and organizational leadership can be surprisingly complicated. This is further complicated by the importance of creating a strong baseline of data and tools that can easily be used by staff in order to keep efforts sustainable over time.

Previous PSIA-AASI evaluation reports provide some guidance as to where the organization should direct its efforts. However, as with many recreation-based industries, new issues emerge that need to be considered. Many times, these factors are more intimate to the specific organization than larger industry trends (e.g., PSIA-AASI recently increasing its membership dues by \$11).

JVA views the current report as an opportunity to build a bridge from previous projects to future endeavors in a way that can be efficiently maintained by PSIA-AASI staff. Although the current project investigates members' perceptions, satisfaction and motivations, other factors are investigated. JVA measured a wider-array of demographic (e.g., impact of regional differences) and psychographic (e.g., impact of members' feelings of support and attachment to PSIA-AASI, behaviors) variables in the current project.

Introduction and Survey Development

This survey was designed to measure members' perceptions, motivations and satisfaction. Other factors include members' expectations, understanding of PSIA-AASI and ratings of current service offerings.

To allow a representative PSIA-AASI voice within this survey, JVA reached out to 26 key stakeholders (leaders) from different leadership levels and various divisions across the U.S. In addition, PSIA-AASI staff had the opportunity to provide feedback on the survey. JVA contacted these key leaders prior to formalizing the member survey to ensure that the survey was reflective of diverse viewpoints. Once the survey was developed, the same key leaders were given an opportunity to comment on the survey draft. Although JVA accounted for much of the feedback received from leaders, the member survey was finalized using a combination of (1) key leader feedback, (2) JVA's expertise, and (3) constructs delineated in PSIA-AASI's RFP. Considerations were also made for using data that would be actionable, and for a survey format that would not be too burdensome for members. In many ways, this survey is a first step, and not a final step, towards developing an approach to member measurement that is sustainable for PSIA-AASI for years to come.

To measure members' perceptions, motivations and satisfaction (and other factors), JVA developed an electronic survey for delivery online (through email). The survey utilized a mixed-methods approach—that is, both quantitative (e.g., ratings of services, satisfaction ratings, etc.), and qualitative (e.g., open-ended questions) were used to create an in-depth picture of members. Questions included the following constructs:

- **Demographics:** A wide range of member demographics was collected, including, current member status, length of membership, snowsport that they most closely identify with, division affiliation, and type of teaching employment (e.g., paid part-time, paid full-time or unpaid volunteer).
- **Satisfaction and Perceptions:** These factors included general (overall perceptions) and specific (measure of specific PSIA-AASI components) measures of satisfaction, perceived value and perceived quality. The survey also included a measure of the degree to which PSIA-AASI is meeting member expectations and 35 other unique member perception factors. These factors, driven by previous PSIA-AASI research, were quite diverse, spanning from members' ratings of "progressiveness" to PSIA-AASI giving members a sense of belonging and welcoming all members (see Appendix A for full survey).
- **Behavior Intentions:** Behavior-type measures included **intent** to renew, likelihood of **promoting** PSIA-AASI to others, where members **look** for snowsport industry information, **willingness to pay** for future benefits and **willingness to lose** benefits.

Member Dues Increase. Throughout the key leader feedback process, JVA learned more about the timing of a planned \$11 increase in the national portion of membership dues. Most members were not yet made aware of this planned increase, and JVA was originally not going to inform members of this increase during the survey. However, after careful consideration of the possible impact that dues-increase information may have, JVA proposed splitting the member database into two groups. Therefore, one-half of members received the dues-increase information on their survey, and one-half were not informed of the planned increase during the survey. Surveys were completely identical, with the exception of the dues-increase information. For those who received the dues-increase information, a single statement was added to introductory text both in the introduction email and repeated again at the beginning of the survey. The main survey introduction statement is below, with the dues-increase information in **bold underlined** font. Again, for members that did not receive the dues-increase information, the bold underlined text below was not included. This was the only difference between the two surveys.

*“As a new season fast approaches, PSIA-AASI is interested in learning more about members' perceptions, satisfaction and expectations. **One factor we'd like you to consider while answering these questions is that the national portion of your PSIA-AASI dues will increase by \$11 next year.** To assist with this process, PSIA-AASI has partnered with JVA Consulting, LLC (JVA) to create this member survey. Your responses will allow JVA to develop a report that will be presented to key PSIA-AASI leaders, providing them with a more detailed understanding of members in order to better serve you in the future. The survey should take about 20 minutes to complete.”*

JVA originally recommended not including the dues-increase information. This recommendation was made to protect the integrity of member responses. To clarify, the member constructs measured (highlighted above) are a reaction to what has already occurred leading up to the point of measurement. Therefore, it becomes problematic when delivering information the member has not experienced yet (especially when the delivery occurs immediately before measurement). In a way, this gives too much "weight" to one specific issue as members consider their rankings. In this case, it cognitively primes members to think about dues-increase first, with other, perhaps more established, factors (e.g., experience with PSIA-AASI on the slopes last season), temporarily becoming less important.

Considerations when reviewing the data from those members who were told about the fee increase
Data from those exposed to the dues-increase information allows for key leaders to see a worst-case scenario in relation to reaction to dues-increases. JVA research experience suggests that ratings typically follow a curve after delivery of new information in which there is an inflated initial reaction, then a settling-out period, after which responses return to a more reliable level. Ultimately, key leaders can see the impact that sudden, unexpected and presumably unwelcome information has on the resiliency of member perceptions.

Participants and Procedure

PSIA-AASI provided JVA with 22,308 member email addresses. To decide which members would receive the dues-increase information, JVA applied a random number algorithm to the data in which members were assigned to one of two groups. After initial assignment to the increase/non-increase groups, JVA ran a basic comparison on the two groups to ensure that sub-groups (e.g., division affiliation) were evenly split into the two groups. When JVA found disproportional representation by a particular division to one of the two groups, members were reassigned to different groups at random. This process of balancing the groups was repeated until the entire member database was balanced. Ultimately, 11,116 members were assigned to dues-increase condition and 11,192 members were assigned to the control condition, not receiving any dues-increase information. Once these groups were assigned, JVA released the two versions of the survey to members.

After two attempts to deliver the survey, several emails (147 from the increase group/124 non-increase; 1.2% total) continued to “bounce” and were not deliverable. With email surveys, this can occur for a number of reasons including, a busy server, full email in-boxes, and survey opt-out designation attached to a particular email address. After accounting for bounced emails, 22,037 emails were delivered, with 10,969 (49.78%) members receiving the dues-increase survey and 11,068 (50.22%) members receiving the survey without dues-increase information.

Response rate for Phase I was exceptional for member surveys, with one out of four members (24.50%, n=5379) completing the *entire* survey and with more starting it (6138 members started, 27.51%) but not completing it in its entirety (attrition rate = 12.3%, n=789). Note that members could skip many of the questions. For those completing the survey, responses were split evenly into both groups, with 25.27% (n= 2774) members completing the dues-increase survey and 23.50% (n=2603) completing the non-increase survey. The 1.77% difference in response rates is non-significant, and therefore, these groups had a statistically equal response rate.

Please note. For all items, an “n” value is given. This value corresponds to the entire number of members responding to a particular question. In some cases, the n-value is above the 5379 members highlighted above. This occurred for items that members answered prior to exiting the survey before completing it in its entirety (i.e., 6138 members started survey).

PSIA-AASI Demographics

The first section of the member survey measured member demographics unique to PSIA-AASI. These questions were added to determine how members were represented among different key member factors. Measured factors included division affiliation, membership status (i.e., type of membership), length-of-membership, snowsport most closely affiliated with (e.g., alpine, snowboarding, adaptive snowboarding, etc.) and in-season snowsport employment status (e.g., paid part-time, paid full-time, or volunteer). For each of these items, three categories were created, which covered the two dues-increase conditions (dues-increase vs. non-increase) and total combined conditions (i.e., summing dues-increase to non-increase conditions). Although

very little difference is seen between the dues-increase and non-increase condition, they are presented within each of these five factors to demonstrate the equality of sampling (i.e., lack of difference) between the two conditions.

Of high importance to the current project is measuring the degree to which member perceptions vary across PSIA-AASI's nine divisions. One of the first items in the survey measured division affiliation. Responses from various divisions were evenly split between the dues-increase conditions (see Figure 1 for survey response by divisions with combined percentages displayed). As can be seen by reviewing Figure 1, responses from the Eastern Division were most prominent (36.8%, n=2230), followed by Rocky Mountain (18.9%, n=1145), Northwest (11.2%, n=677) and Western (9%, n=544). The breakdown in division affiliation is reflective of the proportion of members that fall within each division (e.g., the Eastern Division having the highest proportion of members).

Figure 1. Division affiliation by dues-increase condition and combined totals

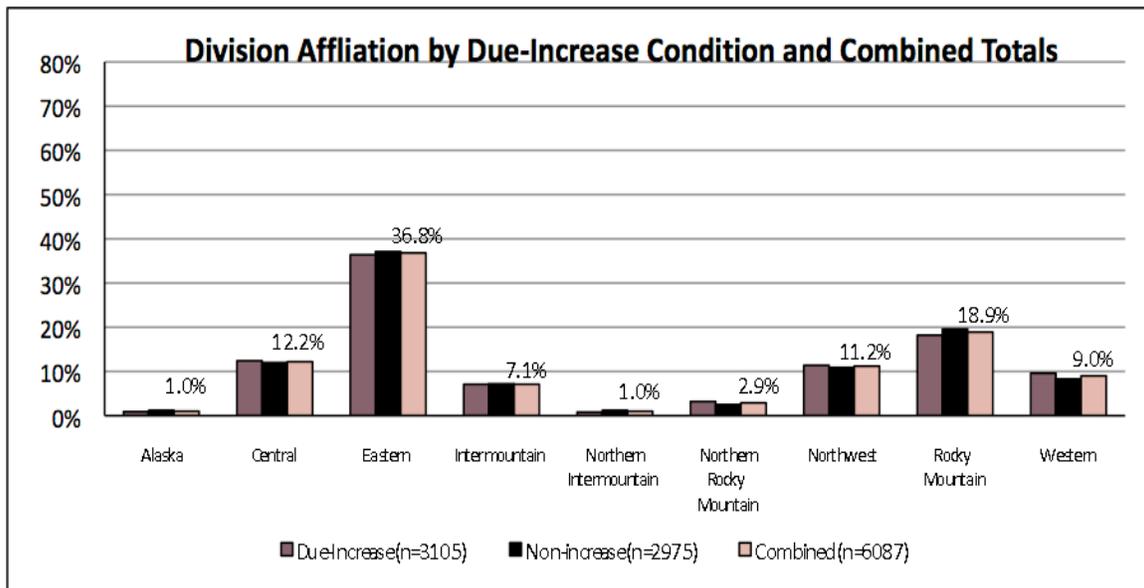
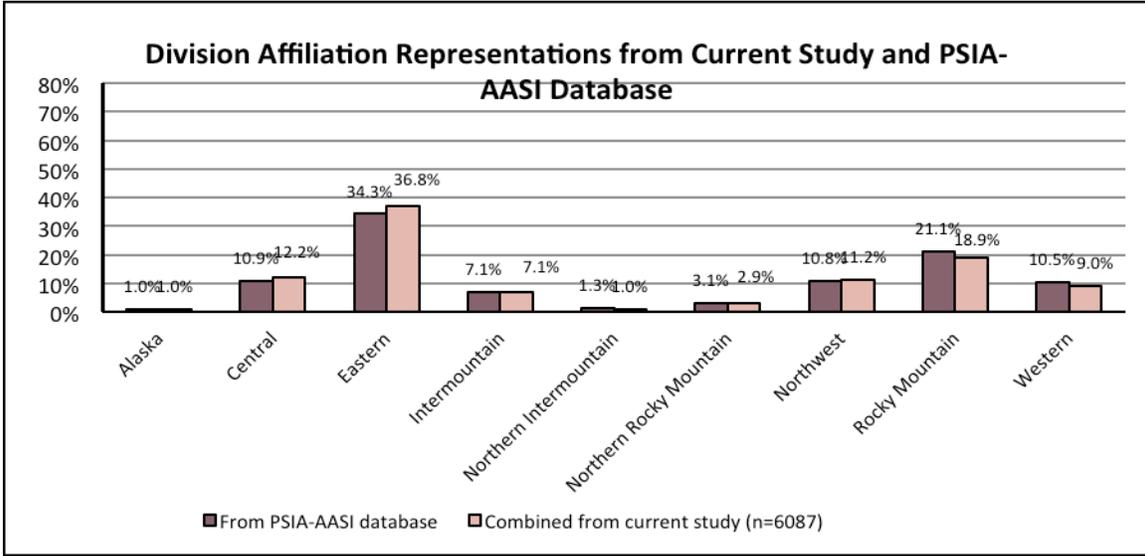


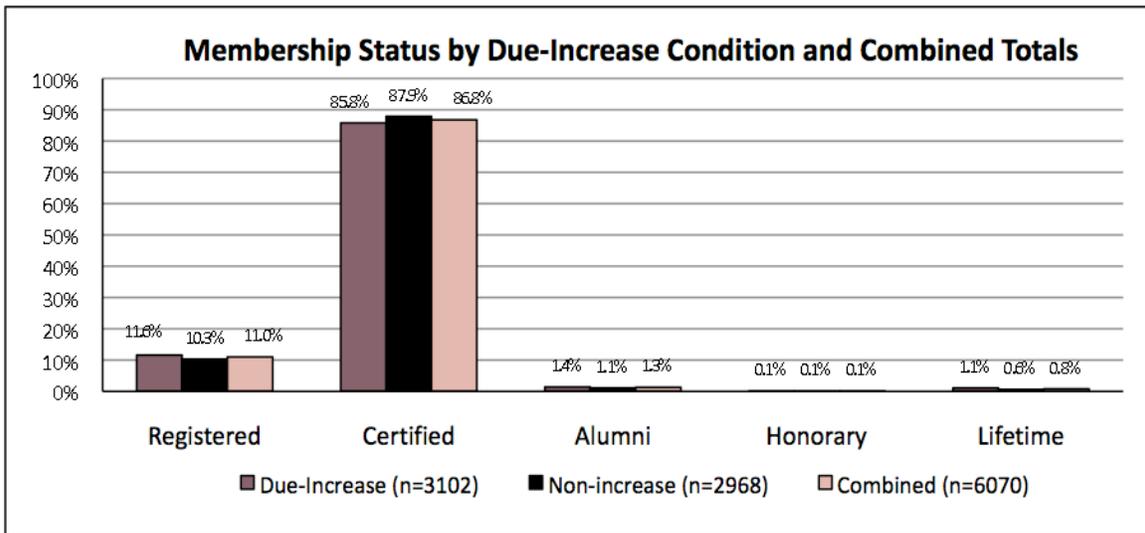
Figure 2, below demonstrates the similarity between division representation in current study and the representation of divisions across the PSIA-AASI national database. As can be seen, there are very little differences between the division representation in the in the current study and the representation across all members. Figure 2 further demonstrates that the data obtained in the current study is representative of PSIA-AASI as a whole.

Figure 2. Division affiliation representation from current study and PSIA-AASI database



Another survey item asked members to identify their current member status. Members could choose from Registered, Certified, Alumni, Honorary or Lifetime. Figure 3 below displays membership status of respondents divided into dues-increase conditions. Most members responding were Certified members (86.8%, n=5269 of respondents), followed at a distant second by Registered members (11%, n=668 of respondents). Alumni, Honorary and Lifetime were represented in 1.3% (or less) of responses (see Figure 3, below).

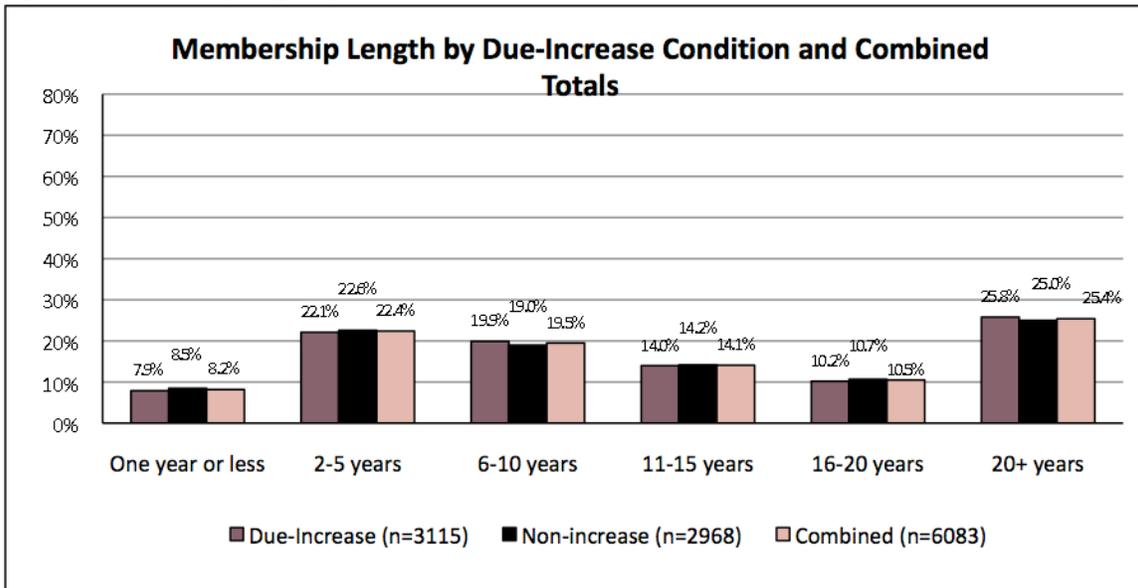
Figure 3. Membership status by dues-increase condition and combined totals



Members were also asked to indicate the length of their PSIA-AASI membership. Figure 3 below displays length of membership by dues-increase condition and by combined totals. PSIA-AASI appears to have longevity in its membership with 50% (n=3041) of members having been a member for more than 10 years, and one in four (25.4%, n=1546) respondents joining PSIA-AASI over 20 years ago. As can be seen in Figure 4, all membership length categories saw notable

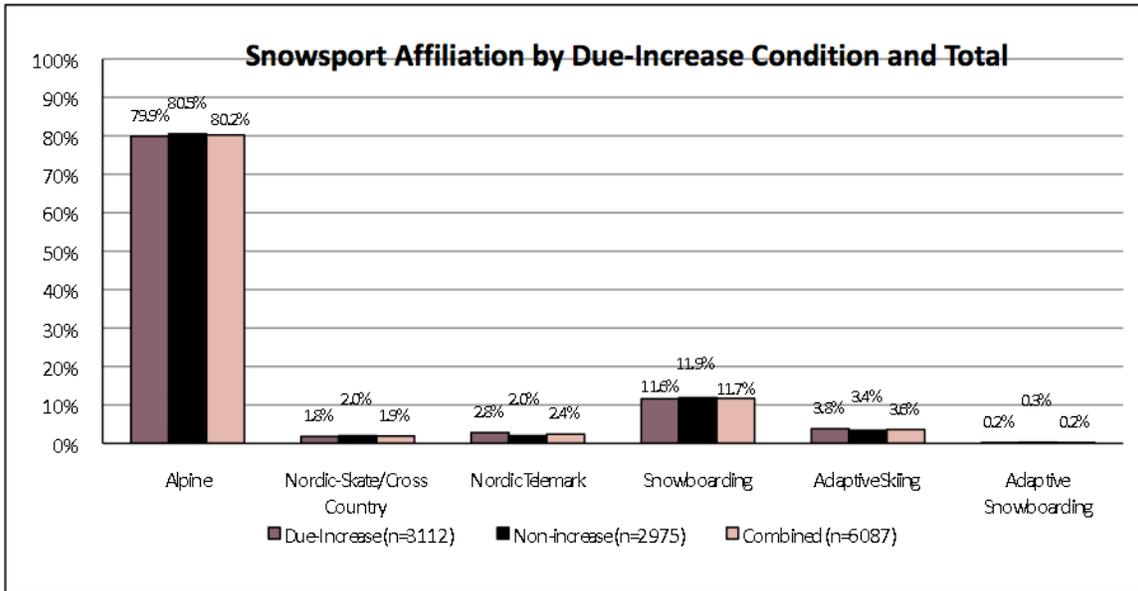
representation. In addition, differences between dues-increase conditions by different member length categories are negligible, with differences reflecting random variation in responses. Member length categories are used throughout the analysis (where appropriate) to see if length of membership significantly impacts the outcomes measured.

Figure 4. Membership length by dues-increase condition and combined totals



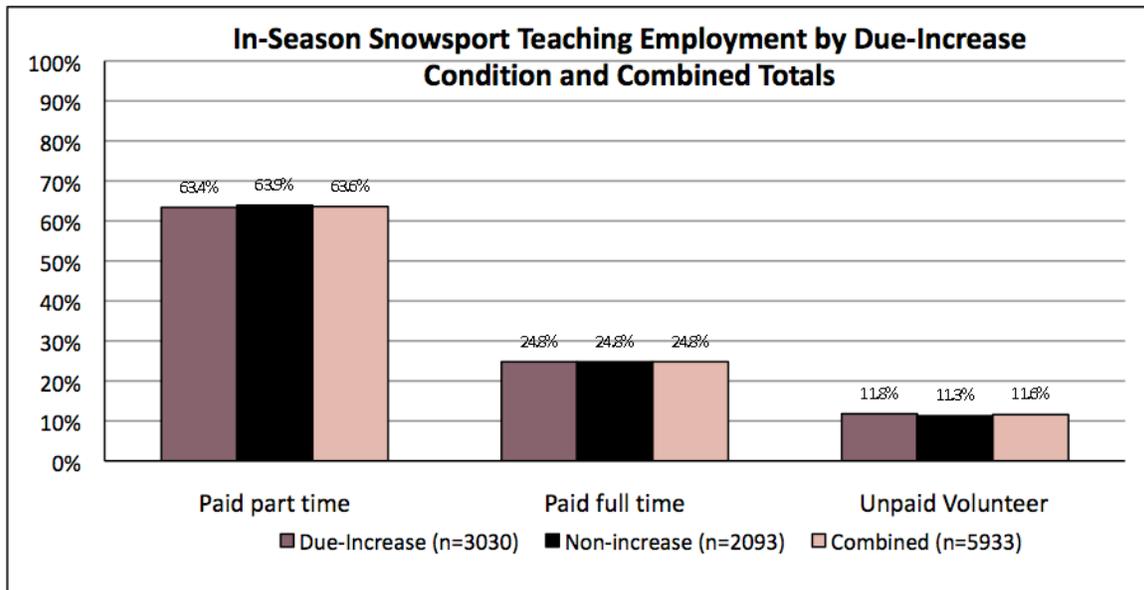
Another PSIA-AASI demographic question asked members to indicate the snowsport they most closely affiliate with. Considering the history of PSIA-AASI and the progression of snowsports in general, it is not surprising that a majority of respondents affiliated with Alpine Skiing (80.2%, n=4879, of members). Snowboarding was the second most represented category, with 11.7% (n=715) of members choosing this option. The remaining categories saw less than 3.6% representation (see Figure 5, below). As seen in previous figures, differences between dues-increase conditions are minimal, representing random variation in the data. It should be noted that JVA received two emails stating that members should be able to choose more than one snowsport, and that forcing members to choose one was perpetuating divisions among the different snowsports.

Figure 5. Snowsport affiliation by dues-increase condition and combined totals



As a last PSIA-AASI demographic item included on the survey, members were asked to identify the category their in-season snowsport employment falls into. Members could choose from “paid part-time,” “paid full-time” and “unpaid volunteer” (see Figure 6). Close to two-thirds of members (63.6%, n=3773) indicated that they consider their employment to be “paid part-time,” with “paid full-time” and “unpaid volunteer” being chosen by 24.8% (n=1471) and 11.6% (n=688) of members, respectively. There was very little variation between dues-increase conditions, and any differences in the data represent random variation (see Figure 6). In 1999 measurement conducted by PSIA-AASI, the breakdown of employment status was a bit different, with paid part time (68.7%), paid full time (26.5%) and volunteer (5.3%) showing slightly different representation (percentages were from a sample of 867 members). This shift from 1999 could be attributed to a number of factors, ranging from shift in employment due to the economy, to an increase in non-skiing snowsports, to other natural shifts that may have occurred with PSIA-AASI over the course of 10+ years.

Figure 6. In-season snowsport teaching employment by dues-increase condition and combined totals



Other, more traditional demographics were also measured. Close to three-quarters of the respondents were male (72.7%, n=3789), and 27.3% (n=1425) of respondents were female. Average age of respondents was 51 years old (Standard Deviation [SD³]=14.01). The median age was 54.

³ A **standard deviation (SD)** is a measure of variance in the data. It indicates how widely scores vary around a mean score. A lower standard deviation indicates that scores are tightly clustered or grouped around the mean, whereas a high standard deviation indicates scores are more dispersed around the mean.

Findings

As discussed earlier, the member survey was designed with feedback from stakeholders, JVA staff member's expertise, and factors highlighted in PSIA-AASI's original RFP. In general, the survey was designed to measure members' perceptions, satisfaction and motivations. Another prominent factor was future behavior intentions, which aligns closely with perceptual processes, satisfaction and member motivation (e.g., what motivates members to behave in a certain way). Findings are presented by key factors, broken out by subject headings. Where appropriate, or where there was an opportunity to do so, JVA ran additional analyses to determine the impact other factors, beyond those mentioned above, have on members. Finally, JVA explored the impact that the \$11 dues-increase had on the above member factors.

Membership Satisfaction, Perceptions and Related Member Factors

Factors falling into this category include general PSIA-AASI satisfaction (e.g., "How satisfied are you with PSIA-AASI?"), and satisfaction of specific services (e.g., division newsletter, education materials, member events, etc.). Perceptions of quality and value, which are conceptually and statistically related to satisfaction, were also measured. Other perception-type factors included a series of statements (35 total) related to PSIA-AASI membership in which members were asked to indicate their agreement with (24 items) or how much they saw that item present within PSIA-AASI (11 items). Also measured was the degree to which PSIA-AASI is meeting member expectations, as was a series of items (4 items) comparing member perceptions of division and national operations (see Appendix A for full survey).

Member Satisfaction

To measure general satisfaction, members were asked to rate their overall satisfaction with PSIA-AASI on a 5-point Likert-type scale (where 1 = Not at all and 5 = Very much so). Mean ratings indicate that members lean slightly in favor of satisfaction with PSIA-AASI (M=3.75, SD= 1.09). When asked to rate satisfaction with specific PSIA-AASI benefits (using a 5-point likert-type scale, where 1 = Very dissatisfied and 5 = Very satisfied), a somewhat different picture of satisfaction emerges with some benefits performing better than others (see Table 1). For Table, 1 and differences between variable means greater than .09 are significantly different. For example, the difference between web-based learning modules and accessories catalogue is .26, and is significant among comparisons in Table 1.

Table 1. Mean satisfaction ratings for different member benefits

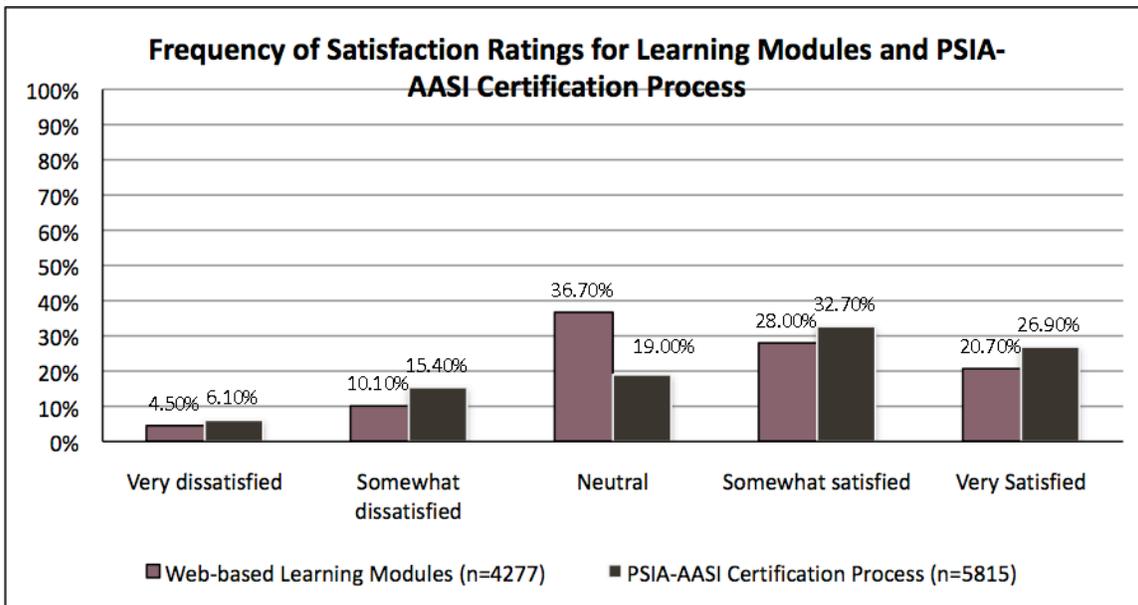
Member benefit (n=4277-5694)	Mean	SD
Web-based Learning Modules	3.50	1.07
PSIA-AASI Certification Process	3.59	1.21
Accessories Catalog	3.76	1.01
Division Newsletter	3.85	1.00
32 Degrees	4.02	0.99
Education Materials	4.04	0.97

Member Events	4.04	1.07
Pro Deals	4.04	1.05

Note. Organized lowest to highest. Satisfaction ratings are on 5-point Likert-type scale, where 1 = Very dissatisfied and 5 = Very satisfied.

Upon reviewing Table 1, ratings of Web-based learning modules, PSIA-AASI Certification and *Accessories Catalog* fell closer to the neutral point on the scale when compared to other items (these items also had more variability indicating a wider spread of responses). This indicates that, while members are at least somewhat satisfied with PSIA-AASI benefits, there are those benefits in which a notable proportion of ratings fall at or below the neutral point in the scale (i.e., somewhat dissatisfied or very dissatisfied). Figure 7 (below) bears this out, demonstrating the degree to which members rated Web-based Learning Modules and the PSIA-AASI Certification process “neutral” or below (i.e., dissatisfied range). Reviewing Figure 7 further, one out of every five members surveyed (21.5%, n=1250) is currently dissatisfied with the PSIA-AASI Certification process, and 14.6% (n=624) of members are currently dissatisfied with the Web-based learning modules. **Although these items received the highest proportion of dissatisfied ratings, a majority of members are still satisfied.** Combined dissatisfaction ratings for other member benefits were near or far below 10%.

Figure 7. Frequency of satisfaction ratings for Web-based Learning Modules and PSIA-AASI Certification process



A further look into satisfaction ratings

Although the above satisfaction ratings are, for the most part, performing favorably, aggregated means and frequency counts can only go so far in informing PSIA-AASI leaders about specific conditions in which means may show meaningful variation. To broaden the picture of how satisfaction ratings operate, a Multiple Analysis of Variance (MANOVA)⁴ was run. For this procedure, analysts tested whether or not satisfaction ratings significantly⁵ varied by PSIA-AASI divisions, dues-increase condition, length of membership and employment status. Learning more about how ratings vary by these levels allows PSIA-AASI leaders to determine a more focused course of action when attempting to increase satisfaction among members. Also, the addition of the dues-increase conditions allows leaders to witness the power (impact) that due-related information has (or does not have) on member satisfaction.

Note. As mentioned earlier, the delivery of dues-increase information immediately prior to taking the survey increased the chance that member ratings were artificially inflated in a negative direction. If dues-increase information were delivered well before members took the survey, ratings would have most likely been less negative than what is reported below. Again, the delivery of dues-increase information allows PSIA-AASI leaders to see a worst-case scenario.

For the MANOVA model, general satisfaction was entered as dependent variables with dues-increase condition and division affiliation entered as fixed factors (i.e., independent variables). Membership length and employment status are discussed later. Tukey post-hoc comparisons were requested for the model. In addition, measures of Observed Power⁶ and Effect Size⁷ (eta-squared [η^2]) were requested in analyses. Findings indicate that general PSIA-AASI satisfaction significantly varies by PSIA-AASI divisions ($F(8,5957)22.54, p=.00, \eta^2=.029$) and dues-increase ($F(1,5957) 7.17, p=.01, \eta^2=.001$) condition. However, observed power indices (Observed Power = 1.00 for division affiliation and .76 for dues-increase condition) and effect sizes indicate that the impact of divisional affiliation is more robust.

⁴ Analysis of Variance (ANOVA) and Multiple Analysis of Variance (MANOVA) is a statistical procedure to test whether or not means of several group are equal or statistically different.

⁵ A significance test indicates the probability that observed patterns cannot be explained by chance. The probability is displayed as a "p" value (e.g., $p=.01$). In general, P values that are less than .05 are considered significant.

⁶ Power and Observed Power scores indicate the ability of a statistical test to detect an effect if there is one actually occurring in the data. When determining significance, Observed Power scores closer to 1.0 are more desirable than lower Observed Power scores (i.e., scores below .08 being less).

⁷ Effect size is a measure of the impact a variable of interest (e.g., divisional variation, dues-increase) has on tested outcomes (e.g., satisfaction). The higher the effect size, the more the differences observed in the data can be attributed to the variable of interest. Eta-squared is one of many effect size indicators that can be used.

To review where satisfaction ratings varied across the different divisions, Tukey Post-hoc⁸ comparisons were run (see Table 2 for satisfaction by division). **Findings suggest that Eastern Division members are more satisfied than a majority of the other divisions** (i.e., 5 out of 8 divisions). **Northern Rocky Mountain and Western Division members also reported higher satisfaction levels.** Alternatively, **members in the Intermountain and Rocky Mountain Divisions reported significantly lower satisfaction than five other divisions.** Members in Alaska and Northern Intermountain represent divisions in which satisfaction with PSIA-AASI did not significantly vary from other divisions (see Table 2).

Table 2. Post-Hoc Comparisons for Satisfaction Scores by Division

Division Code	Division	Mean Rating	Significant Difference ($p < .05$)
A	Alaska	3.75	-
C	Central	3.83	E, IM, RM
E	Eastern	4.01	C, IM, NW, RM, W
IM	Intermountain	3.55	C, E, NRM, NW, W
NIM	Northern Intermountain	3.97	-
NRM	Northern Rocky Mountain	3.89	IM, RM
NW	Northwest	3.83	E, IM, RM
RM	Rocky Mountain	3.55	C, E, NRM, W
W	Western	3.81	E, IM, RM

Note. Letters in the 'significant difference column' correspond to specific division codes. Satisfaction ratings were made on a 5-point Likert-type scale, where 1 = Not at all and 5 = Very much so. Division codes in the right column represent where significant difference occurs

When combining scores across dues-increase/non-increase conditions, mean differences are significantly different, with members in the dues-increase condition reporting lower satisfaction ($M=3.75$, $SD=1.09$) when compared to members in the non-increase condition ($M=3.90$, $SD=1.04$).

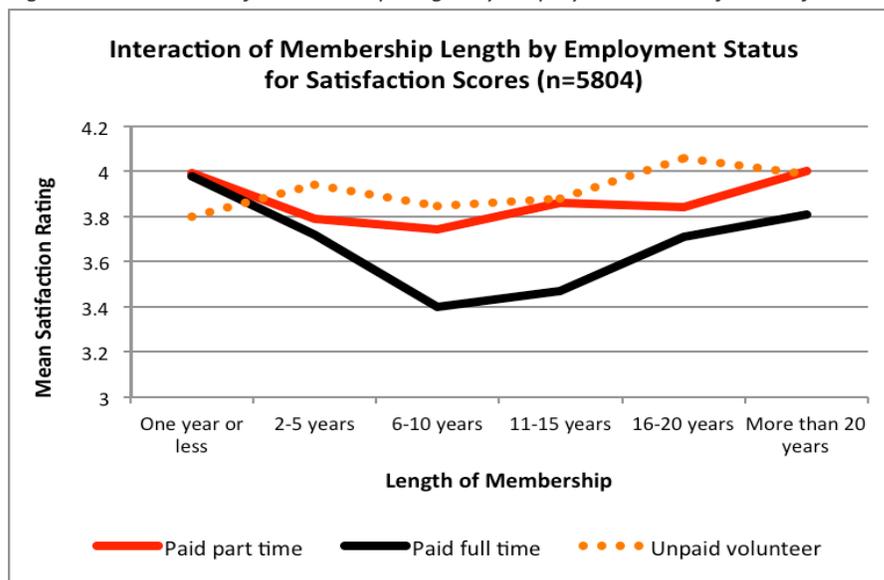
These results suggest that while knowledge of membership dues-increase impacts member satisfaction, **experiences unique to particular divisions are a stronger predictor of member satisfaction.** In fact, Observed Power scores suggest that **interpreting the significant differences seen within the dues-increase conditions needs to be done with caution.** That is, the observed power of the dues-increase condition differences was .76, which is below a common cut-off point of .80. However, this is reported here to communicate the lack of strength that the dues-increase information has on responses. Scores satisfaction ratings across

⁸ Post-hoc statistics are procedures to review data after a significant impact is found, and they indicate where a significant difference occurred in the data. **Tukey post-hoc** procedures are used throughout the current analysis as they are considered the most appropriate for the type of data collected.

divisions, however, had an Observed Power score of 1.00, indicating that relationship is more robust.

A secondary analysis was completed to explore the impact of the other variables on member satisfaction. Specifically, length of membership and employment status were reviewed. For this analysis, a MANOVA model was run in which length of membership and employment status were entered as independent variables, and member satisfaction was entered as a dependent variable. Results suggest the length of membership and employment status interact to significantly impact member satisfaction ($F(10,5803) 2.02, p=.03, \eta^2=.01$). As can be seen by reviewing Figure 8, **part time, full time and volunteers, all have similar satisfaction levels when they first join.** However, **as membership length of paid full time staff increases towards the 6-10 and 11-15 years categories, satisfaction decreases.** Satisfaction for members employed part time and volunteers remain relatively constant across member length categories.

Figure 8. Interaction of membership length by employment status for satisfaction scores



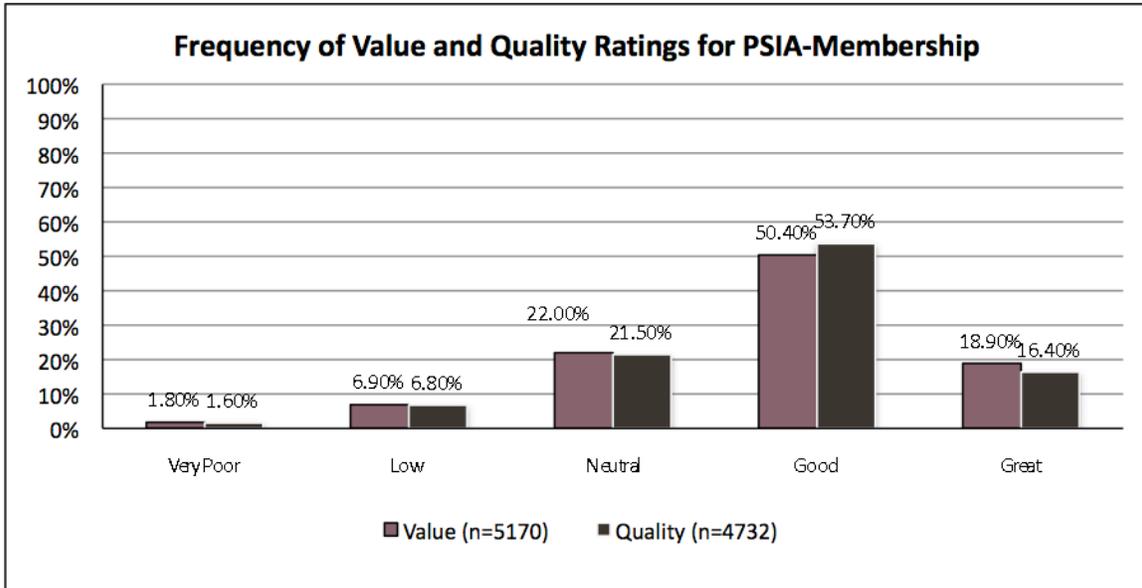
Member Perceptions of Value and Quality

In addition to rating satisfaction with PSIA-AASI benefits, members were also given an opportunity to rate PSIA-AASI on value and quality. Although these items may seem too much alike, JVA's experience suggests they can be separate constructs. Conceptually, a particular benefit can be of value to members, but low in quality. Alternatively, a particular benefit can be very high quality, but not be valued by PSIA-AASI members. For both value and quality survey items, members were asked to read a series of items and "rate the value [or quality] each item has to [them] personally." Five items were included in these measures including "education materials," "education events," "member benefits," "certification process," and "overall member experience." For specific value items, members were asked to rate these items on a 5-point Likert-type scale, where 1 = Very low and 5 = Very high. For specific quality items, members were asked to rate the same items on a 5-point Likert-type scale, where 1 = Poor and

5 = Great. An additional sixth item was included to measure *overall* value and quality of PSIA-AASI membership (i.e., “the value [or quality] of your PSIA-AASI membership is:”). For this item, members could rate the value (quality) on a common 5-point Likert-type scale, where 1 = Very poor and 5 = Great.

Ratings of overall value and quality were similar to that of satisfaction ratings, with mean scores for both value (M=3.78, SD=.89) and quality (M=3.76, SD=.86) falling closest to a score of four on the scale provided (i.e., “good”). Figure 9 breaks out frequency of ratings by rating score for both value and quality ratings. As can be seen in Figure 9, **close to two-thirds of members surveyed rated value and/or quality either “good” or “great”** (69.3%, n=3581 and 70.1%, n= 3316, respectively). **Relatively few members rated value and/or quality of PSIA-AASI membership “poor” or “very poor”** (8.7%, n=451 and 8.4%, n=398, respectively).

Figure 9. Frequency of value and quality ratings for PSIA-AASI membership



Value and quality ratings for individual items provide some insight into what components members value more and think are of a higher quality. Table 3 displays mean value and quality ratings for individual items. It is clear from reviewing Table 3 that members find education events to be of the most value and of highest quality. The certification process was rated the lowest on both value and quality dimensions.

Table 3. Mean ratings for value and quality by specific item

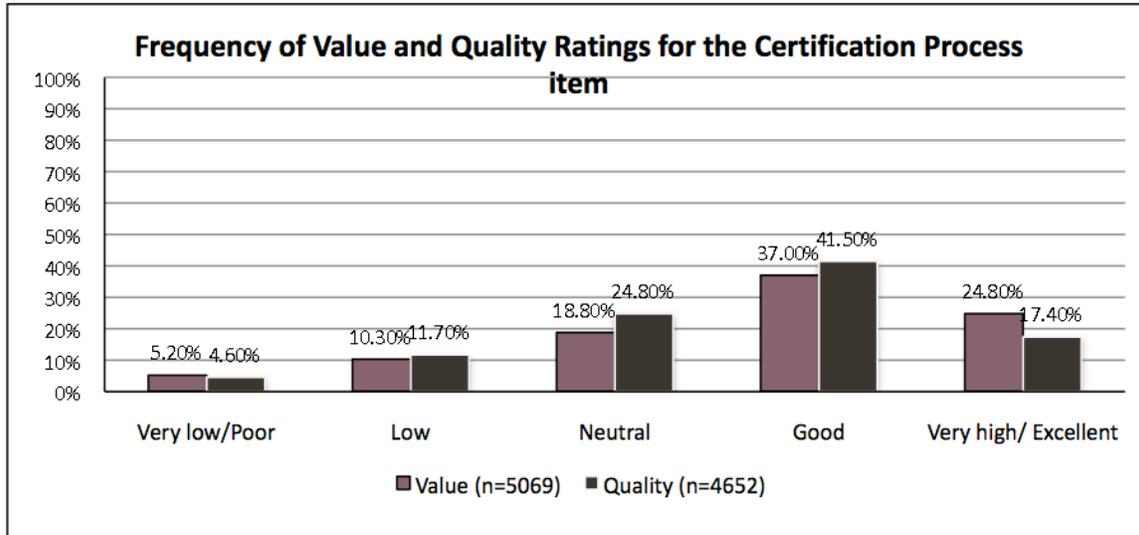
Item	Value Means (SD)	Quality Mean(SD)
Education events	4.15 (.97)	4.08 (.91)
Education materials	3.99 (.95)	3.98 (.87)
Overall member experience	3.82 (.93)	3.79 (.90)
Member benefits	3.73 (.99)	3.69 (.92)
Certification process	3.66 (1.11)	3.55 (1.05)

Note. Value ratings were on a 5-point Likert-type scale, where 1 = Very low and

5=Very high. Quality ratings were on a 5-point Likert-type scale, where 1 = Poor and 5 = Excellent. Items are presented together for ease of comparison.

To verify that the Certification Process item was the worst performing dimension, in relation to other items, scores were broken down into frequencies (see Figure 8). As can be seen in Figure 10, 15.5% (n=788) provided ratings of “low” or “very low” for value, and 16.3% (n=760) of members provided ratings of “low” or “poor” for quality.

Figure 10. Frequency of value and quality ratings for the certification process item

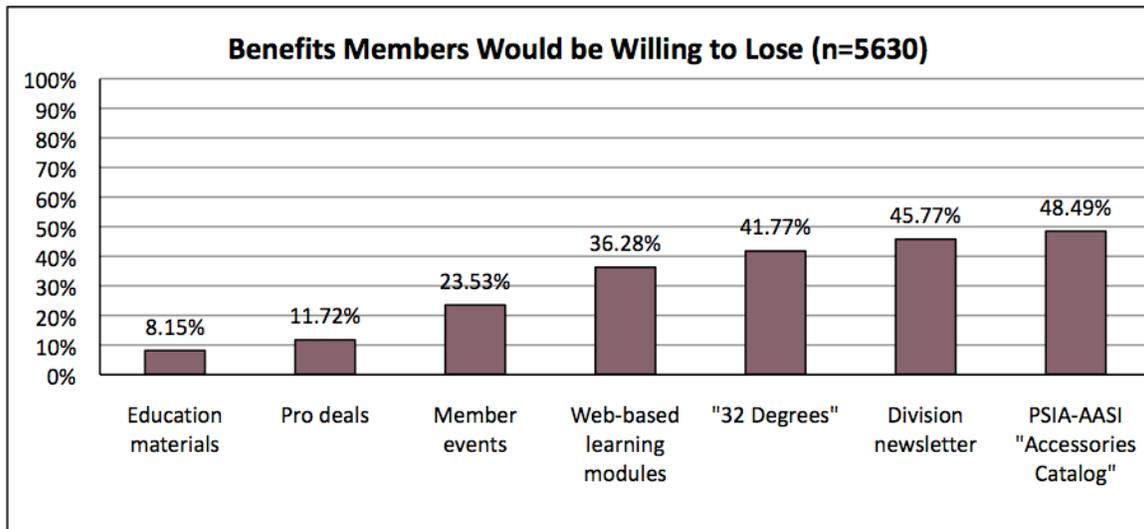


Note. Value ratings were on a 5-point Likert-type scale, where 1= Very low and 5=Very high. Quality ratings were on a 5-point Likert-type scale, where 1 = Poor and 5 = Excellent. Items are presented together for ease of comparison.

Once again, an item related to the PSIA-AASI Certification Process is performing worse when compared to other items. Keep in mind, that **while this item is performing worse than other items, there are still many members that feel that the PSIA-AASI Certification Process is of high value and quality**. A similar data-pattern was seen for the satisfaction item (discussed above). Considering the developing pattern, its clear that key leaders should focus efforts in improving the Certification Process for PSIA-AASI members. As was seen with satisfaction items, ratings of the Certification Process was the only item with combined very low (poor) and low ratings exceeding 15% of members surveyed.

Another item was included to understand value orientation at a deeper-level. Members were presented a scenario in which they were asked which member benefits they would be willing to lose if it meant lowering the cost of their membership (see Figure 11). This question is useful on two fronts. First, it is practical for PSIA-AASI leaders as it provides a better understanding of what members would be willing to sacrifice if it meant lowering dues. This information may be useful in future decision-making processes when considering resources (i.e., time, money, etc.) that go into developing and maintaining certain benefits. Second, this type of question provides a better understanding of what members truly value when faced with the potential of losing benefits.

Figure 11. Benefits members would be willing to lose



Reviewing Figure 11, it is clear that when pushed to choose a benefit to lose, members seem to focus on PSIA-AASI publications, with *PSIA-AASI Accessories Catalog*, *Division Newsletter*, and *32 Degrees* being chosen with the highest frequency. Ironically, as will be reported later, *32 Degrees* and *Division newsletters* are sources most heavily cited for obtaining information about the snowsports industry. This paradox between what benefits members would be willing to lose and what they rely on for information highlights the interconnectedness of these factors that may not be readily evident when reviewing each item independently. These results also demonstrate that for the items listed, there were not any benefits in which a majority of members were willing to lose. This suggests that members may not be willing to sacrifice their benefits to lower membership dues.

A Further Look into Value and Quality Ratings

Although the above value and quality ratings are, for the most part, performing favorably, aggregated means and frequency counts can only go so far in informing PSIA-AASI leaders about specific conditions in which means may show meaningful variation. To broaden the picture of how value ratings operate, a Multiple Analysis of Variance (MANOVA) was run. For this procedure, analysts tested whether or not value and quality ratings significantly varied by PSIA-AASI divisions and by dues-increase condition (impact of membership length and employment status are discussed later). Learning more about how ratings vary by these levels allows PSIA-AASI leaders to determine a more focused course of action when attempting to increase satisfaction among members. Also, the addition of the dues-increase conditions, allows leaders to witness the power (impact) that dues-related information has (or does not have) on members' perceptions of value and quality.

For the MANOVA model, general value and quality items were entered as dependent variables, with dues-increase condition and division affiliation entered as fixed factors (i.e., independent variables). Tukey Post-hoc comparisons were requested for the model. The same analytics were

used for value and quality ratings as those used for satisfaction ratings. Findings indicate that ratings of value ($F(8,4684)12.75, p=.00, \eta^2=.02$) and quality ($F(8,4684)14.69, p=.00, \eta^2=.02$) significantly vary by member division. Results for dues-increase condition suggest that member ratings for value and quality are not impacted by the \$11 price increase.

To review where value and quality ratings varied across the different divisions, Tukey Post-hoc comparisons were run (see Tables 4 and 5 for value and quality ratings, respectively). For value ratings (Table 4) comparisons suggest beyond a couple other significant differences among the divisions, **members in the Rocky Mountain division far and away rated the value of PSIA-AASI membership lower (when compared to members in other divisions).**

Table 4. Post-Hoc Comparisons for Value Scores by Division

Division Code	Division	Mean Rating	Significant Difference ($p<.05$)
A	Alaska	3.73	--
C	Central	3.80	RM
E	Eastern	3.90	IM, RM
IM	Intermountain	3.66	E, NRM
NIM	Northern Intermountain	3.86	--
NRM	Northern Rocky Mountain	3.96	IM, RM
NW	Northwest	3.77	RM
RM	Rocky Mountain	3.56	C, E, NRM, NW, W
W	Western	3.77	W

Note. Letters in the 'significant difference column' correspond to specific division codes. Value ratings were made on a 5-point Likert-type scale, where 1 = Very low and 5 = Very high

Ratings for quality of PSIA-AASI membership show a pattern that closely mirrored ratings of satisfaction reported earlier. **Members within the Rocky Mountain division rated quality lower than members in five out of the eight (62.5%) other divisions, whereas members in the Eastern Division rated quality higher than members in many (5, 62.5%) of the other divisions.**

Table 5. Post-Hoc Comparisons for Quality Scores by Division

Division Codes	Division	Mean Rating	Significant Difference ($p<.05$)
A	Alaska	3.69	--
C	Central	3.77	E, RM
E	Eastern	3.9	C, IM, NW, RM, W
IM	Intermountain	3.6	E
NIM	Northern Intermountain	3.89	--
NRM	Northern Rocky Mountain	3.86	RM
NW	Northwest	3.75	E, RM
RM	Rocky Mountain	3.55	C, E, NRM, NW, W

W Western 3.75 E, RM

Note. Letters in the 'significant difference column' correspond to specific division codes. Quality ratings were made on a 5-point Likert-type scale, where 1 = Poor and 5 = Excellent.

A secondary analysis was run to determine the impact that length of membership and employment status had on value and quality ratings. For this analysis a MANOVA model was run in which length of membership and employment status were entered as independent variables and value and quality were entered as dependent variables. Results suggest that value ratings significantly differ by length of membership ($F(5,5009)6.76, p=.00, \eta^2=.01$). Tukey post-hoc comparisons (see Table 6) suggest that **new members have the highest value ratings when compared to other membership length categories. Those who have been members for 6-10 years appear to perceive the lowest value in their PSIA-AASI membership, with a slight rebound for the longest-tenured members (i.e., over 20 years).**

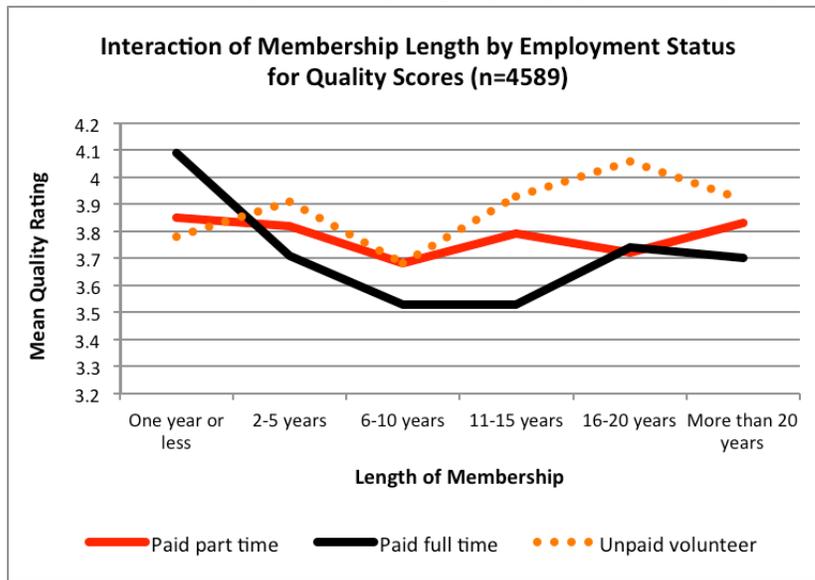
Table 6. Post-Hoc Comparisons for Value Scores by Length of Membership

Category #	Length of Membership	Mean Rating	Significant Difference ($p<.05$)
1	One year or less	3.99	Sig. higher than all
2	2-5 years	3.80	1,3
3	6-10 years	3.64	1,2,6
4	11-15 years	3.75	1
5	16-20 years	3.74	1
6	More than 20 years	3.82	1,3

Note. Numbers in the 'significant difference column' correspond to specific category numbers. Value ratings were made on a 5-point Likert-type scale, where 1 = Very low and 5 = Very high.

Results suggest that **membership length and employment status interact to significantly impact members' ratings of quality** ($F(10,4588)2.39, p=.01, \eta^2=.01$). Similar to the interaction between these two items on the satisfaction measure, **members employed full time, that are also new PSIA-AASI members, perceive higher quality in their membership** (see Figure 12, below). However, as membership becomes longer for members employed full time, perceptions of quality become worse through the middle of their membership tenure (years 6 through 15), and then increase slightly after that. **Quality ratings for members employed part time and volunteers follow a somewhat more aligned trajectory, with volunteers reporting the highest quality throughout most of their membership length categories.**

Figure 12. Interaction of membership length by employment status for quality scores



Overall, results suggest that while members seem to perceive their PSIA-AASI membership as high in quality and value, there are definite quality and value rating differences when looking across divisions, member length categories and employment status categories. Similar to satisfaction ratings, members in the Rocky Mountain division seem to have perceptions of value and quality that deviate from their counterparts in other divisions. Oppositely, Eastern Division members perceive higher value and quality of PSIA-AASI membership than members in many other divisions. In addition, newer members tend to rate value and quality higher, with ratings of quality varying by length of membership and employment status. In light of these differences, key leaders should begin to address the unique differences that exist in member perceptions among divisions, as well as attempt to maintain the initial quality and value perceptions that new members have of PSIA-AASI. Identifying the factors that might be driving members in certain Divisions, or within certain employment categories, to have more favorable perceptions of quality and value will allow PSIA-AASI leaders to replicate across other divisions.

Other Items Related to Satisfaction and PSIA-AASI Perceptions

As mentioned previously, there were several questions included on the survey to assess members' perceptions. These items primarily involve those that address a series of common issues that can impact members' experience within an organization (24 perception statements), or items that measure the different components of PSIA-AASI perceptions (11 perception items). There are also perception items directly related to division and national familiarity, connectedness, and knowing how to get in-touch with division and national offices.

General Perception Statements

An additional portion of the survey was devoted to a series of twenty-four statements related to member perceptions. Statements were diverse and ranged from "provides me with accurate information" to "staff does job well," to "does a good job of maintaining standards." See Table 7 for all statements. For each statement, members were asked to rate the extent to which they

agreed/disagreed with each statement. Rating were made a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree.

Table 7. Mean ratings for agreement/disagreement with series of PSIA/AASI perception statements

Construct	Please rate the extent to which you agree/disagree that that PSIA-AASI...	Mean	SD
P	Is an important organization	4.01	0.9
P	Is actively involved in the snowsports community	3.98	0.87
In	Provides me with useful information	3.96	0.78
W	Membership is important to me	3.92	0.91
O	Staff does its job well	3.86	0.87
In	Provides me with accurate information	3.83	0.82
W	Is welcoming to all members	3.77	0.93
W	(Does not) Wants me to be involved*	3.69	0.94
P	Does a good job of maintain standards	3.68	0.99
O	Leaders do their job well	3.65	0.93
W	Genuinely cares about it members	3.58	0.95
P	Makes it easier for me to be successful	3.56	0.98
W	Gives me a sense of belonging	3.55	0.97
W	Has something for everyone	3.54	0.92
O	Performs services right the first tome	3.47	0.87
P	Protects my professional interests	3.47	1.03
V	Should offer more for the money	3.45	0.95
W	(Does not) Considers members needs*	3.42	1
O	Offers services at a time that is convenient for me	3.38	0.98
O	Consistently meets my expectations	3.37	0.95
V	Let's me know what I get for the money	3.28	0.99
W	(Does not) Understand its members*	3.28	1.03
W	Offers a venue to voice my opinion	3.24	0.95
W	Favors specific snowsports over others*	2.88	1.01

Note: In = Information; O = Operations; P=Professional; V= Value; W=Welcoming. * = Originally written with reversed logic (original wording in parentheses), scores have been recomputed to align with directionality of remaining items. All ratings made on a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree.

Although a Principle Component Factor Analysis⁹ run on the above statements suggest that all but the reversed-scored items can be combined to create a single perception measure, PSIA-AASI leaders may find it useful to review conceptually related statements for decision-making and management purposes (a full composite perception score is offered in the next section). Therefore, to provide a more manageable picture of how these items operate, a series of composite scores were created using conceptually related concepts. These are highlighted in Table 7 under the “construct” column, and are grouped by items related to operations (O), professionalism (P), value (V), information (I), and PSIA-AASI creating a welcoming (W) environment. Again, these are organized by category to provide a clearer picture of what might be occurring among all of these items, rather than viewing a single composite perception score. Table 8 displays mean ratings for these composite scores. The items are organized by mean score to communicate priority of items. Reverse items were reconfigured so that a higher mean score for all items indicates a more favorable perception towards PSIA-AASI on a given dimension.

Table 8. Mean composite score ratings for PSIA-AASI perception statements

Item	Mean	SD
Value	2.91	.81
Welcoming	3.48	.72
Operations	3.55	.73
Professionalism	3.68	.77
Information	3.89	.71

Note. Ratings were made on a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree. Reversed logic items were reconfigured so that higher mean scores indicate a more favorable response.

To test if the above composite score items significantly varied by division dues-increase condition, a MANOVA was run using the above composite scores as dependent (i.e., outcome) variables, and division and dues-increase condition as independent (i.e., predictor variables). In addition, a secondary analysis was run to test impact that length of membership and employment status have on satisfaction scores.

⁹ Factor Analysis is a statistical procedure that tests for their interrelatedness or overlap of survey items. This procedure allows researchers to see which items are duplicative. Factor Analysis also indicates how many different strands of information a particular set of items is measuring. In the case above, all but a few items combined to measure one factor (or strand).

For the dues-increase and division comparisons, results suggest that mean scores on the above items do not significantly vary by dues-increase condition, but did vary by division ($F(8,3421)5.56, p=.00, \eta^2=.01$), with all composite scores varying significantly by division.

Follow-up analysis suggests that items related to information (see “In” items in Table 7, above) varied significantly by divisions ($F(8,3421)9.06, p=.00, \eta^2=.02$). Post-hoc comparisons of the Information composite score suggest that **mean ratings from members in the Eastern Division were the only division in which differences were seen**. The mean rating for the Eastern Division Information score ($M=4.011, SD=.64$) was significantly higher than Information ratings within the Central ($M=3.87, SD=.68$), Intermountain ($M=3.79, SD=.71$), Northwest ($M=3.87, SD=.64$), Rocky Mountain ($M=3.75, SD=.75$) and Western ($M=3.85, SD=.73$) Divisions. No other differences were seen for the Information score.

Items related to operations (see “O” items in Table 7, above) also significantly varied by divisions ($F(8,4227)25.62, p=.00, \eta^2=.05$). Exploring these differences further (see Table 9), **members from the Eastern division rated Operations significantly higher than six out of the eight remaining divisions. Rocky Mountain saw the lowest mean rating**, rating operations significantly lower than members in the Eastern, Northwest, and Western Divisions. It is clear when reviewing Table 8 that Eastern division members have more agreement with the concept that PSIA-AASI is performing better on operations-related items.

Table 9. Post-Hoc Comparisons for Operation Scores by Division

Division Codes	Division	Mean Rating	Significant Difference ($p<.05$)
A	Alaska	3.48	--
C	Central	3.44	E
E	Eastern	3.73	C, IM, NRM, NW, RM, W
IM	Intermountain	3.38	E, NW
NIM	Northern Intermountain	3.55	--
NRM	Northern Rocky Mountain	3.50	E
NW	Northwest	3.56	E, IM, RM
RM	Rocky Mountain	3.34	E, NW, W
W	Western	3.51	E, RM

Note. Letters in the ‘significant difference column’ correspond to specific division codes. Operations ratings were made on a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree

Items related to PSIA-AASI as welcoming (see “W” items in Table 7, above) also significantly varied by divisions ($F(8,3822)13.03, p=.00, \eta^2=.03$). Exploring these differences further (see Table 9), **members from the Eastern division rated the welcoming composite item significantly higher than five out of the nine remaining divisions. Rocky Mountain saw the lowest mean rating**, rating welcoming significantly lower than members in the Central, Eastern and Northwest divisions. It is clear when reviewing Table 10 that Eastern division members have

more agreement with the concept that PSIA-AASI is a welcoming organization. This pattern continues to emerge across most post-hoc comparisons.

Table 10. Post-Hoc Comparisons for Welcoming Scores by Division

Division Codes	Division	Mean Rating	Significant Difference ($p < .05$)
A	Alaska	3.39	--
C	Central	3.46	E, RM
E	Eastern	3.60	C, IM, NW, RM, W
IM	Intermountain	3.36	E
NIM	Northern Intermountain	3.66	--
NRM	Northern Rocky Mountain	3.51	--
NW	Northwest	3.49	E, RM
RM	Rocky Mountain	3.36	C, E, NW
W	Western	3.44	E

Note. Letters in the 'significant difference column' correspond to specific division codes. Welcoming ratings were made on a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree.

This pattern of ratings continued for items related to professionalism ($F(8,4443)13.27, p=.00, \eta^2 = .02$). See "P" items in Table 7, above. **Members in the Eastern Division reported more agreement with items related to professionalism and members in the Rocky Mountain and Intermountain Divisions rated significantly less agreement than other divisions** (see Table 11).

Table 11. Post-Hoc Comparisons for Professionalism Scores by Division

Division Codes	Division	Mean Rating	Significant Difference ($p < .05$)
A	Alaska	3.68	--
C	Central	3.72	IM, RM
E	Eastern	3.78	IM, RM, W
IM	Intermountain	3.49	C, E, NW
NIM	Northern Intermountain	3.81	--
NRM	Northern Rocky Mountain	3.68	--
NW	Northwest	3.72	IM, RM
RM	Rocky Mountain	3.49	C, E, NW
W	Western	3.63	E

Note. Letters in the 'significant difference column' correspond to specific division codes. Welcoming ratings were made on a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree.

The Value composite score was the final item tested from the PSIA-AASI perception items scores (see "V" items in Table 7, above). Results show the same, yet a bit less powerful, pattern of significant differences ($F(8,4542)11.08, p=.00, \eta^2 = .02$; see Table 12). **Eastern members had a**

more favorable agreement score when compared to members in the Central, Intermountain, Northwest, Rocky Mountain and Western Divisions. No other significant differences emerged, suggesting that all divisions had the same agreement on the value item.

Table 12. Post-Hoc Comparisons for Value Scores by Division

Division Code	Division	Mean Rating	Significant Difference ($p < .05$)
A	Alaska	3.01	--
C	Central	2.84	--
E	Eastern	3.04	C, IM, NW, RM, W
IM	Intermountain	2.82	--
NIM	Northern Intermountain	2.97	--
NRM	Northern Rocky Mountain	2.97	--
NW	Northwest	2.82	--
RM	Rocky Mountain	2.77	--
W	Western	2.89	--

Note. Letters in the 'significant difference column' correspond to specific division codes. Value ratings were made on a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree.

In the second model tested, results suggest that composite scores also significantly vary for both length of membership ($F(25,3347)2.85, p=.00, \eta^2=.01$) and employment status ($F(10,3347)4.80, p=.00, \eta^2=.01$). To exploring which composite score significantly varied, a follow-up analysis was run. Results suggest that membership length significantly impacts Operation ($F(5,3347)5.38, p=.00, \eta^2=.01$), Welcoming ($F(5,3347)4.40, p=.00, \eta^2=.01$), and Professional ($F(5,3347)6.42, p=.00, \eta^2=.01$), composite items, but not Information and Value items.

Post-hoc comparisons for the Operation score highlights a familiar pattern (see Table 13), with the **newest PSIA-AASI members rate their perception of PSIA-AASI operations higher than all other member length categories.** In addition, members in the 6-10 year category rate their perceptions of PSIA-AASI lower than all other member length categories.

Table 13. Post-hoc Comparisons for Length of Membership Categories and Operations

Category #	Length of Membership	Mean Rating	Significant Difference ($p < .05$)
1	One year or less	3.75	Sig. higher than all others
2	2-5 years	3.54	1,3
3	6-10 years	3.44	Sig. lower than all others
4	11-15 years	3.55	1,3
5	16-20 years	3.56	1,3
6	More than 20 years	3.60	1,3

Note. Numbers in the 'significant difference column' correspond to specific category numbers. Operation ratings were made on a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree.

Post-hoc comparisons for the Welcoming composite followed a similar pattern as the operation item above (see Table 14, below). Again, **the newest PSIA-AASI members rated their perception of PSIA-AASI being welcoming higher than all other member length categories**. However, for the Welcoming score, members in the 6-10 category did not show as extreme as a drop-off as has been seen in other items.

Table 14. Post-hoc Comparisons for Length of Membership Categories and Welcoming

Category #	Length of Membership	Mean Rating	Significant Difference ($p < .05$)
1	One year or less	3.70	Sig. higher than all others
2	2-5 years	3.50	1
3	6-10 years	3.41	1,6
4	11-15 years	3.47	1
5	16-20 years	3.41	1
6	More than 20 years	3.51	1,3

Note. Numbers in the 'significant difference column' correspond to specific category numbers. Welcoming ratings were made on a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree.

Post-hoc comparisons for the Professionalism composite followed a nearly identical pattern as Welcoming items, with the newest PSIA-AASI members rating the highest (see Table, 15, below) Very little significant variation was seen for the other membership length categories.

Table 15. Post-hoc Comparisons for Length of Membership Categories and Welcoming

Category #	Length of Membership	Mean Rating	Significant Difference ($p < .05$)
1	One year or less	3.97	Sig. higher than all others
2	2-5 years	3.73	1,3
3	6-10 years	3.59	1,2
4	11-15 years	3.63	1
5	16-20 years	3.62	1
6	More than 20 years	3.66	1

Note. Numbers in the 'significant difference column' correspond to specific category numbers. Welcoming ratings were made on a 5-point Likert-type scale, where 1 = Strongly disagree and 5 = Strongly agree.

Reviewing the significant impact that employment status has on perception ratings further, **only ratings of Operations** ($F(2,3347)11.59, p=.00, \eta^2=.01$) **and Professionalism** ($F(2,3347)15.68, p=.00, \eta^2=.01$) **vary by employment status**. For the Operations composite score, post-hoc comparisons suggest these differences are all attributable to paid full time members rating their perceptions of PSIA-AASI operations ($M=3.44$), significantly lower than both paid part time ($M=3.58$) and unpaid volunteer ($M=3.64$). A slightly different trend emerged for ratings of professionalism. Paid full time ($M=3.53$), paid part time ($M=3.71$) and unpaid volunteers

(M=3.82) all rated their perceptions of PSIA-AASI professionalism significantly different from one another.

General Perception Items

In addition to the 24 perception statements above, the survey included 11 one-word survey items corresponding to different PSIA-AASI perception elements. These items included such things as “sincere,” “open-minded,” and “progressive.” For each item, members were asked to rate how much they felt each one is present in PSIA-AASI, using a 5-point Likert-type scale, where 1=not at all and 5= very (see Table 16 for items and corresponding mean ratings).

Perceptions of PSIA-AASI being structured (M=4.38), useful (M=4.19), organized (M=4.14) and relevant (M=4.11) received the highest ratings compared to other items in this question.

Ratings of responsiveness (M=3.77), convenient (M=3.62) and open-minded (3.56) were rated the lowest. All average scores were above the midpoint, suggesting overall agreement with these attributes.

Table 16. Mean Ratings for Perception Items

Item	Mean	SD
Structured	4.38	0.81
Useful	4.19	0.93
Organized	4.14	0.94
Relevant	4.11	0.99
Sincere	4.09	0.99
Accurate	4.07	0.93
Healthy	3.96	0.98
Progressive	3.86	1.02
Responsive	3.77	1.05
Convenient	3.62	1.07
Open-minded	3.56	1.1

Note. Ratings were made on a 5-point Likert-type scale, where 1 = Not at all and 5 =Very.

A Principle Component Factor Analysis on these items indicated that all items in Table 16 are interrelated and account for the same underlying perception information. Therefore, **all items were averaged together to create a single perception score. This score is unique as it accounts for the above 11 items, all of which are all important dimensions to consider when considering a comprehensive view of perception.** The mean for this overall perception item indicates favorable perceptions of PSIA-AASI (M=3.97, SD=.78). **This item did not significantly vary by the dues-increase condition, but the scores on this item did significantly vary by division affiliation ($F(8,4482)21.53, p=.00, \eta^2=.04$).** Post-hoc comparisons indicate that **ratings from Eastern division members (M=4.14) and are significantly higher than five out of eight divisions.** See Table 17 for all post-hoc comparisons.

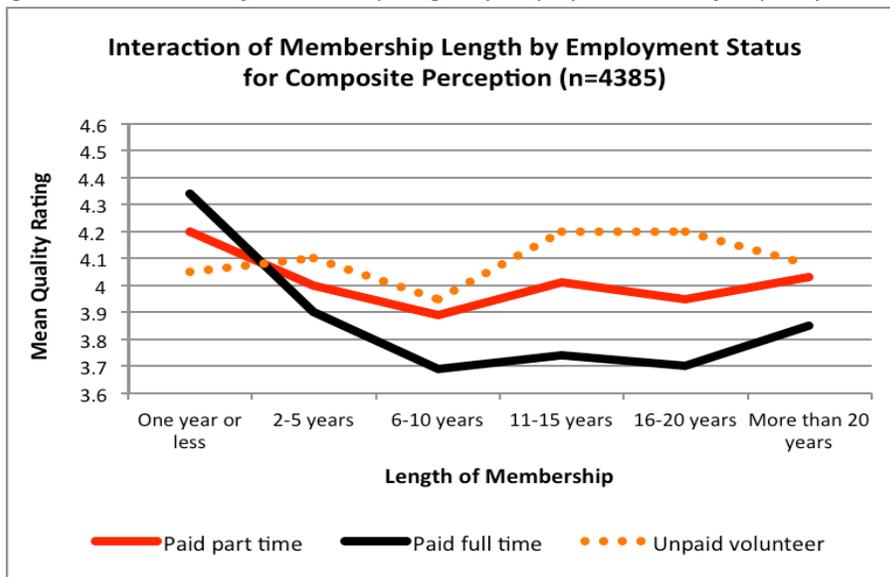
Table 17. Post-hoc Comparisons for Perception Composite Score by Division

Division Code	Division	Mean Rating	Significant Difference ($p < .05$)
A	Alaska	3.91	--
C	Central	3.92	E, RM
E	Eastern	4.14	C, IM, NW, RM, W
IM	Intermountain	3.79	E, NW
NIM	Northern Intermountain	4.04	--
NRM	Northern Rocky Mountain	3.95	--
NW	Northwest	4.00	E, IM, RM
RM	Rocky Mountain	3.76	C, E, NW
W	Western	3.87	E

Note. Letters in the 'significant difference column' correspond to specific division codes. Ratings were made on a 5-point Likert-type scale, where 1 = Not at all and 5 =Very.

When further investigating how this perception item varied among other items, **membership length and employment status was found to significantly interact to impact perceptions** $F(10,4384)2.35, p=.00, \eta^2=.01$. As has been seen in other interactions discovered in the current project, **as membership length goes from one year or less to 11-15 year category, a notable drop is seen in perception ratings. This decrease is more pronounced for paid full time members, whereas volunteers do not seem as susceptible to this same trend.**

Figure 13. Interaction of membership length by employment status for quality scores



Ratings of National and Division Office Items

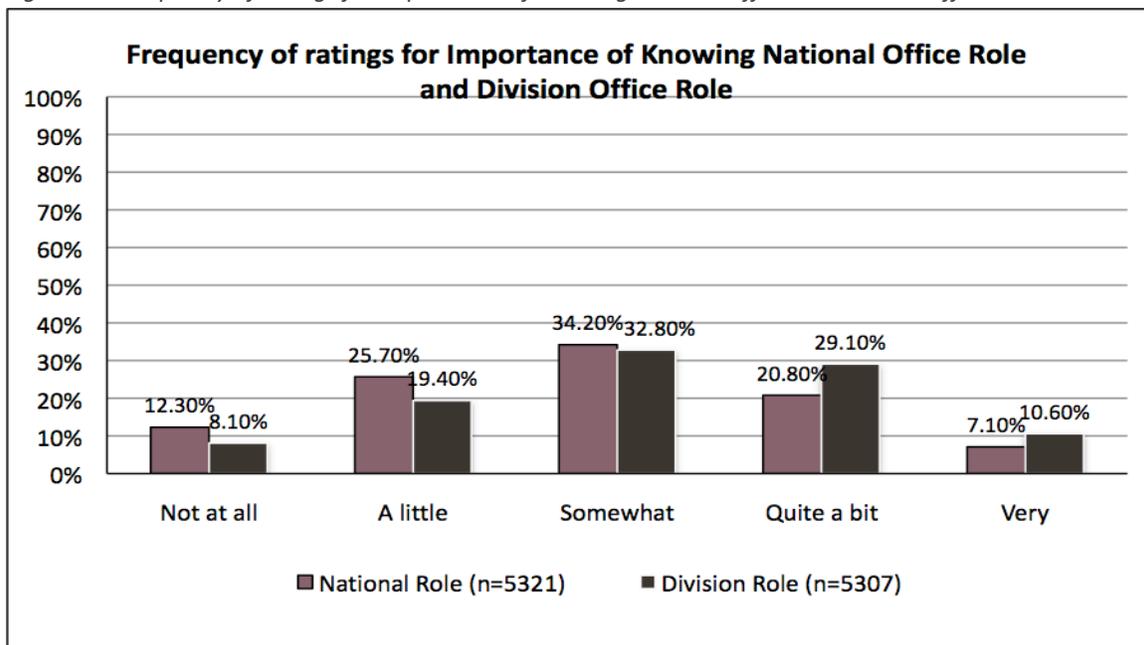
Another set of survey items was developed on the member survey to assess specific items related to how members feel about the national office and their division office. A series of three questions were developed to measure member familiarity, connectedness and whether or not they know how to get in-touch with staff at national and within their divisions. A fourth question

assessed how important it was for members to know more about the specific roles the national office and their division office performs. Again, for each question, members were asked to provide independent ratings for their division and for the national association. Therefore, a total of eight ratings were provided in this section (4 items, each with a rating for the national office and for their division office). See Appendix A for member scale.

An item that could be considered essential to assessing the other three items in this section was related to whether or not members felt it was important to know more about the specific roles of the divisional and national offices. For this item, members were asked the following question: “Considering the services and benefits you receive, how important is it for you to know more about the specific roles of the PSIA-AASI national office and your division office?” Overall means for this item suggest that members show a mild interest in knowing about the roles of both their division (M=3.15, SD=1.10) and national office (M=2.85, SD=1.10). Related to perceptions of national and division offices, members perceived it as “somewhat important” to know about the role of both their national office and division office (Ms=2.85 and 3.15, respectively, on a 5-point scale 1= not at all and 5=very). However, **this perception is a bit lower than mean ratings what seen elsewhere in the data, suggesting that knowing about the role of the national office and division offices are less of a priority compared to other items. These findings also suggest that members slightly favor the importance of knowing about their divisional office over knowing about the national office.**

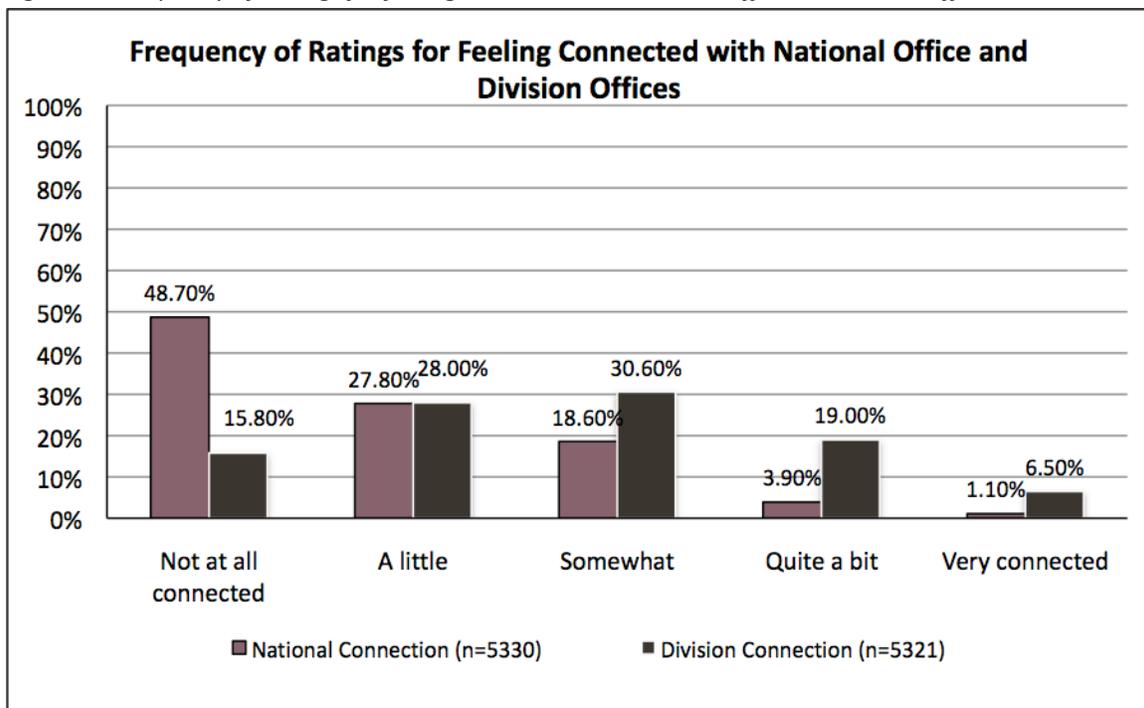
Further analysis suggests that members feel it is significantly more ($t(5254)=29.22, p=.00$) important to know about their divisional offices role versus the national office’s role. Figure 14 helps to interpret the ratings on these two items further, by breaking scores down into frequency of response.

Figure 14. Frequency of ratings for importance of knowing national office and division office role



The second item in this series asked members to “please rate how connected you feel with the PSIA-AASI national office and with your division office.” Ratings for this item were on a 5-point Likert-type scale, where 1 = Not at all connected and 5 = Very connected. Mean ratings on these items suggest that members do not feel a strong connection with the national office ($M=1.81$, $SD=.942$) or division office ($M=2.72$, $SD=1.14$). Comparisons between these two ratings indicate the connectedness with national office ratings are significantly lower than connectedness with their division office ($t(5258)=62.23$, $p=.00$). Figure 15 (below) helps to interpret the ratings on these two items further, by breaking scores down into frequency of response. Close to one-half (48.70%, $n=2595$) of members surveyed chose “not at all connected” for national office ratings. Ratings for “connection with division office” were more evenly distributed among response items (see Figure 15, below).

Figure 15. Frequency of Ratings for feeling connected with national office and division office

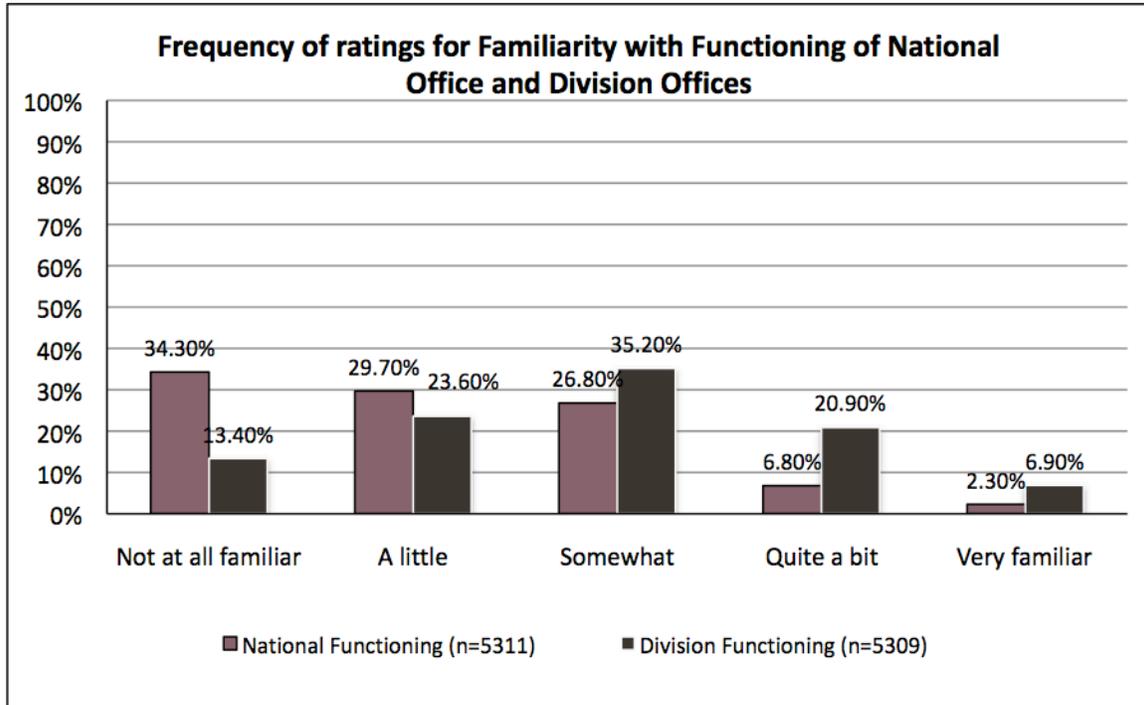


Another item in this series of division and national items assessed how familiar members are with the function of PSIA-AASI national office and their division office. For this item, members provided ratings on a 5-point Likert-Type scale, where 1 = Not at all familiar and 5= Very familiar.

Not surprisingly, members tended to report significantly higher ($t(5220)=56.29$, $p=.00$) familiarity with the functioning of their division office ($M=2.84$, $SD=1.11$) when compared to familiarity of the national office functioning ($M=2.13$, $SD=1.04$). However, both means were low overall and below the midpoint when compared to other mean ratings in the current project, suggesting an overall lack of familiarity to coincide with the mild desire to know these functions at all. A breakdown of frequency ratings for this item (see Figure 16) shows that close to two-thirds of members surveyed (64%, $n=3402$) rated familiarity with national functioning

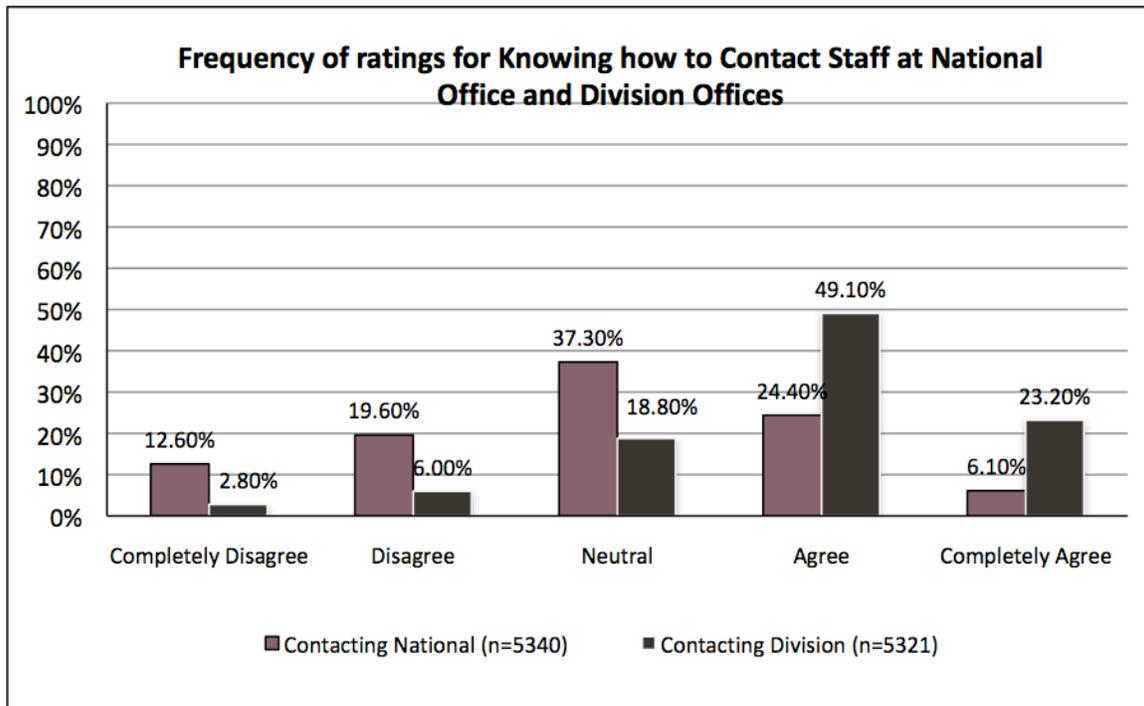
quite low, with 34.3%, (n=1822), indicating they do not feel at all familiar with national, and another 29.7% (n=1580) only feeling “a little” familiar. Ratings for familiarity with division office functioning were more normally distributed across rating options (see Figure 16 below).

Figure 16. Frequency of ratings for familiarity with functioning of national office and division offices



A final question in the series of national and division items was designed to assess if members know how to get in touch with national and division office staff should they have a problem or question. Similar to the previous items, members provided their rating for both national office staff and division office staff on a 5-point Likert-type scale, where 1 = Completely disagree and 5= Completely agree. The question read as follows: “If I have a question or problem, I know how to get in touch with a PSIA-AASI staff person who can help me find a solution.” **Results suggest that members are confident in their ability to contact staff in the division office (M=3.84, SD=.94), and significantly less confident (t (5273)=57.87, p=.00) when contacting the national office for a question or problem (M=2.92, SD=1.09).** It should be noted that mean ratings for contacting national fell below the midpoint on the scale (i.e., below 3), which is within “disagree” territory for ratings. However, close to one-half of members stated they agree (49.1%, n=2613), with another 23.2% (n=1237) indicating they completely agree with statement as it relates to contacting division staff. See Figure 17 for frequencies of responses for this item.

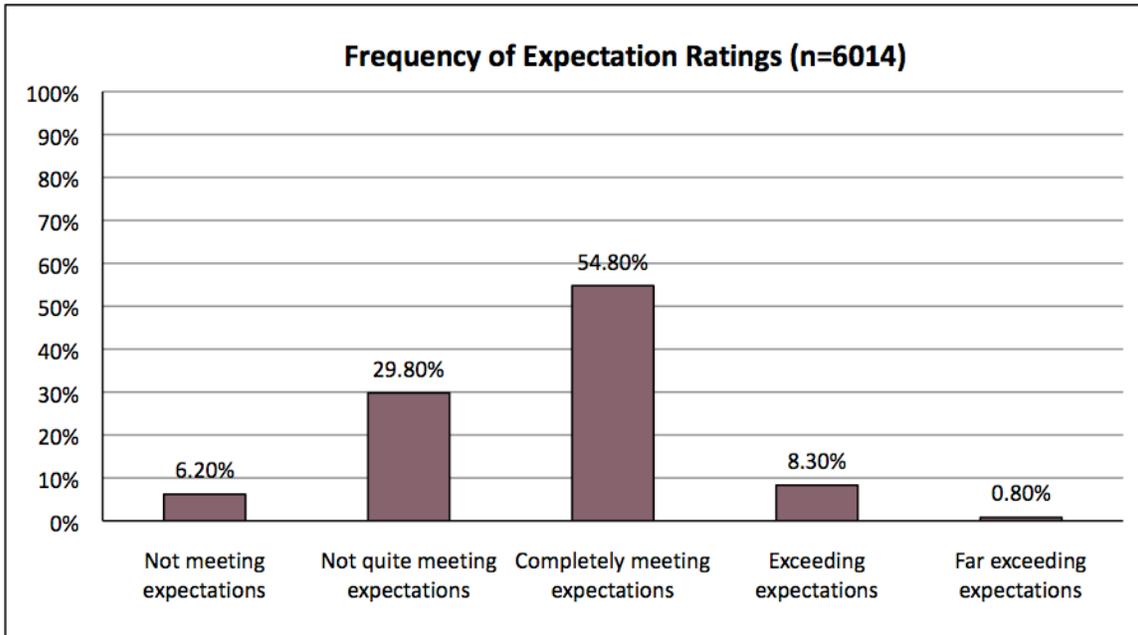
Figure 17. Frequency of ratings for knowing how to contact staff at national office and division offices



Member Expectations

Although many items have already been discussed, often the single most important item related to member satisfaction and member perceptions is whether or not members' expectations of what should be happening are aligned with what they are actually experiencing. A single item was designed to assess if members' expectations are currently being met within PSIA-AASI. Members were asked to indicate the degree to which their expectations are being met using a 5-point Likert-type scale (1 = Not meeting expectations through 5 = Far exceeding expectations, with 3 = Completely meeting expectations). Mean ratings for this item ($M=2.65$, $SD=.75$) suggest that while member expectations are being met for many members, there remain some that feel their expectations are not being met. Figure 18 (below) communicates this point further, demonstrating that **while over two-thirds of members (63.9%, $n=3845$) feel that their expectations are being met or exceeded, about one-third of members (36.1%, $n=2169$), feel their expectations are not being met.**

Figure 18. Frequency of expectation ratings



A MANOVA was calculated using the expectation scores as a dependent variable and division affiliation and dues-increase condition as fixed factors (i.e., independent variables). **The results suggest that expectation ratings to not significantly vary by dues-increase information.** However, the analysis does suggest there is significant variation across divisions ($F(8,5970)17.72$, $p=.00$, $\eta^2=.02$). Post-hoc comparisons (see Table 18 below) suggest that while **no divisions had mean expectation scores that were above the mid-point on the scale (i.e., completely meets expectations), there were some divisions that felt their expectations were being met more (Eastern and Western) than others (Rocky Mountain, see Table 18).** It should be noted that members within the Eastern division continue to rate PSIA-AASI significantly higher on many items assessed in the current analysis when compared to members of other divisions. Members within the Rocky Mountain Division continued to rate survey items significantly lower.

Table 18. Post-hoc comparisons for mean ratings of meeting of expectations

Division Codes	Division	Mean Rating	Significant Difference ($p<.05$)
A	Alaska	2.56	--
C	Central	2.63	E, RM
E	Eastern	2.80	C, IM, NW, RM, W
IM	Intermountain	2.54	E, NW, W
NIM	Northern Intermountain	2.66	--
NRM	Northern Rocky Mountain	2.73	RM
NW	Northwest	2.69	E, IM, RM
RM	Rocky Mountain	2.51	C, E
W	Western	2.69	E, IM, RM

Note. Letters in the 'significant difference column' correspond to specific division codes. Ratings of expectations were made on a 5-point Likert-type scale, where 1 = Not meeting expectations and 5 = Far exceeding expectations.

Exploring expectations further, another analysis was run to test the impact that length of membership and employment status has on member expectations. Results suggest that both length of membership ($F(5,4643)5.59, p=.00, \eta^2=.01$) and employment status ($F(2,3347)15.77, p=.00, \eta^2=.01$) significantly impact member expectations, as well.

Post-hoc comparisons for length of membership categories suggest that **new PSIA-AASI members feel their expectations are being met more than longer-tenured members** (see Table 19, below). Respondents who have been PSIA-AASI **members for 6-10 years rated the expectation item significantly lower than the newest PSIA-AASI members (i.e., one year or less) and longest-tenured members (i.e., more than 20 years).**

Table 19. Post-hoc Comparisons for Length of Membership Categories and Member Expectations

Category #	Length of Membership	Mean Rating	Significant Difference ($p<.05$)
1	One year or less	3.58	Sig. higher than all but #6
2	2-5 years	3.36	1
3	6-10 years	3.25	1,6
4	11-15 years	3.36	1
5	16-20 years	3.38	1
6	More than 20 years	3.42	3

Note. Numbers in the 'significant difference column' correspond to specific category numbers. Ratings of expectations were made on a 5-point Likert-type scale, where 1 = Not meeting expectations and 5 = Far exceeding expectations.

Post-hoc analysis to determine where expectation ratings vary across employment status conditions, suggests that **paid full time (M=3.22), paid part time (M=3.40) and unpaid volunteer (M=3.53) are all significantly different from one another. Once again, volunteers provide the most favorable ratings whereas full time staff provides the least favorable ratings.**

Member Behavior and Motivating Factors

As mentioned earlier, the PSIA-AASI survey was designed to measure members on several dimensions. In the previous section, satisfaction on different factors, as well as perception on different items, were addressed. This section focuses on member behavior intentions and motivating factors. Items related to member behavior include members' intent to renew their membership, likelihood to promote PSIA-AASI (i.e., net promoter item), and willingness-to-pay for benefits that are not currently offered. Items related to member motivation included a measurement of factors related to what motivated members to join PSIA-AASI and what factors are most important as members consider renewal.

Member Behavior: Intent to Renew

Overall, the intent to renew numbers are very high, translating to a 95.4% renewal rate for members that were made aware of the dues-increase, and a 97.3% renewal rate for those not exposed to the dues-increase information. The occurrence of members not intending to renew their membership is low, representing 4% (n=218) of members surveyed (meaning intent to renew is 96%[n=5254]). An exploratory analysis was run¹⁰ to determine if intent to renew varied by dues-increase condition, division affiliation, snowsport type, seasonal employment status, or length of membership. The only factor that emerged, in which intent to renew significantly varied (Chi squared with one degree of freedom = 24.28, p=.00, Cramer's V = .06¹¹), was the dues-increase condition. Just over five percent (5.5%, n=148) of members presented with the \$11 due increase (and answered the question; n=2822), indicated they were not renewing their membership, whereas only 2.7% (n=70) of non-increase members (who answered the question; n=2650) stated they were not renewing their membership. These findings suggest that while members that were told about the dues-increase were twice as likely to indicate they were not renewing, the impact of the effect is small, and overall non-renewal occurrence is low. In other words, those that received the dues-increase information reported a 94.5% (n=2674) intended renewal rate. **It should be noted that the non-renewal rates reported above are much lower than the 10% non-renewal rate seen among PSIA-AASI members year-to-year (as reported by the PSIA-AASI national office).**

Member Behavior: Promotion of PSIA-AASI

A second item designed to measure behavior intentions among members was the Net Promoter item. The Net Promoter Score (NPS), used heavily in market research, is an 11-point scale (0 = Not at all, 5 = Neutral and 10 = Extremely likely) in which individuals indicate their likelihood to promote a specific service or product. Often linked to customer loyalty, the NPS has well-established parameters tied to the likelihood an individual will actually promote the stated product or service. **"Promoters" are those who rate a 9 or 10 on the scale. These individuals are loyal and the most likely to refer others. "Passives" (score of 7 or 8) are satisfied but are not likely to promote. Finally, "detractors" (score of 0-6) are those customers who can hurt the growth of a brand through negative word-of-mouth.** The NPS is calculated by subtracting the percent of detractors from the percent of promoters. A score above zero is seen as good,

¹⁰ Chi-squared goodness-of-fit test is a test of significance used for categorical variables. This procedure are commonly used when yes-no responses are compared to other categories of interest (e.g., exposed to dues-increase information).

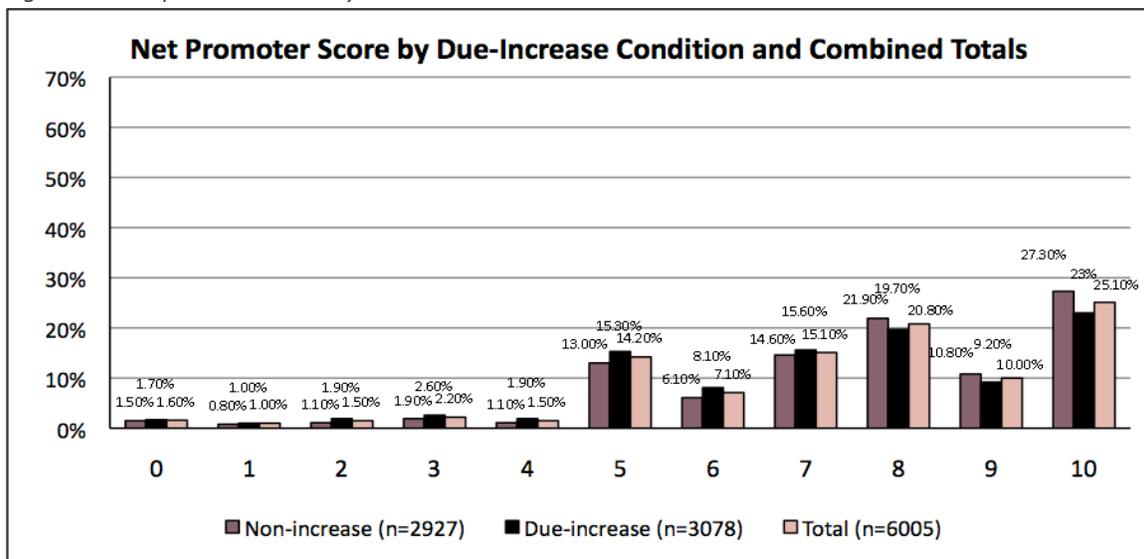
¹¹ Cramer's V is the effect size indicator commonly used with chi-squared procedures. Effect size is defined earlier.

whereas a score above 50 is thought to be excellent (see Keiningham, et al., 2007¹² for a review of the NPS).

For the member survey, members were first presented with a visual, 0 (not at all likely) through 10, (extremely likely) scale. They were then asked to use the scale and “tell us how likely it is that you will recommend joining PSIA-AASI membership to a friend and/or colleague.”

Regardless of dues-increase condition, the NPS for PSIA-AASI is 6.1 indicating a good score with more promoters than detractors. The NPS score for those that received the dues-increase information fell into negative promotion territory of -.03 (indicating there are more detractors than promoters). The NPS score for the non-increase member group was much higher, scoring a 12.6. Figure 19 demonstrates frequency of responses on the 11-point scale.

Figure 19. Net promoter score by dues-increase condition and combined totals



Member Behavior: Willingness to Pay for Benefits

Another question assessed the degree to which members would be willing to pay for added benefits not currently offered by PSIA-AASI. For this item, members were asked to first indicate if there are other benefits, not currently offered by PSIA-AASI, that they would like to receive.

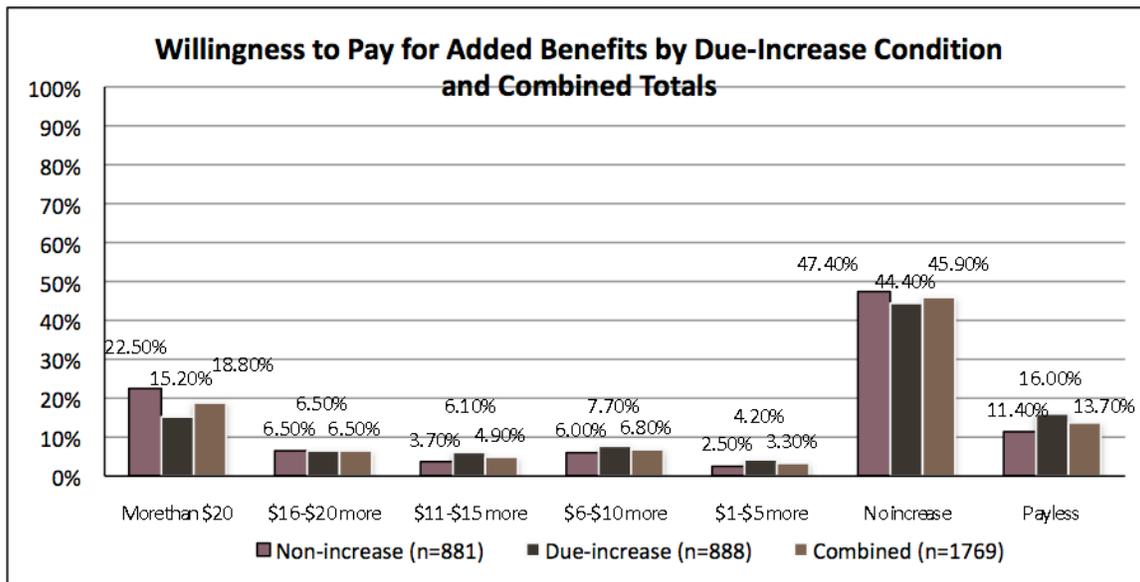
Members could indicate “yes” or “no” on this item. Close to **one-third of members (30.8%, n=1832)** indicated that there were additional benefits that they would like to receive.

Interestingly, members who received the dues-increase information were not more likely than their non-increase counterparts to state that there were additional member benefits they wished PSIA-AASI included. Therefore, it appears that members were not led to request additional benefits in the face of dues-increase information.

¹² Keiningham, T.L., Coolii, B. Andreassen, T.W., & Aksoy, L. (2007). A longitudinal examination of net promoter and firm revenue growth. *Journal of Marketing*, 71(3), 39-51.

For those members who chose “yes” on this item, another series of survey questions was presented in which they were allowed to indicate what the benefit was, and the price they would be willing to pay for it. Upon reviewing what members would be willing to pay for benefits they do not receive currently from PSIA-AASI, it appears that well over **one-half of members** (59.6%, n= 1054) **feel the added benefits should be included without an increase in cost** (45.9%, n=812), **or should be offered in conjunction with a due decrease** (13.7%, n=242; see Figure 20 for details). **Opposite of what is expected in this type of question, the second most represented group** (18.8%, n=333) **were those members who were willing to face an increase of “more than \$20” to receive the benefit they indicated** (see Figure 20).

Figure 20. Willingness-to-pay for added benefits by dues-increase condition and combined totals



Exploring willingness to pay categories further, members’ willingness to pay was significantly lower for those in the dues-increase condition (Chi squared with six degrees of freedom = 30.64, p=.00, Cramer’s V = 13.2). The effect size (i.e., 13.2) suggests that the impact of receiving the dues-increase information had large impact on the member’s willingness to pay for benefits currently offered by PSIA-AASI. In other words, **13.2% of the variance between the dues-increase conditions can be attributed to the dues-increase information alone. The largest shifts were for those members willing to pay more than \$20 for added benefits (higher percentage in the non-increase condition) and those who feel they should pay less than what they are currently paying (higher percentage in the dues-increase condition).** Figure 20 (above) displays willingness to pay for due increase conditions. Membership length, employment status, and membership status did not significantly impact willingness to pay. Divisional affiliation does significantly impact willingness to pay categories, however, there was not enough data per cell to state this conclusively.

Along with this item, members were asked to indicate what specific benefits they would like to see that PSIA-AASI is not offering currently. Overall 1670 members responded to this item. A

review of these comments, suggest that an increase in discounts (20.3%, n=340) is the most common benefit mentioned. Within this category a wide range of discounts are mentioned ranging from discount on lift tickets, to discounts on gear to discounts to encourage visitation to other snowsport regions. Some example comments from this category include the following:

- “Discounts on lift tickets at participating ski areas with paid membership regardless of employment status”
- “Big discounts on ski equipment and membership jacket perhaps”
- “Broader discounts at other mountains. Travel discounts with airlines”
- “Discounts on more snowboard gear, since there are mostly ski discounts”
- “Travel, lodging and ski area lift or services discounts”

Another category that emerged when reviewing the benefit comments were those related to the clinics offered by PSIA-AASI (12.40%, n=201). Comments that were categorized as clinic-related comments revolved around offering different types of clinics (e.g., adaptive, cross-divisional clinics, Nordic Track, Freestyle, ‘trees and steeps’ clinic, dryland clinic), offer more clinics in general and offering clinics at more convenient times and places (e.g., weekend clinics), and lowering the price of clinics (some of these responses also fell into the discount category above). Example comments from the ‘clinic’ category are as follows:

- “More clinics and workshops that are within commuting distance”
- “More early and late season clinics”
- “More weekend clinics”
- “Reward points (benefits for spending \$ like travel reward program.) A lot of \$\$ goes towards getting those clinics completed & merchandise purchases”
- “Adaptive Clinics and classes in many areas”
- “Clinics for teaching Nordic track and skate skiing to children”
- “Freestyle clinics including one ski crossover maneuvers”
- “Programs to help encourage exploration of different ski resorts around the country and the world. Perhaps a closer relationship with resorts in a way that can be exposed and offered to members. Perhaps cross-region clinic offerings”

A third, fairly large category (relative to other categories), where those related to PSIA-AASI offering health benefits, health coverage, and/or health insurance (11.3%, n=186). Comments that fell into this category represented less within-category variability than the categories discussed above. That is, many comments from members simply mentioned that they are interested in receiving health coverage of some kind. Example comments from this category are as follows:

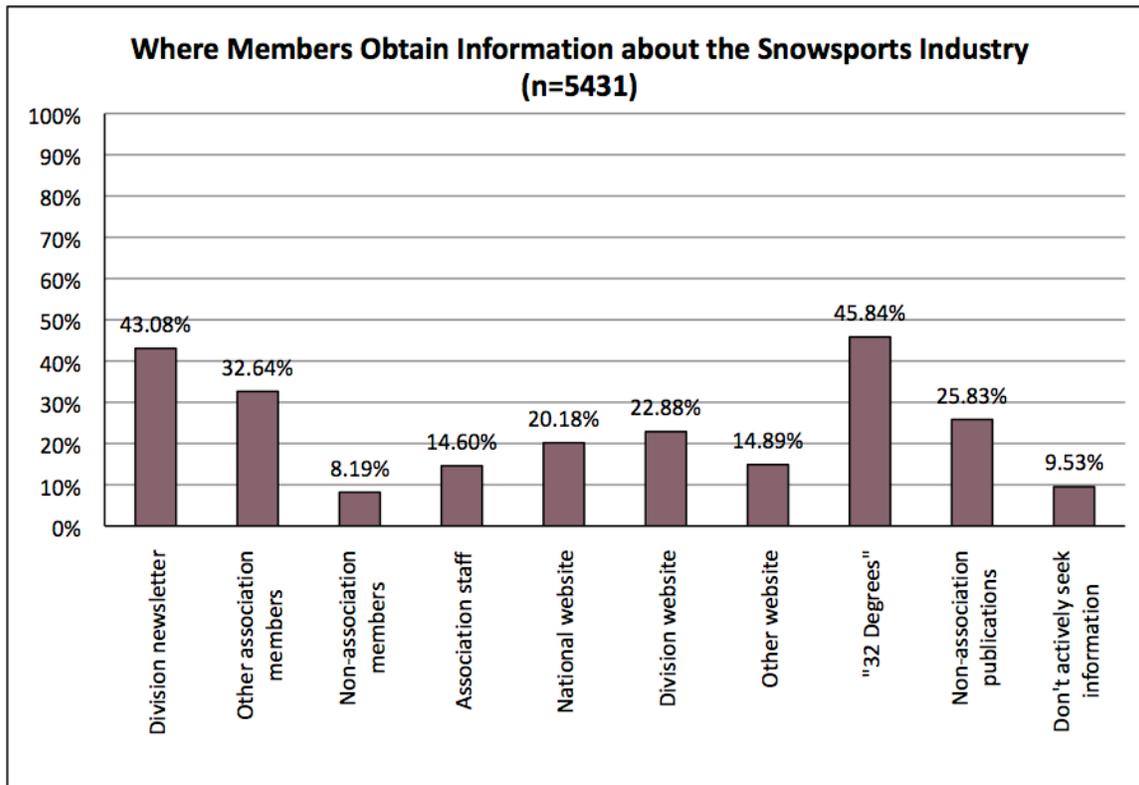
- “Medical insurance, Accident insurance”
- “Health Insurance so part-time instructors aren't held hostage to their mountain and their mountains arduous rules to keep insurance”
- “As a national organization with many members, I would like access to affordable health insurance”
- “PSIA group health insurance and liability insurance coverage for seasonal employees should be a paramount focus”
- “Health care. If I can't get it through my seasonal employer, then why not my professional organization?”

Less-common, comment categories were those related to certification events (9.22%, n=154), 8.92% (n=149), education (8.2%, n=138), free benefits (e.g., lift tickets) 6.1% (n=103), and comments related to Pro Deals (5.6%, n=95). Remaining comments were represented in less than 5% of responses, and therefore, were not categorized in the current analysis.

Member Behavior: Learning about Snowsports Industry

Information seeking patterns can drive behavior within any member organization. This is especially true for organizations, such as PSIA-AASI, that operate within an industry that is constantly evolving. To assess where members obtain information about the snowsport industry (and not just about PSIA-AASI), members were asked to choose their top three sources for information from a predetermined list (see Figure 21, below). Although members were asked about the snowsports industry in general, results suggest that sources unique to PSIA-AASI are the top three categories, with 32 Degrees (45.84%, n=2490), Division newsletter (43.08%, n=2340), and other association members (32.64%, n=1773) taking the top spots.

Figure 21. Where members obtain information about the snowsports industry



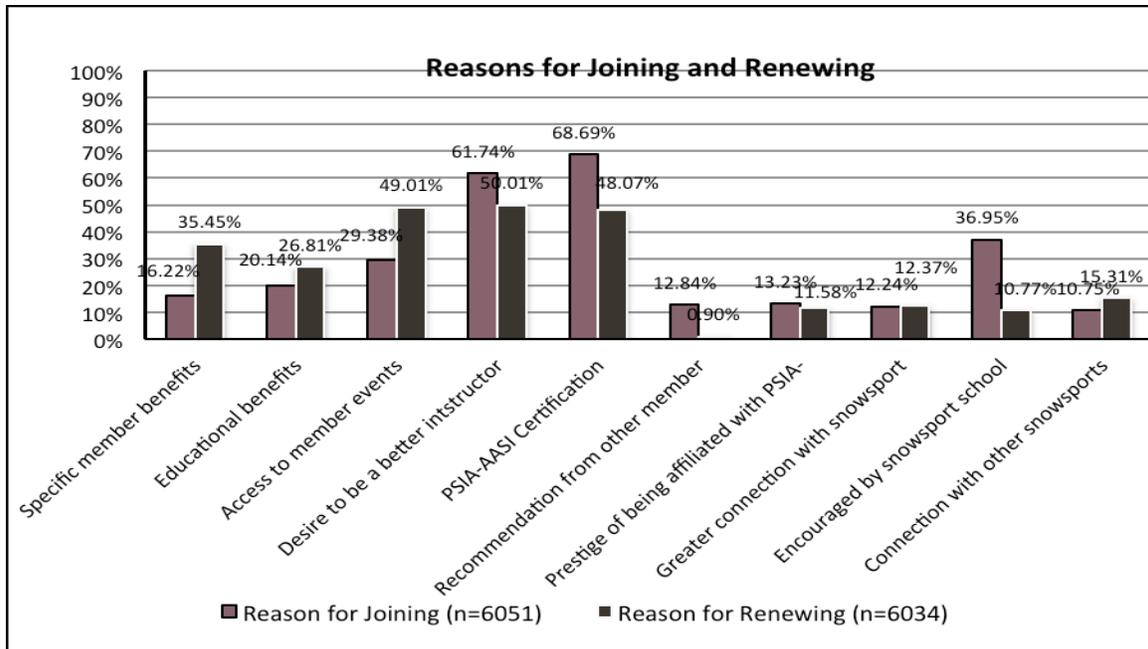
Upon reviewing Figure 21, there is a surprising pattern. The distinction between members obtaining information from other PSIA-AASI members (32.64%, n=1773) and non-association members (8.19%, n=445) is interesting. Although it is not possible to point driving factors behind this difference, it may suggest that PSIA-AASI membership is so saturated among members' social groups that they are more likely to interact with PSIA-AASI members to get information.

Another possibility is that members view other members as being more informed about the industry when compared to non-members.

Member Motivation: Important Factors when Joining and Renewing

To get a sense of what motivated members to join (and renew) PSIA-AASI, a survey question asked for members to indicate **the top three factors for joining PSIA-AASI**, from a predetermined list (see Figure 22, below). Then, the same factors were displayed, and members were asked to choose their top three as they consider PSIA-AASI membership renewal. Results suggest that while **receiving PSIA-AASI certification** (68.69%, n=4157), **the desire to become a better instructor** (61.74%, n=3736), and **the encouragement of snowsport management** (36.95%, n=3326) are the top three influencing factors for members to join in the first place, there are slightly different reasons for members choosing to renew. **When considering membership renewal, the desire to become a better instructor** (50.01%, n=3023) and **PSIA-AASI certification** (48.07%, n=2901) are still influencing factors, although they are not the only motivating renewal factors. In fact, **access to member events** (49.01%, n=2957) is equally as important to members as they consider renewal. In addition, **specific member benefits** (35.45%, n=2145) are also a notably important factor as members consider renewal. Encouragement from snowsport management, while important in motivating members to join, is clearly less important as members consider renewal (i.e., 3rd most indicated when joining and second to last indicated for renewal; see Figure 22).

Figure 22. Reasons for joining and renewing



What Members Like Most and Least

A final question on the survey allowed members to indicate what they like most and least about being a PSIA-AASI member. Questions were open-ended, and members were not prompted as to what type of response was required. Questions were simply phrased as “What do you like

MOST about being a PSIA-AASI member?” and “What do like LEAST about being a PSIA-AASI member?”

When asked what they liked most about being a PSIA-AASI member, the majority of responses fell into four broad categories:

- **Education.** Thirty-seven percent of respondents (n=1383) indicated they appreciated the educational aspects of the membership. Responses specifically mentioned both events and clinics.
- **Ski and Snowboard Community.** Twenty percent of respondents (n=747) expressed they liked the sense of belonging to a ski and snowboard community. Respondents identified many different aspects of the community that they appreciated including free and discounted tickets, access to good deals, connections to other skiers and instructors, increased personal abilities and ability to teach, gaining respect and recognition, and increased ability to gain instructor jobs.
- **Certification.** Sixteen percent of respondents (n=601) said that the certification was the best aspect of being a PSIA-AASI member. Feedback about the certification included that the certification process was fun, and that they appreciated the national recognition of the certification, the increased access to jobs and higher pay, and the prestige and respect of the certification.
- **Professionalism.** Twelve percent of respondents (n=440) identified the level of professionalism as what they like most about being a member. For some, it was the sense of belonging to a professional organization and opportunities to connect with professionals in the field. Others appreciated the increased level of respect they gained by being a member of the organization.

Other responses did not represent a large portion of the total responses, and thus are not reflected above. However, some additional responses include topics such as increased ability to instruct students, having a sense of belonging, and access to valuable educational materials. There were not notable differences between respondents who had been told about the membership increase, and those who had not in terms of what they liked most.

When asked what they liked least about being PSIA-AASI member, the majority of responses fell into four categories:

- **Cost.** Thirty-seven percent of respondents (n=1079), representing the largest group of responses, identified cost as their least favorite aspect of the membership. Some members specifically addressed travel costs to attend events, cost of dues and certifications, and the high cost relative to the return value. Cost represented the greatest number of responses for both the survey that included a mention of the price increase, and the one that did not. However, a greater number of respondents specifically identified the cost of membership in the survey with the price increase notification.

- **Members' interests.** Fifteen percent of respondents' (n=546) comments identified different ways that they did not feel the organization represented the needs of all members. Specific comments included feeling as if the organization was "in the pockets" of the ski areas, catering only to the needs of full-time instructors, not catering to the needs of members located in smaller regions, and lack of support for non-alpine skiers including snowboarders and Nordic skiers. Other less frequent responses expressed frustration that women were "invisible" within the organization, and the organization is catered to younger members and not meeting the needs of older members.
- **Events.** Twelve percent of respondents (n=421) indicated that they did not like the organization's events. Specific comments addressed topics represented in other categories including the high cost of events and events catering to the needs of alpine skiers and thus not representing the interest of other groups including snowboarders, Nordic skiers and telemarkers. Additional comments included a sense of elitism within the organization, and the timing and location of events. Specifically, many expressed the need for more weekend events because weekday events interfere with other jobs.
- **Certification.** Nine percent of respondents (n=314) expressed that they did not like the PSIA-AASI certification. Many expressed frustration with the subjective nature of the certification process and also felt that the process was inconsistent between divisions. Other feedback about the certification included arrogant coaches, the high price of certification, changing requirements of certification, and the process being difficult for older members. Additionally, timing and location of the certification test were identified as areas for improvement.

Other responses that did not represent a significant portion of responses are not represented above. This feedback includes lack of contact and value of membership outside the standard ski season, politics of the organization, and benefits not being relevant or useful.

Conclusion

Results in the current investigation suggest that PSIA-AASI seems to be on the right track when considering members' satisfaction, perceptions and motivation. Although there were certain PSIA-AASI member sub-groups that seem to be less pleased with their member experience, **there were no extremely negative findings. On the contrary, there were several surprising findings in the positive direction. For example, the intent to renew statistics, perception ratings for the composite perception score, and the general lack-of-impact that dues-increase information has on member ratings, were all performing in a positive direction.** Moving forward, PSIA-AASI leaders should focus on learning more about the PSIA-AASI subgroups that provided lower ratings. These included members from certain Divisions, longer tenured members, and members that are employed full time.

Although, it is suggested that certain groups should receive additional focus, this does not mean that these groups performed poorly across the board. In the current evaluation, most comparisons were relative to others within the same survey item. Therefore, **“lower scoring” does not equate to “extremely negative.” Lower scoring simply means that certain ratings emerged as performing lower than counterparts in other groups.** In fact, most lower scoring items were still in positive territory on the particular scale. This is a good reminder that findings should be kept in context and considered in relation to what else is occurring in the data.

As mentioned in the introduction, JVA views the current report as an opportunity to build a bridge from previous projects to future endeavors in a way that can be efficiently maintained by PSIA-AASI staff. In many ways, this report is a first step, and not a final step, towards developing an approach to member measurement that is sustainable for PSIA-AASI for years to come. To assist with this process, all member data (ratings and open-ended comments) will be provided to PSIA-AASI leaders for further review. Of course, all identifying member information will be removed from this data.

Appendix A

Membership survey – Attached as separate PDF.