



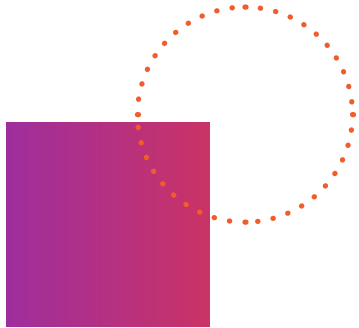
THE 2025

Association Member Experience Report

Understanding What Drives Member Value, Engagement, and Retention



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Professional associations are competing for members' time, money, and attention more than ever.

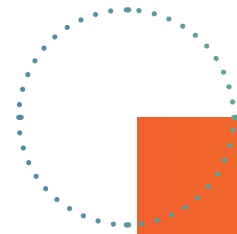
At the same time, the workforce is shifting: Millennials and Gen Z now make up over 30% of memberships (*MGI Membership Marketing Benchmarking Report*) and are projected to reach 70% of the workforce by 2031 (U.S. Bureau of Labor Statistics). Meanwhile, AI tools have become the first stop for many professionals seeking information.

In this landscape—where older members retire, younger professionals are less aware of associations, and competition for attention is fierce—it's crucial that associations understand the unique value they offer, how to communicate that value, and how to continuously improve to attract, engage, and retain members.

The **2025 Association Member Experience Report** explores what members need and want, based on survey responses from over 400 current association members and more than 100 nonmembers. It provides insight into:

- How professionals discover associations
- Why members join—and why nonmembers don't
- Which benefits members value most
- Communication and professional development preferences
- Member sentiment around AI

Let's dive in!



Executive Summary

The 2025 Association Member Experience Report explores what drives member value, engagement, and retention in an era where professionals have endless access to information and limited time to connect. Based on responses from **440 current members** and **112 nonmembers**, these are some of our key findings:



Engagement and retention intent are rising.

82% of members feel engaged with their association, up from 67% in 2024, and 83% plan to renew for at least five years. Members increasingly view associations as essential to their career identity.



Awareness and cost are major barriers for non-members.

The largest obstacle to member acquisition is a simple lack of awareness (echoing other research this year). Nearly half (46%) of non-members report they are not aware of an association that aligns with their industry or interests. The second-largest barrier is cost (33%), underscoring the need for clear marketing and flexible pricing models to attract new professionals.



Value drives loyalty.

Members who perceive clear, ongoing value are more than twice as likely to stay. The top reasons for leaving remain lack of engagement and lack of value.



Professional development is the strongest motivator for joining.

Nineteen percent of members joined primarily for professional learning and credentialing. This priority is validated throughout the member journey, as in-person and virtual education are consistently ranked as the top contributors to member value.



Email remains a top channel.

Email is the top way associations share info (61%), yet 51% say they get too many emails (28% way too many; 23% slightly too many); 45% say it's the right amount. Most receive 3–5 emails/week (43%).



Ease of involvement predicts success.

Members who responded that they found it “very easy” to get involved with their association also reported higher engagement and renewal intent (95% engagement and 93% five-year renewal intent—compared with 18% engagement and 64% five-year renewal intent among those who reported they found it “difficult” to get involved).



Personalization amplifies every outcome.

Personalized experiences correlate directly with stronger engagement, higher value perception, and greater loyalty. 84% of members expect personalization, and 81% believe their association delivers it.



Community is a core asset—but time is scarce.

79% of members find their association’s online community valuable for networking and learning, though many cite limited time and competing platforms as engagement barriers.



AI readiness is accelerating.

94% of members are comfortable with associations using AI tools for search, personalization, and support—if those tools remain transparent and human-centered.



Mobile-native expectations are now mainstream.

The experiences members have outside of their association influence their technological expectations: 79% say mobile-app access is important; 76% want a social-style, personalized feed in their online community.



Diversity, equity, inclusion, and early-career support lead priority initiatives.

Members want associations that pair innovation with inclusivity, emphasizing DEIB, emerging professional support, and ethical technology adoption.

IN SHORT:

Members are more connected and confident in their associations than in years past—but they expect the experience to match the seamless, personalized engagement they receive elsewhere. The challenge for associations is not just proving relevance but **demonstrating it daily** through purposeful, data-informed member experiences.

Overall Member Sentiment

Members Feel Deeply Connected to Their Associations

The story of 2025 is one of continued momentum. Members overwhelmingly see their associations as valuable, trusted partners in their professional journeys.

Positive career impact

86% of respondents agree that their association positively impacts their professional life and career—a significant jump from **73% in 2024 and 64% in 2023**.

Engagement

82% of members report feeling engaged with their association, continuing a steady three-year climb (**67% in 2024, 59% in 2023**).

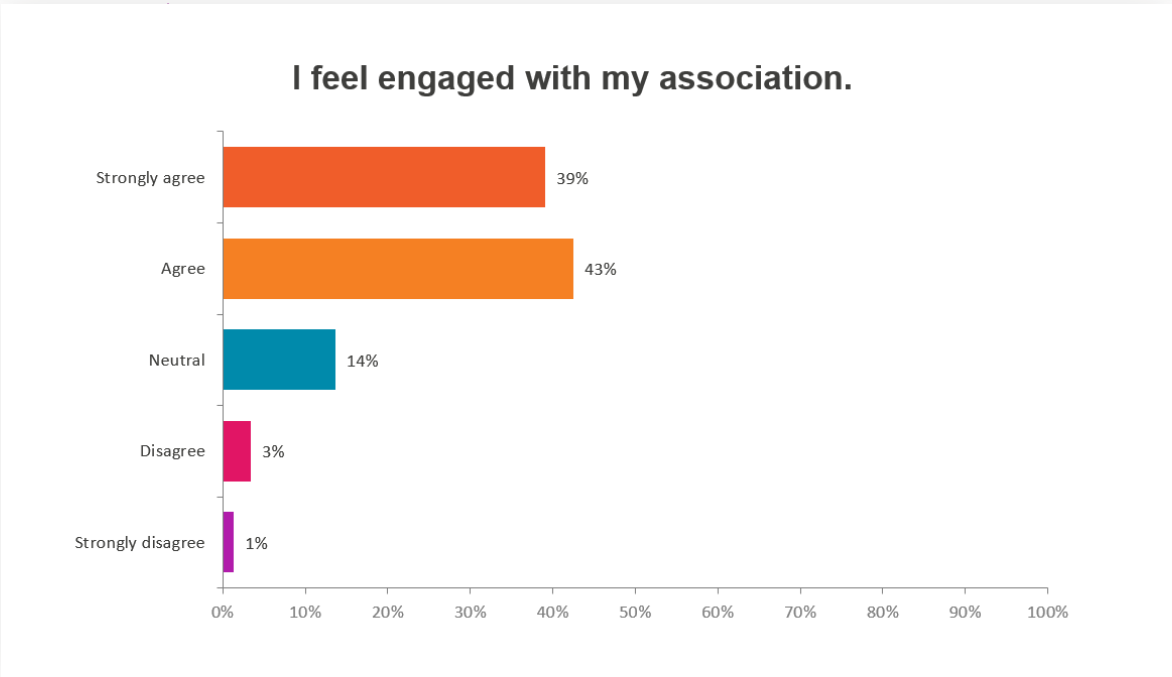
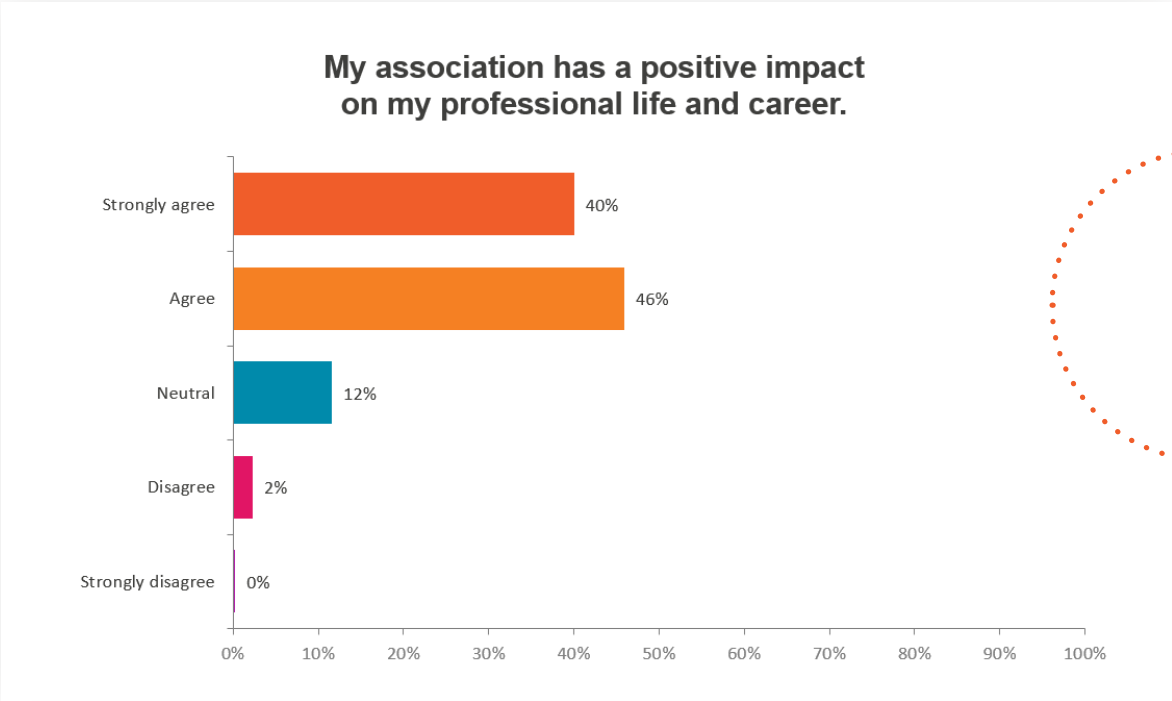
Retention intent

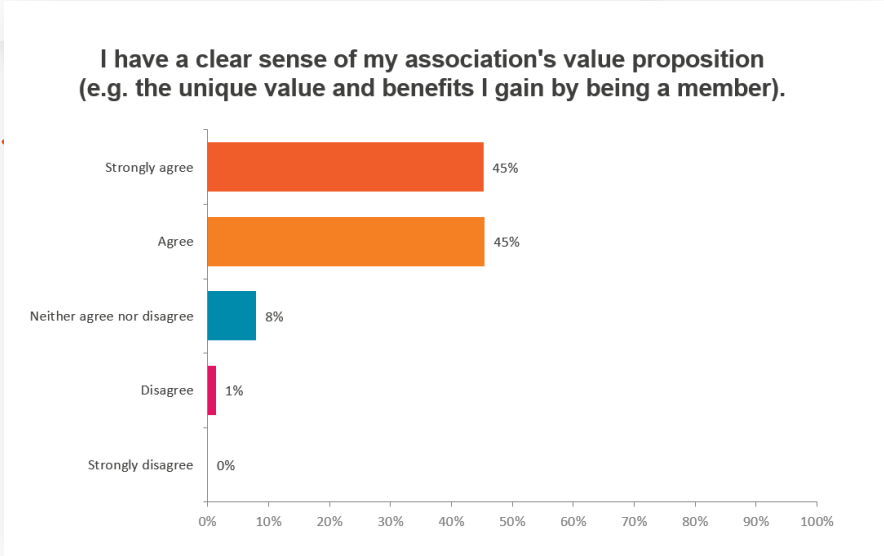
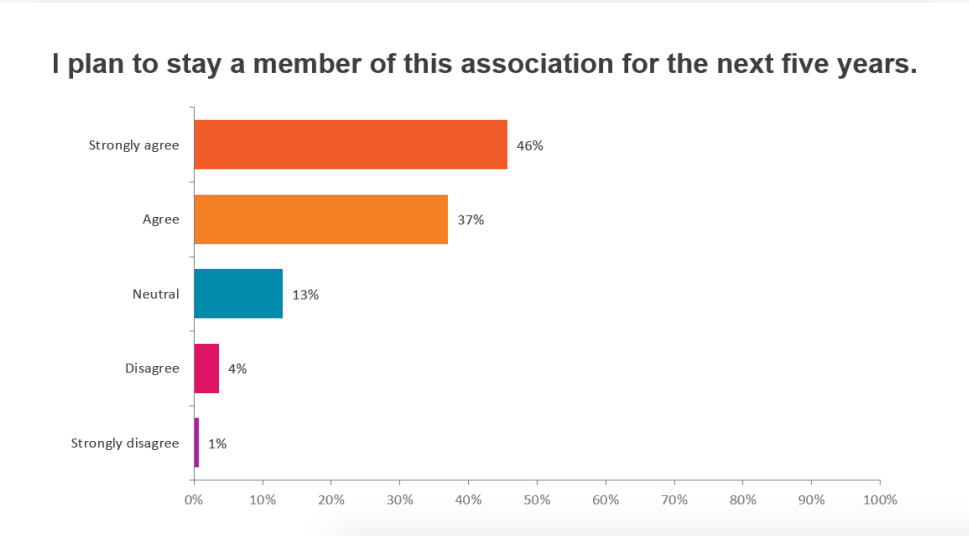
83% plan to stay members for the next five years, up notably from **74% last year**.

Value proposition clarity

90% of members say they have a clear understanding of their association's unique value and benefits—showing that associations are communicating their purpose more effectively than they think.

Associations are succeeding in proving relevance—but that success raises expectations. When it comes to keeping members, attracting new members, and reaching the nonmember pool, associations will increasingly compete with the ease-of-use presented by **AI and online resources**.

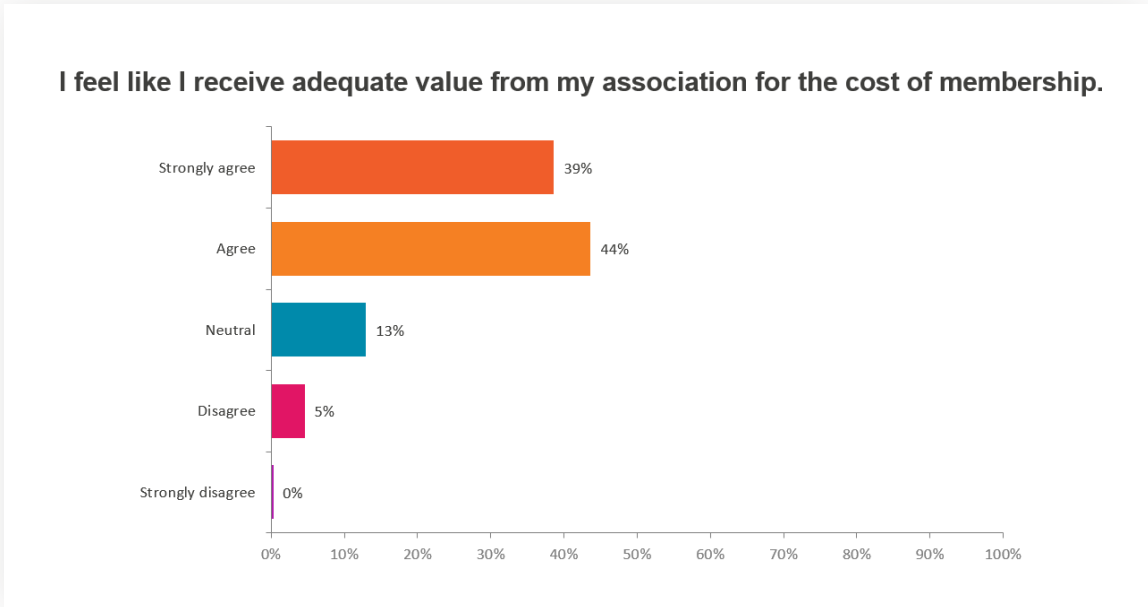




Areas for Improvement and Opportunities for Growth

While satisfaction is high, members want visible, measurable value. 83% say they receive adequate value for the cost of membership (39% strongly agree, 44% agree). This mirrors 2024, but associations should view it as a ceiling to raise, not a box checked.

Members want tangible returns—access, education, community, and support that feel exclusive to their membership. Associations that continuously showcase “what you get” and “why it matters” will protect and grow this perception of value.



Members Want a Stronger Voice:

More than half of members (53%) say they wish their association **sought their feedback more often**, up from 29% in 2023 and 52% in 2024. Members want to co-create their experience through regular pulse checks, open feedback loops, and visible follow-up (“You said, we did”)

Personalization as a Baseline:

A personalized experience is considered important by 84% of members. Members now expect tailored communication, role-based community spaces, and relevant professional development pathways. Associations must anticipate needs and help members navigate opportunities that are most relevant to them.

THE BOTTOM LINE

Member satisfaction is at a three-year high—but expectations continue to evolve. Associations must sustain trust by deepening personalization, amplifying member voice, and continuously proving value.

It’s also important to consider how to reach nonmembers/new members if you want your association to grow.

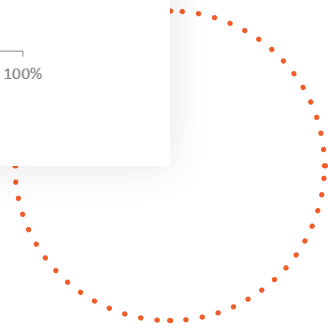
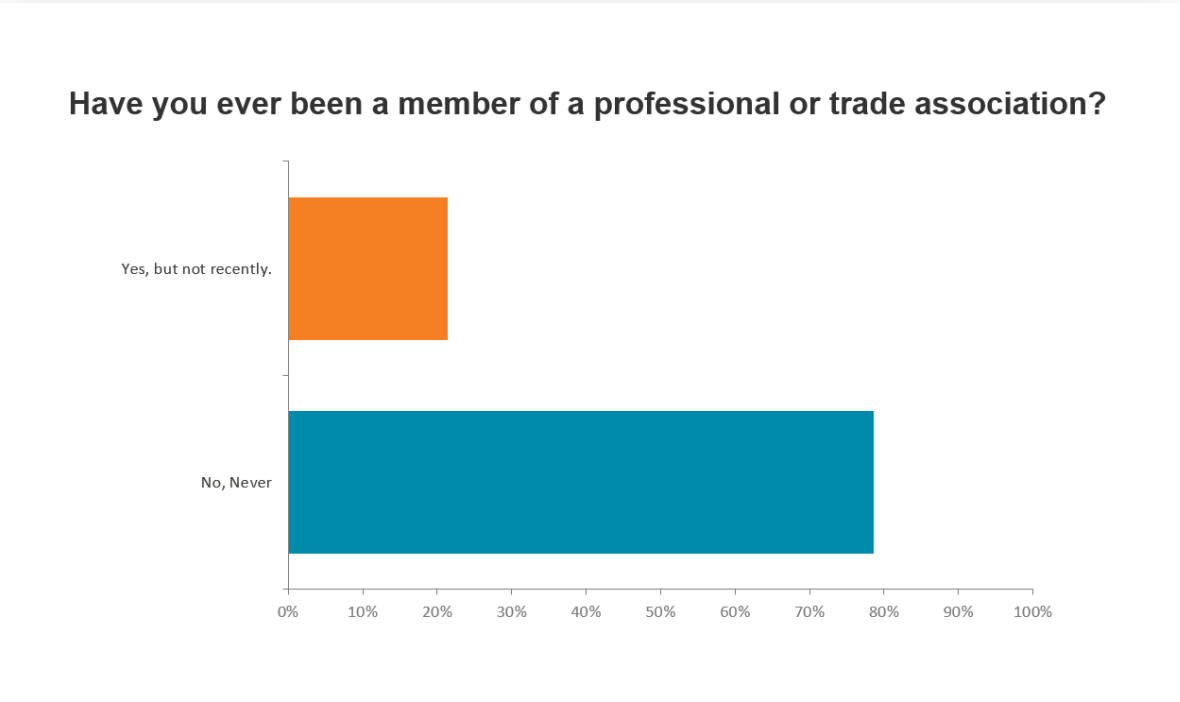
Nonmember Perspectives

To complement the member data in this year’s study, the 2025 survey also included insights from professionals who have never joined an association or were once members but are not currently active.

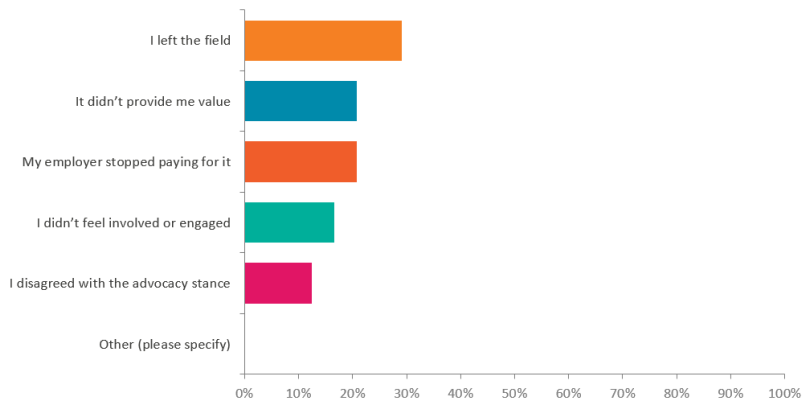
Who They Are

- 74% have never belonged to an association.
- 26% were members previously but are no longer active.

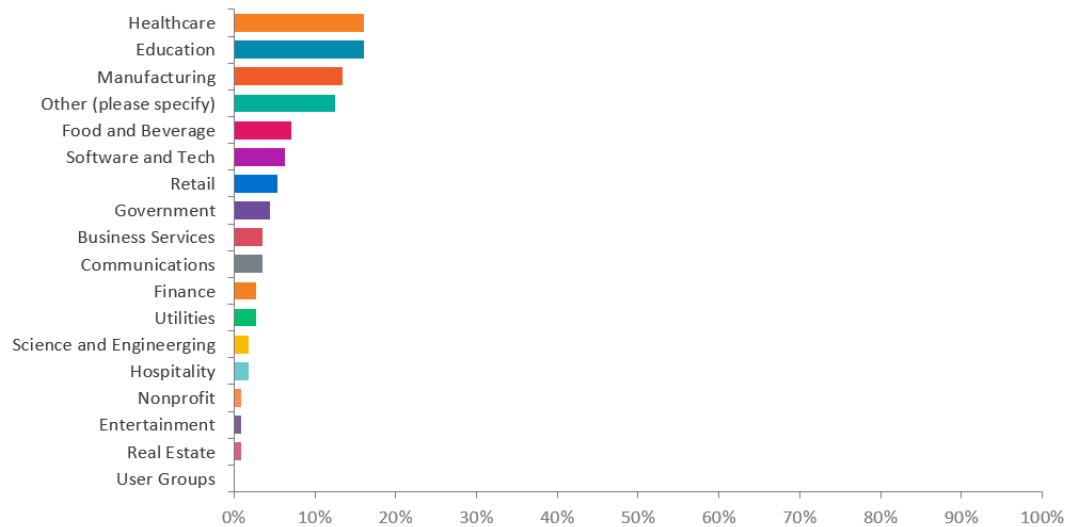
Top reasons for leaving included changing careers (30%), lack of perceived value (20%), discontinued employer funding (19%), and low engagement (17%).



Why did you leave your previous association?



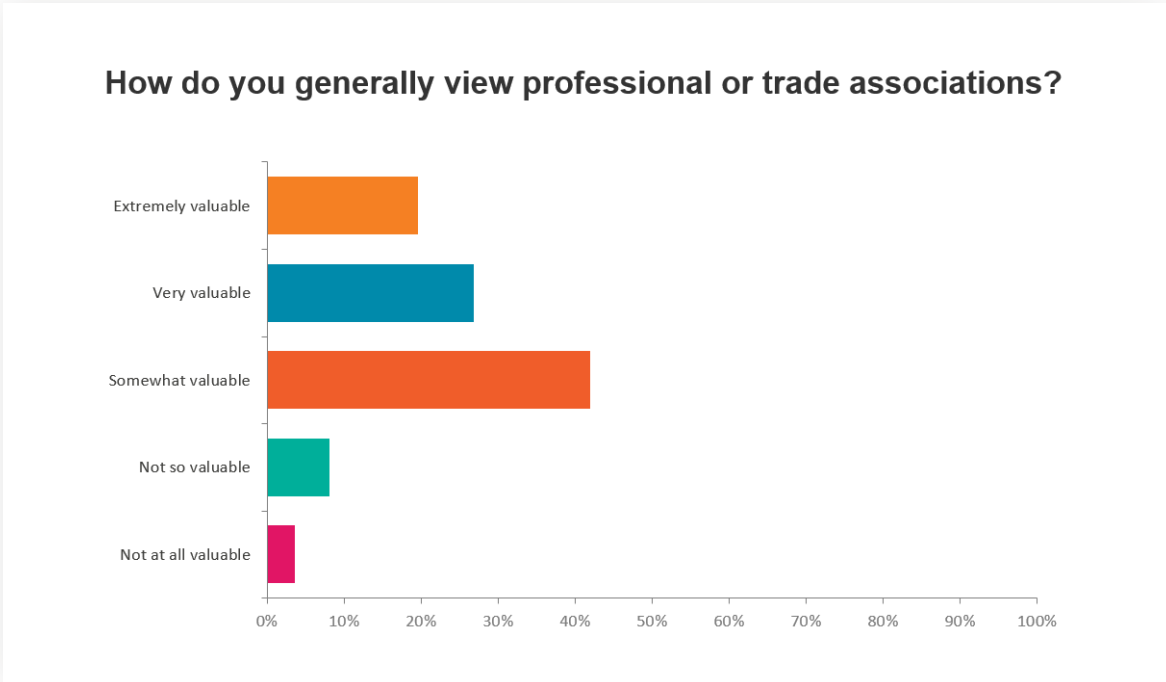
What industry do you work in?



The sample spans a wide range of industries, with the largest segments in **healthcare, education, and manufacturing**, mirroring the top fields represented among current association members.

Why Nonmembers Don't Join

Interestingly, nonmembers have a pretty positive perception of associations, with large percentages identifying them as valuable. But the data reveals a dual challenge for growth—a **marketing problem (lack of awareness)** and a **product problem (unclear ROI)**.



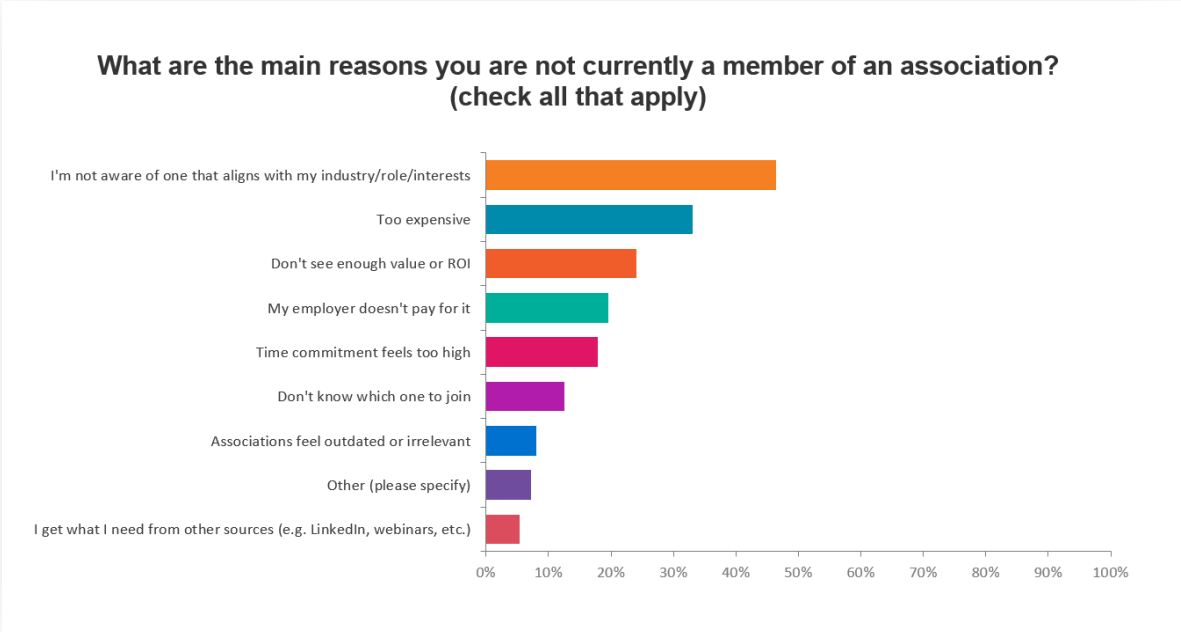
The main barriers to membership are:

- 1 Awareness Gap:** The top reason, cited by **39%**, was simply not being aware of an association that fits their industry, role, or interests. This suggests that even well-established associations may be invisible to segments of their potential audience.

- 2 Cost Concerns:** **34%** said membership is too expensive, underscoring sensitivity to dues—especially among younger professionals and those in early career stages.

- 3 Perceived ROI and Relevance:** **28%** said they don't see enough value or return on investment. Additionally, **11%** said associations feel outdated or irrelevant. This perception gap points to an urgent need for associations to modernize how they present benefits and demonstrate tangible outcomes.

Other commonly cited barriers include lack of employer support (19%), limited time to participate (18%), uncertainty about which association to join (15%).

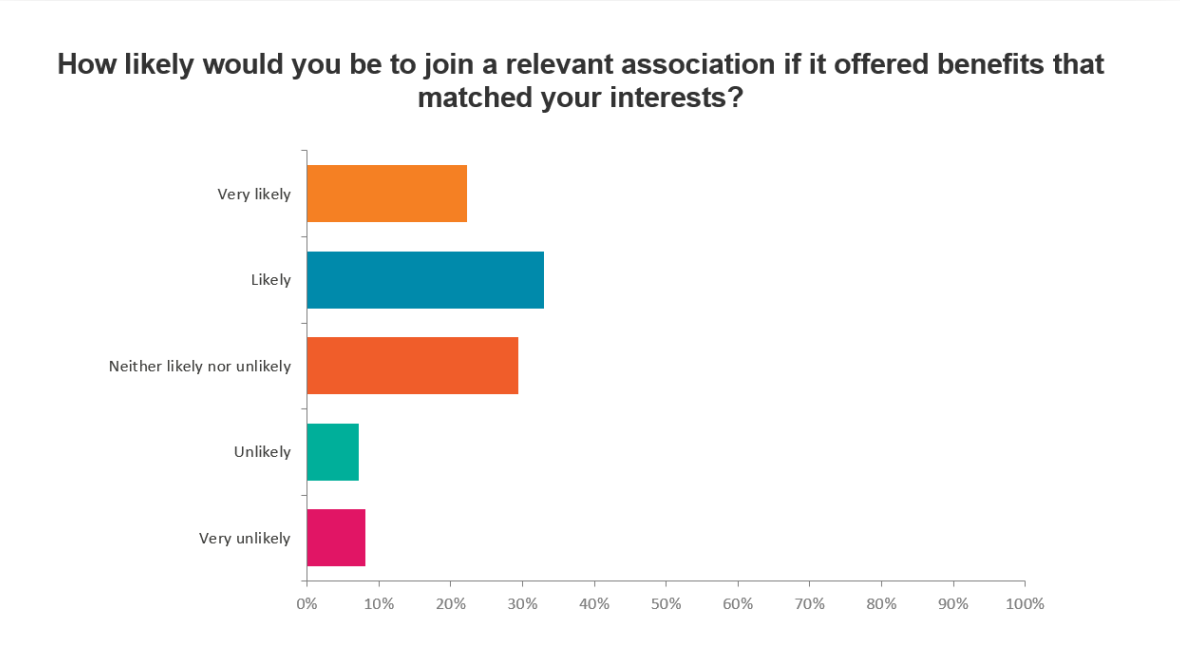


Understanding these barriers is only half the story—the next is finding ways to meet nonmembers where they are.



How to Reach Nonmembers

Despite these obstacles, 60% of nonmembers say they would likely join an association **if benefits aligned with their interests**. This indicates strong potential for growth—if associations can bridge the awareness and value gap.



When asked what would make them more likely to join, nonmembers prioritized five key motivators:

- 1 Lower Membership Cost (44%):** Cost remains the most immediate conversion lever. Tiered pricing, flexible payment plans, and low-commitment starter memberships can help lower the barrier to entry.

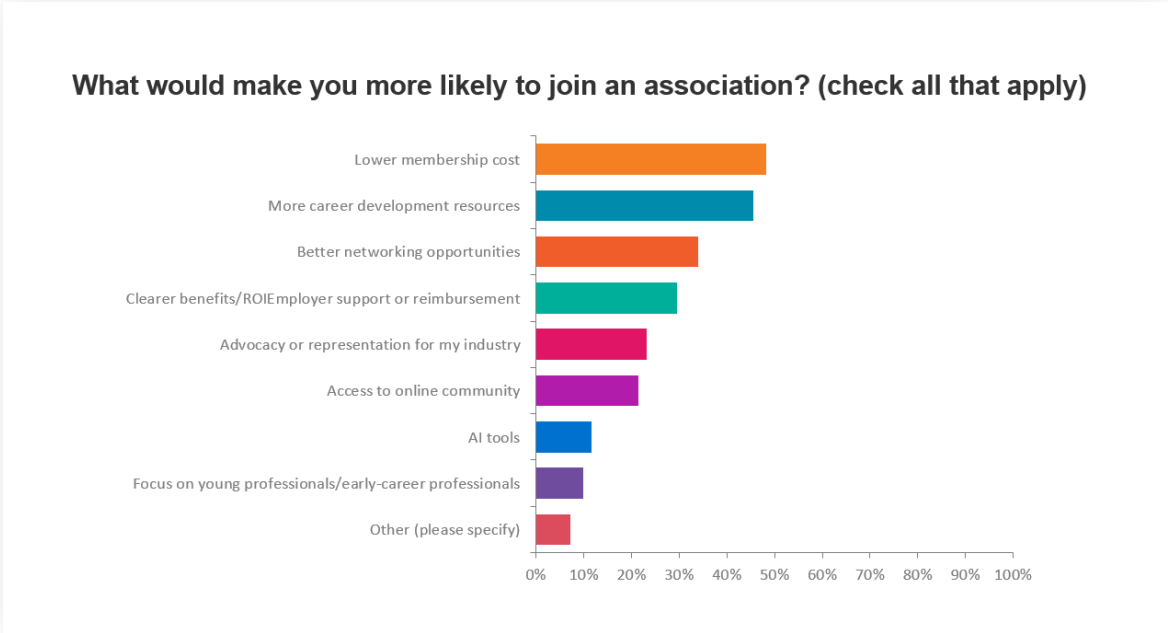
- 2 More Career Development Resources (42%):** Respondents seek practical, resume-building benefits: certifications, mentorship, and skill-building opportunities tied to real career outcomes.

- 3 Better Networking Opportunities (38%):** Nonmembers still value relationships and community—but they want modern, accessible formats: digital networking, micro-events, or social-style discussion spaces.

4 Clearer Benefits and ROI (34%): Associations need to communicate value in outcome-based language: how membership accelerates advancement, opens doors, or increases earning potential.

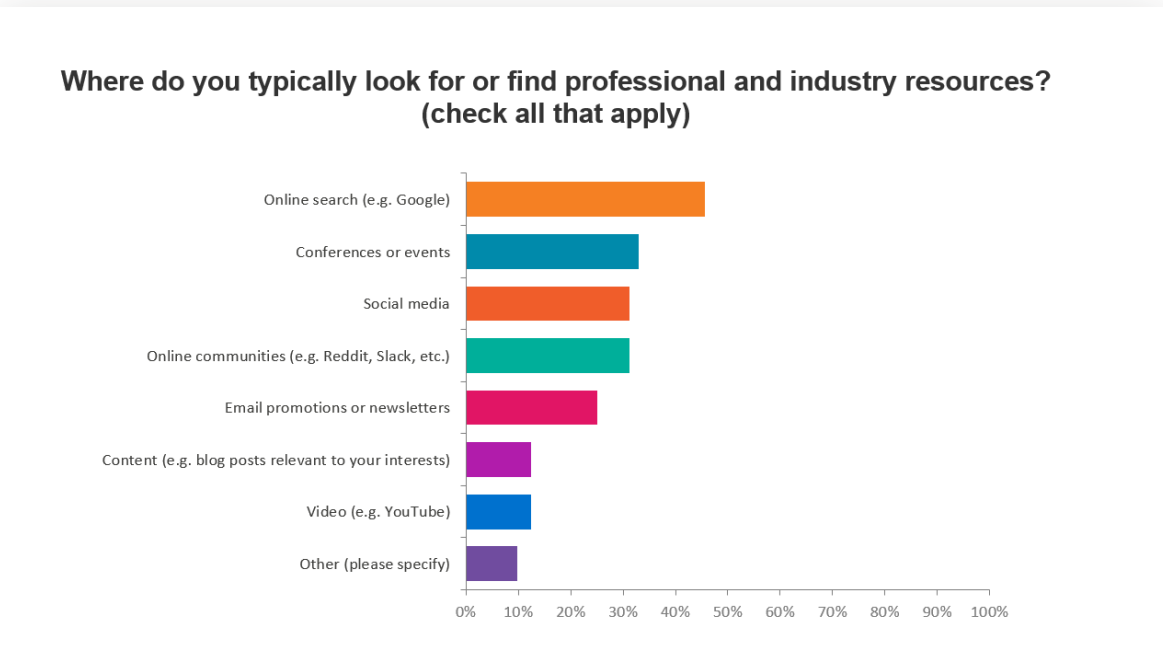
5 Employer Support (31%): Encouraging employer reimbursement or partnership can drive both affordability and legitimacy.

In addition, **27%** said they'd be motivated by stronger **advocacy for their industry**, and **21%** pointed to **access to online communities** as a major draw—signaling that community platforms can serve as both engagement tools and recruitment funnels.



In addition to understanding what might attract nonmembers, it's also useful to look at **where you're likely to find them** (particularly since awareness is their biggest hurdle). Respondents said they primarily seek information through **online search, events, social media, and newsletters**. Associations can expand awareness by showing up where professionals already look for insight.

See chart on next page



Action Ideas

So when you put all that together, what have you got? What can you do to reach and entice nonmembers?

- **Be discoverable:** Create SEO-rich content around common career and credential searches.
- **Clarify your value proposition:** Understand what you offer, how it supports members, and how to communicate it in a member-centric way. (Check out the next section for a “how to”).
- **Showcase outcomes:** When you promote your association, highlight career impact stories and tangible results.
- **Simplify entry:** Offer flexible dues, trial memberships, and employer reimbursement support.
- **Meet them where they are:** Engage prospects through online spaces, social media, and industry events.

THE BOTTOM LINE

Nonmembers aren’t rejecting associations—they’re just not convinced yet. Awareness, affordability, and relevance are solvable challenges when associations demonstrate real-world impact and accessibility.

How to Define a *Compelling* Value Proposition

Even as member satisfaction and engagement rise, associations still struggle to articulate why membership matters. Only 11% of associations believe they have a compelling value proposition (*MGI Membership Marketing Benchmarking Report*). But based on responses from members, it seems like this challenge lies not in what associations offer, but how they communicate it.

Members, especially incoming Millennials and Gen Z, aren't motivated by lists of benefits. They want belonging, growth, and meaning. They're drawn to associations that feel purposeful, modern, and human — organizations that speak their language and reflect their ambitions.



1 LEAD WITH PURPOSE AND IMPACT

Go beyond professional advancement to show why your association exists and how it benefits both members and society. Younger professionals want to know their membership matters—not just that it provides resources.

How to do it:

- Tie membership to mission: “Join the movement shaping the future of [industry].”
- Connect personal success to collective purpose: “Advance your career while advancing your profession.”
- Spotlight community and advocacy wins that show your organization’s real-world impact.





2

LEAD WITH OUTCOMES, NOT FEATURES

Members don't buy "benefits packages." They buy transformation. Focus on results—skills gained, credentials earned, and opportunities unlocked—not just offerings.

How to do it:

- Replace feature-heavy messaging with benefit-driven language.
- Use verbs and results ("gain," "advance," "connect," "achieve") instead of nouns and acronyms.
- Highlight measurable outcomes—promotions, certifications, expanded networks—as proof points.

3

KEEP IT HUMAN, CONVERSATIONAL, AND RELATABLE

Use plain, conversational language. Drop jargon in favor of authentic, member-centered messaging.

How to do it:

- Write like you're talking to a peer, not a board.
- Swap "professional advancement programming" for "real-world career tools."
- Use short, punchy headlines and subheads.
- Feature authentic visuals — real members, not stock imagery.

4

COMMUNITY SUPPORT AND EXPERTISE IS A BIG DIFFERENTIATOR

Position the association as the gathering place where members "find their people." Showcase success stories and diverse voices. Members join and stay for connection.

How to do it:

- Frame messaging around belonging: "Find your professional home."
- Create "member stories" that highlight real relationships and outcomes ("I found my mentor here.").
- Showcase the diversity of voices within your community—new grads, mid-career professionals, and industry veterans alike.
- Highlight how having a professional network helps members not only address day-to-day questions, but also discuss new and future challenges.

5

HIGHLIGHT FLEXIBILITY AND CHOICE

Today's members expect engagement to fit into their lives, not the other way around. Make flexibility part of your value story; members want options, not obligations.

How to do it:

- Offer multiple ways to engage: microlearning, mobile-friendly community, short events, asynchronous discussion threads.
- Emphasize self-paced learning and personalized pathways (“Pick the learning track that fits your career goals.”).
- Reassure members that any level of participation counts—every interaction is valuable.

6

PROVE VALUE THROUGH STORY AND SOCIAL PROOF

Members trust peers more than institutions. Use authentic voices to validate your value proposition.

How to do it:

- Share short testimonials and member spotlights across channels.
- Incorporate success metrics (e.g., “85% of members say our courses helped them advance their careers”).
- Feature younger members as ambassadors to reach emerging professionals.
- Capture video or quote-style stories for social media and onboarding sequences.

7

REIMAGINE MEMBERSHIP AS A JOURNEY

Membership isn't a transaction—it's a progression. Frame membership as growth over time—onboarding, learning, leading, mentoring.

Action ideas:

- Map a “member journey” from onboarding to leadership roles.
- Offer stackable credentials, visible digital badges, and clear advancement paths.
- Provide tiered engagement options (free trials, starter memberships, or volunteer micro-roles).
- Connect every touchpoint—events, education, community—under a unified “career growth” story.

THE BOTTOM LINE

A compelling value proposition isn't about listing benefits—**it's about telling a story that members can see themselves in.** By leading with purpose, clarity, and authenticity, associations can transform “what we do” into “why it matters,” creating a message that resonates across generations and drives both recruitment and retention.

Membership Motivators

Member acquisition is what keeps an association alive. It represents the first critical stage in the member lifecycle. Understanding the channels where members hear about membership, and what drives them to join, can help you tailor your recruitment efforts accordingly.

Just remember, membership motivations are often deeply intertwined. A member might join for a certification course but discover a powerful network of peers that leads to new career opportunities. Associations should aim to have a holistic blend of professional growth and genuine human connection opportunities to help members thrive in their chosen field.

Why Do Members Become Members?

How Members First Hear About Their Association

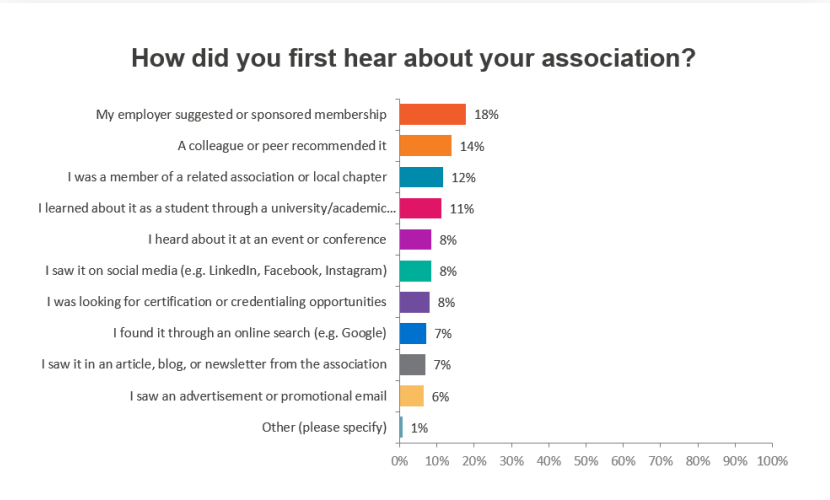
Most members learn about their association through trusted, professional networks:

1 Employer Influence: The leading source of discovery is the workplace—**18%** of members say their employer suggested or sponsored their membership. Employer endorsement continues to be one of the strongest credibility drivers for associations.

2 Peer Recommendation: The next most common path (**14%**) is word-of-mouth. Colleagues and peers remain vital advocates, reinforcing that personal testimony carries more weight than promotion.

3 Related Affiliation/Academics: 12% joined after being part of a related association or local chapter, while 11% learned about their association as students through university programs—showing that early exposure plants long-term membership roots.

Digital discovery (events, social, search) complements—but doesn't replace—human referral for current members. That said, it's important to recall what we shared in the NONMEMBER section above: the people associations are missing are more likely to turn to online search.



Primary Reasons Members Join

Once a professional discovers an association, the decision to join is primarily driven by the promise of career advancement and professional connection.

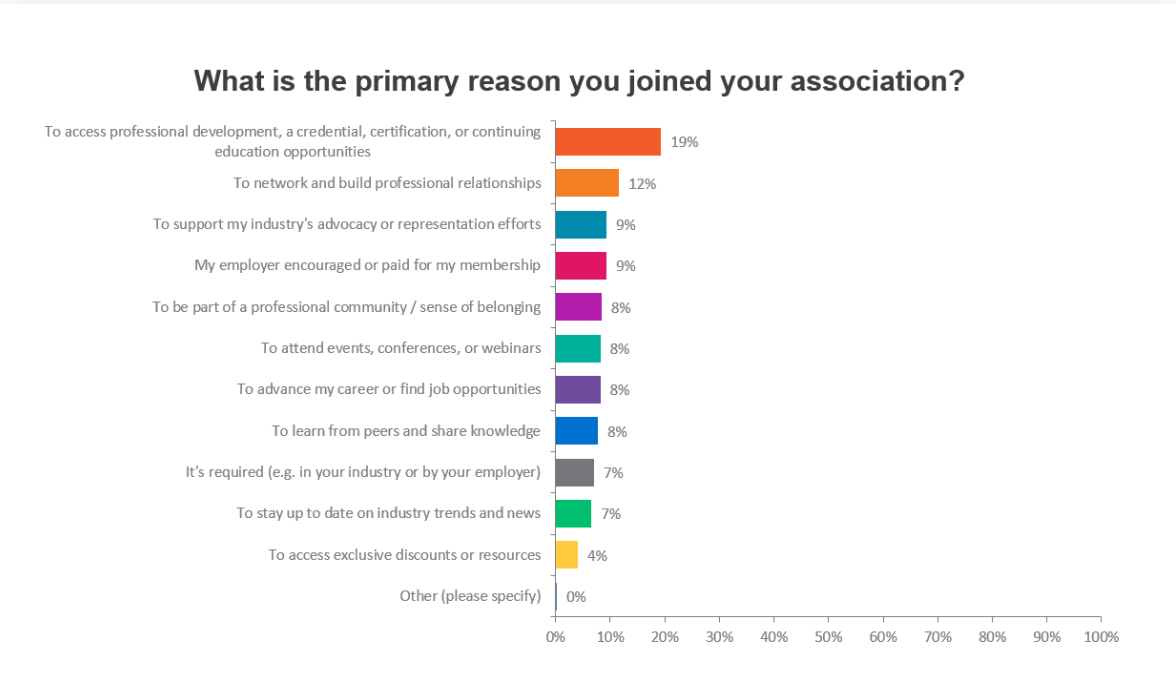
- 1 **Professional Development and Credentialing:** The top reason members joined (19%) was to access professional development, a credential, certification, or continuing education opportunities.

- 2 **Networking:** 12% joined to build professional connections. Associations remain one of the few spaces where members can connect across job functions and experience levels in ways that social media can't replicate.

- 3 **Industry Support and Employer Encouragement:** 9% said they joined to support their industry's advocacy or representation efforts, and another 9% did so because their employer encouraged or paid for membership—underscoring that shared purpose and institutional alignment matter.

- 4 **Community and Career Progression:** Equal shares (8% each) joined to be part of a professional community, attend events or webinars, advance their careers, or learn from peers. These responses show that today's members see their associations not just as content providers, but as **career accelerators and professional homes**.

The decision blends pragmatism and belonging: members join for opportunity, but stay for connection.



While these motivations are broadly shared, their relative importance shifts throughout a member’s career.

Career-Stage Variation

There is some variation in what most attracts members to join an association based on their career stage:

- **Early-career** members join primarily for professional development, certification; and networking.
- **Mid-level** members are most motivated to join by continuing education and staying up to date with industry trends.
- **Senior-level** members are most likely to cite advocacy and influence and networking as their reasons for joining.
- **Executives** join to lead, mentor, and represent their field; only 8% cite education as a driver.
- **Students** are overwhelmingly motivated by career advancement and exposure.

This serves as a reminder: a “one-size-fits-all” approach won’t maximize member acquisition or engagement. Different people are looking for different resources throughout their careers (and even at different points in a year) so it’s important to consider each career segment’s motivations and constraints.

Action Ideas:

→ **Activate Peer Ambassadors**

Encourage current members to share their stories on LinkedIn or within your community. Simple prompts—“How has your association helped your career?”—create authentic, high-impact advocacy that attracts peers far better than ads.

→ **Strengthen Employer Partnerships**

Formalize corporate membership packages or sponsorship programs. Provide employers with ready-to-share recruitment materials that position membership as a professional development perk.

→ **Meet Students Early**

Build awareness through university partnerships, scholarships, and early-career initiatives. Students who discover your association during their studies are far more likely to become lifelong members.

→ **Lead with Career Opportunities**

Bring in new prospective members with a job board. Then emphasize the career advancement impact of membership in recruitment messaging (think what members gain rather than what you offer). Highlight measurable results like “X% of members advanced in their careers after joining.”

→ **Simplify the First Step**

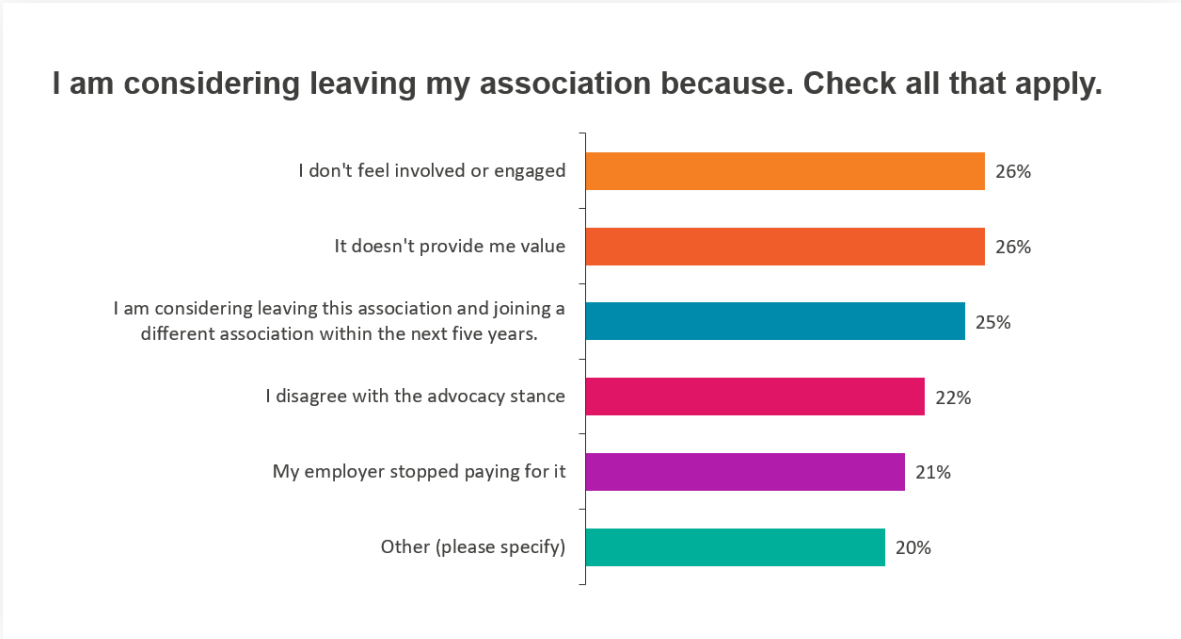
Reduce friction in the join process: make membership options clear, offer short trial periods, and showcase “what to expect in your first 30 days.” Small wins early on create lasting engagement.

Why Do Members Leave?

Members typically leave due to a combination of internal dissatisfaction and external circumstances. The two main reasons members leave their association have remained consistent across recent reports (2022, 2023, 2024, and 2025)...

Top Factors

- 26% of current members considering leaving and 20.83% of former members cite **lack of value** as the reason for leaving.
- 26% of current members considering leaving and 16.67% of former members cite a **lack of engagement** as the reason for leaving.



Other Significant Factors

Members also leave due to external pressures, including:

- Changing careers or industries (25%)
- Employer stopped paying dues (21%)
- Disagreement with advocacy stance (22%)
- Joining a competing association (25%)

What Associations Can Do About It (Retention Strategies)

Since it is significantly less expensive to retain current members than to acquire new ones, associations should implement strategies focused on personalized experiences, multi-channel engagement, and continuous input gathering.

1 PERSONALIZE THE EXPERIENCE

- **Personalized Communications:** Send members messages that feel relevant, timely, and connected to their goals. Use preference centers and behavioral data to deliver content based on a member’s role, interests, and engagement patterns. Personalized messaging helps members feel “seen” and reduces the sense of information overload by ensuring they get what matters most to them.
- **Customized Learning Journeys:** Members engage more deeply when professional development is curated for their career stage, credentials, and areas of practice. Map learning pathways that guide members from foundational content through advanced offerings, recommending courses, events, or certifications based on past participation. Automated reminders and role-based suggestions reinforce a feeling of continuous, personalized support.
- **Tailored Community Experience:** Make members’ online community experience feel intentional. Surface recommended discussions, peers, and resources based on each member’s activity and interests. Community features like dynamic feeds, personalized email digests, and suggested content help members see content that’s immediately relevant, ultimately strengthening their connection to the community and the association.

2 DRIVE ENGAGEMENT ACROSS CHANNELS

Providing multiple ways for members to engage is essential, allowing them to access the association when, where, and how they want.

- **Diversify Channels:** Diversifying communication channels (e.g., email, community, social media, mobile app) reaches a broader audience and enhances engagement by providing multiple touchpoints.
- **Leverage Online Communities:** Platforms like private online communities and mobile apps encourage more regular member engagement. Associations can integrate all their initiatives—such as volunteering, mentoring, job boards, certification, and awards—into the online community to give members more reasons to log in regularly.
- **Improve Onboarding:** Member assessment of value starts on day one. Associations with high renewal rates often provide a welcome kit, an emailed new-member engagement campaign, and live welcome calls or orientations to ensure members know how to get the most value.

3 SEEK AND ACT ON MEMBER INPUT

- **Ask for Input More Often:** A significant number of members (52%) wish their association asked for their feedback, input, and needs more often. Providing the chance to offer feedback, share their opinion, and have a voice helps members feel seen and heard.
- **Use Data for Improvement:** Online communities are described as a "goldmine" for gathering both active (polls, discussion threads) and passive (search history, popular threads) insights. This data can be leveraged to understand member requirements and enhance overall programs and benefits.



4 INVEST IN RELEVANT AND MODERN INITIATIVES

- **Professional Development Tracking:** Members are interested in having an easier way to track their completed education and professional development, potentially through a learning management system (LMS).
- **Targeted Support:** Respondents expressed interest in targeted initiatives, including DEIB, early-career and young professional, and AI innovation and support.

THE BOTTOM LINE

Retention hinges on sustained engagement, clear ROI, and modernized member experiences.

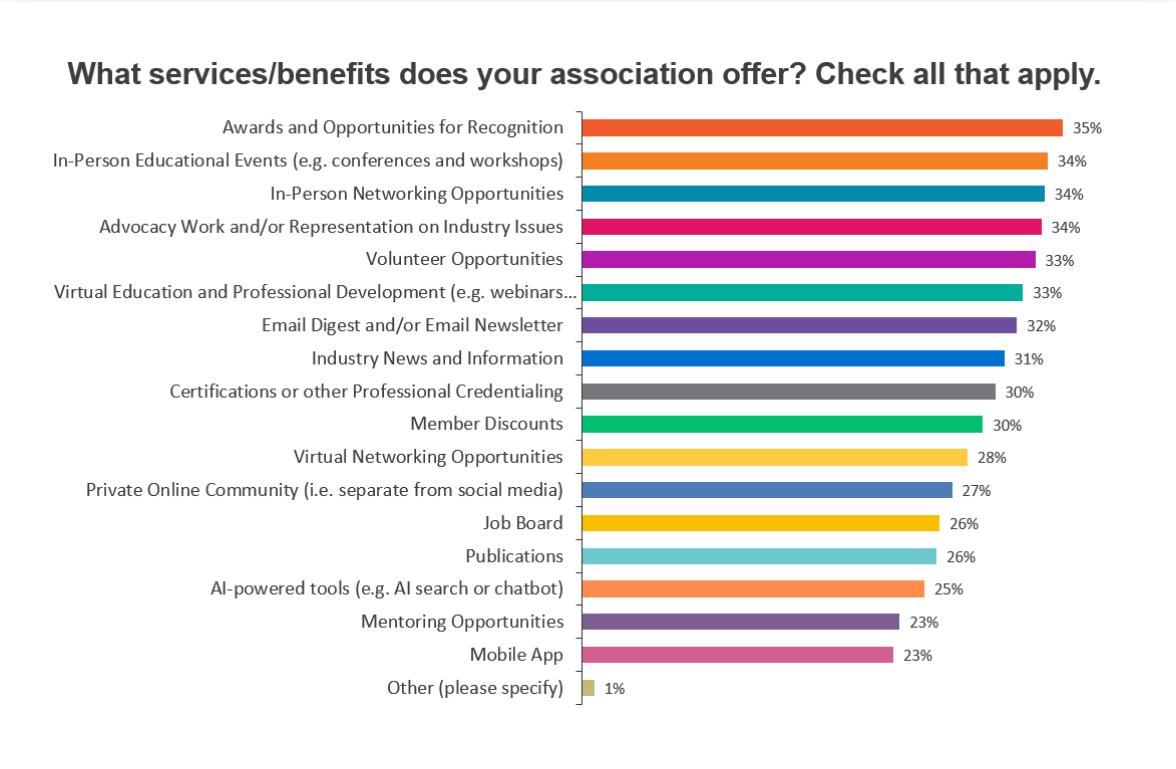


Benefits Members Value Most

Why Benefits Matter to Retention

Retention hinges on a single question: Is the membership worth the investment? This section moves beyond the list of available benefits to identify the specific offerings that truly drive members' sense of value.

Members report that their associations offer a diverse range of services. Among the most commonly available benefits are awards and recognition opportunities, in-person educational events, networking events, advocacy work, volunteer opportunities, and virtual professional development.



Opportunities to Connect and Learn Rank Highest

When asked to rank which benefits contribute most to their sense of value, the results were very close (we’re talking tiebreakers and decimal-point differences). So, we’ve grouped benefits based on the broader hierarchy that emerged.

Based on member rankings, benefits fall into three broad tiers:

GOLD	SILVER	BRONZE
<p>In-Person Educational Events (e.g. conferences and workshops)</p> <p>.....</p> <p>Mentoring Opportunities</p>	<p>Private Online Community</p> <p>.....</p> <p>In-Person Networking Opportunities</p> <p>.....</p> <p>Virtual Education and Professional Development (e.g. webinars and online courses)</p> <p>.....</p> <p>Certifications or other Professional Credentialing</p> <p>.....</p> <p>Awards and Opportunities for Recognition</p> <p>.....</p> <p>Advocacy Work and/or Representation on Industry Issues</p>	<p>Industry News and Information</p> <p>.....</p> <p>Virtual Networking Opportunities</p> <p>.....</p> <p>AI-powered tools (e.g. AI search or chatbot)</p> <p>.....</p> <p>Volunteer Opportunities</p> <p>.....</p> <p>Email Digest and/or Email Newsletter</p> <p>.....</p> <p>Member Discounts</p> <p>.....</p> <p>Job Board</p> <p>.....</p> <p>Publications</p> <p>.....</p> <p>Mobile App</p>

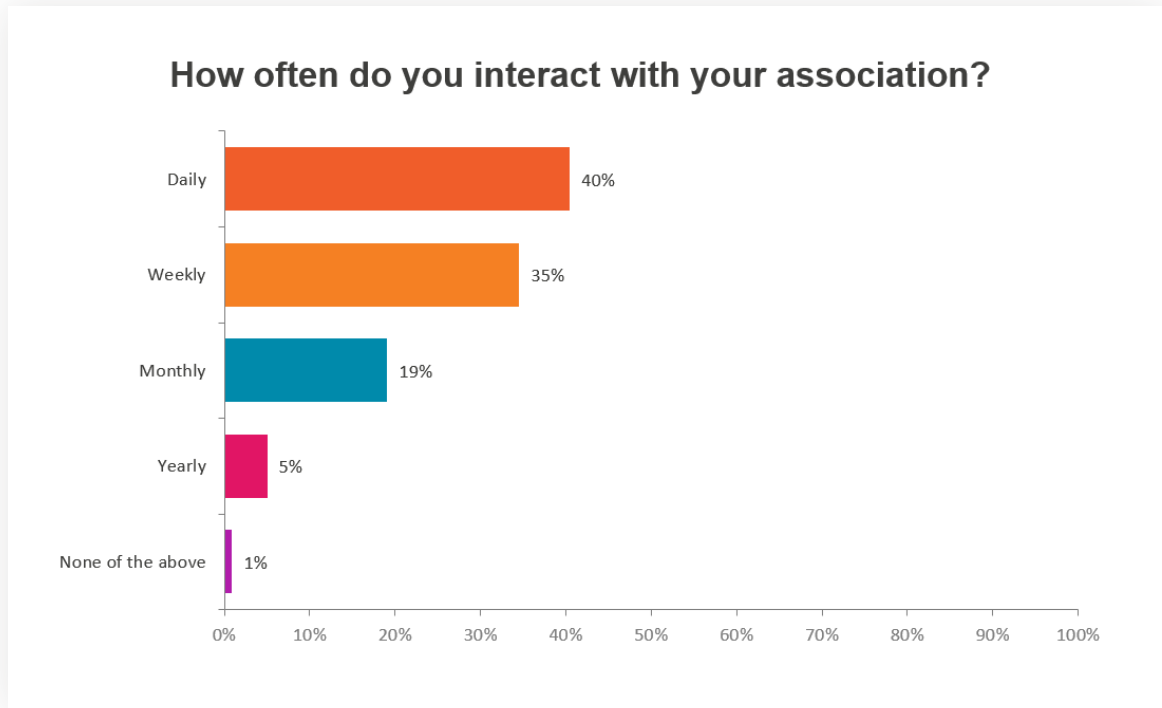
Career-Stage Variances

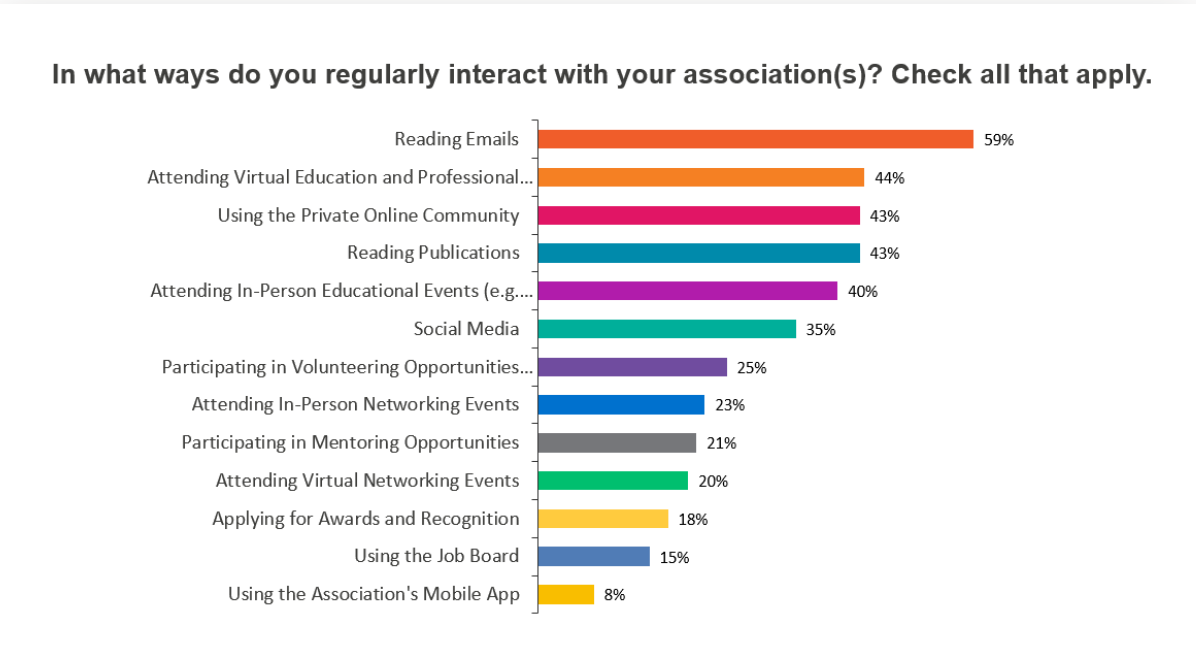
Here, again (like motivators for joining), career-stage influences which benefits members value most:

- **Entry-level:** Rank certifications, virtual education, and job boards highest.
- **Mid-level:** Favor in-person learning and community.
- **Senior-level:** Prioritize networking, advocacy, and mentoring.
- **Executives:** Place leadership development, volunteerism, and mentoring at the top.
- **Students:** Highly value networking and career resources (internships, mentoring, job boards).

Where Value Meets Engagement

Members interact frequently and digitally—40% daily, 35% weekly. Primary touchpoints include email (59%), virtual learning (44%), publications (43%), and online community (43%). Consistent delivery of valued content reinforces engagement.





Also, though it's not a perfect match, there is obviously **overlap between the benefits members value, and the benefits they use**. Members value digital, accessible content that keeps them informed and educated, and they actively engage with those resources.

THE BOTTOM LINE

Investing resources in high-quality newsletters, virtual education, and community platforms is not just about offering benefits, but about actively reinforcing value through multiple channels members will use. This consistent delivery is the foundation of engagement.

Keys to Member Engagement and Retention

Beyond offering valued benefits, associations must connect those benefits to everyday engagement and long-term loyalty. It’s not enough to simply provide the benefits a member joined for and hope they find them. You have to ensure members know how to get value out of their membership, and that you’re meeting their changing needs as they grow during their time as a member.

Onboarding and Ease of Involvement

First Impressions Set the Tone

The first weeks of membership shape how connected and confident members feel—and ultimately how long they stay. When joining and accessing member value feels seamless, members participate more frequently, perceive more value, and are significantly more likely to renew.

And the data shows just how decisive that ease is for driving engagement, value perception, and retention. When we asked, “How easy was it to get involved and find value as a new member?” members who described their experience as “very easy” showed the highest engagement levels, the strongest sense of value, and the greatest long-term loyalty.

How easy was it to get involved and find value as a new member?

OUTCOME	VERY EASY	DIFFICULT
Feels engaged with the association	95%	18%
Sees clear career impact	91%	56%
Feels membership is a good value	92%	57%
Plans to stay 5+ years	93%	64%

Onboarding Clarity Fuels Confidence

Ease of involvement is closely tied to the quality of onboarding. Members who receive clear, structured guidance early on are much more likely to become engaged participants and long-term advocates.

- Among those who found involvement “very easy,” 98% said onboarding was clear and helpful.
- By contrast, among members who found involvement difficult, only 27% said onboarding helped them understand how to engage.



TAKEAWAY

A clear, welcoming onboarding process—emails, community prompts, first-event introductions—sets the foundation for a positive, ongoing member experience.

Explore Onboarding Tips

Action Ideas:

- **Simplify the first 30 days**
Create a clear “new member pathway” that includes one welcome email, one action, and one invitation to connect.
- **Automate introductions**
Use community tagging, AI recommendations, or mentor pairing to help new members meet peers early.
- **Surface quick wins**
Highlight one valuable resource—like a webinar or discussion thread—to help members see immediate payoff.
- **Measure and iterate**
Track onboarding engagement rates (e.g., email clicks, community logins) as leading indicators of long-term retention.

THE BOTTOM LINE

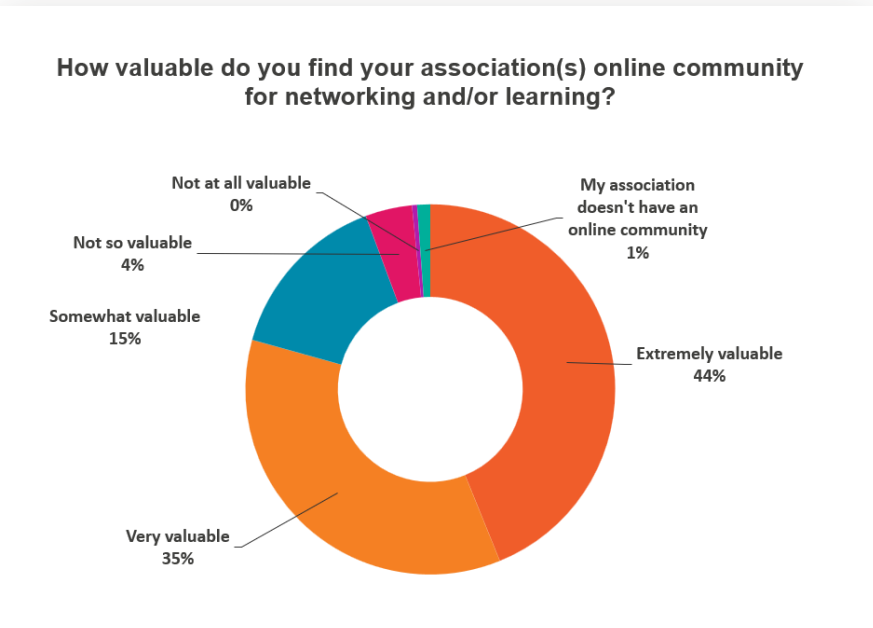
Onboarding is more than a welcome—it’s the launchpad for lifelong engagement. Associations that make it easy to get involved build confident, connected members who stay, contribute, and advocate. Ease of involvement isn’t a small operational win; it’s a core driver of sustained member satisfaction and retention.

Online Community

Members See Strong Value in Community

Associations’ online communities remain a critical pillar of member experience. **Nearly eight in ten members (79%)** describe their community as very or extremely valuable for networking and learning (44% extremely, 35% very). Only a small fraction rated it “somewhat” (15%) or “not so” valuable (4%), and virtually no one said “not at all.” Just 1% reported that their association lacks an online community.

Community is now an expected, high-value benefit—not a niche offering. The challenge isn’t proving its worth; it’s ensuring consistent engagement.



Barriers Reflect Time, Relevance, and Platform Fit

Despite high perceived value, participation barriers persist. The top reasons members don’t engage more frequently are largely **behavioral and experiential** rather than conceptual:

- 36% don’t have enough time,
- 32% prefer other platforms such as LinkedIn or Slack,
- 27% are hesitant to post publicly,
- 25% find the platform difficult to use, and
- 24% feel discussions or content aren’t relevant.

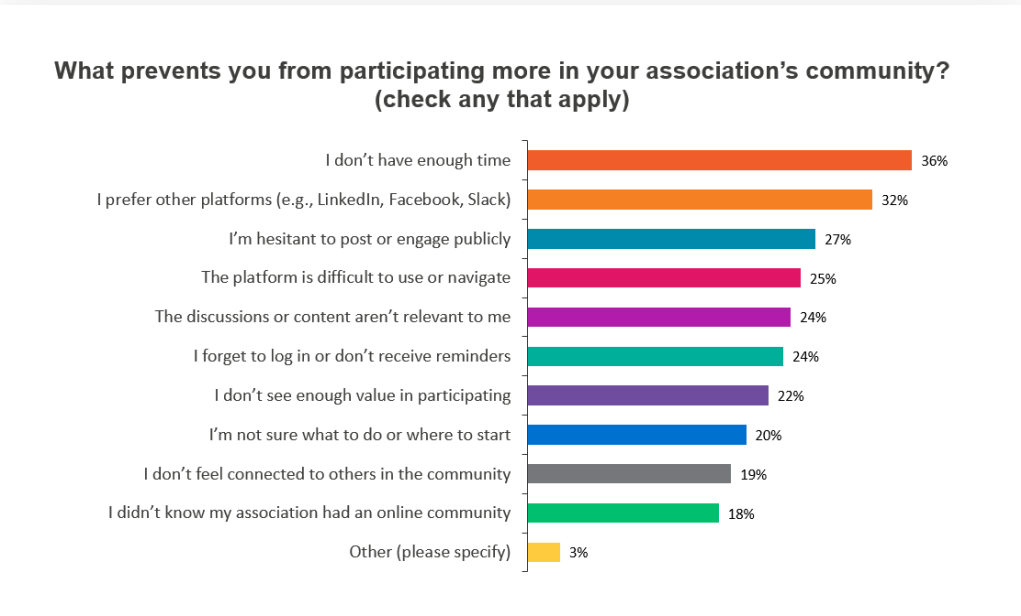
Smaller but meaningful segments forget to log in (24%) or say they don't see enough value in participating (22%). This indicates that boosting engagement depends on **ease of use, confidence, and content relevance** rather than simply promoting the community.



INSIGHT

Members already see the *potential* of their communities; what they need are frictionless tools, familiar patterns, and a clear reason to return.

Learn Community Management Tips



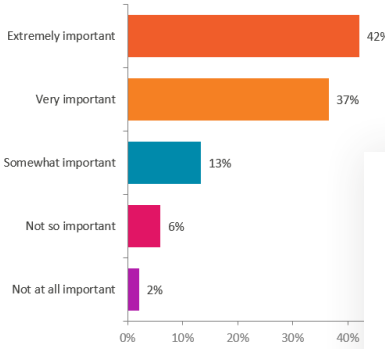
Mobile and Social Expectations Are Mainstream

Platform expectations also play a role in community usage and satisfaction. Community engagement expectations have shifted toward **mobile-native, social-familiar experiences**.

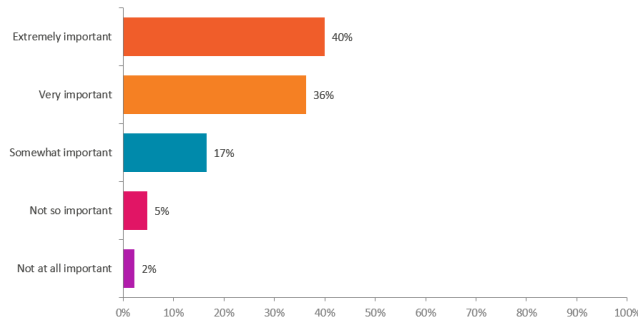
- **79%** of members say it's important that their community be available via a **mobile app** (42% extremely, 37% very important).
- **76%** want their community to feel like a **modern social media feed**, personalized to their interests (40% extremely, 36% very important).

These preferences reflect broader digital habits and signal that associations can grow engagement by meeting members where they already are—on mobile, in quick bursts, and through feeds tuned to personal relevance.

How important is it to you that your association's online community be available via a mobile app (or that your association provide ways to engage via a mobile app)?



How important is it to you that your association's online community feel like familiar social media platforms? (e.g. by providing a feed personalized to your interests)



Action Ideas:

→ **Simplify and modernize the UX**

Prioritize mobile-first layouts, intuitive navigation, and single sign-on access.

→ **Create social familiarity**

Offer algorithmic-style feeds showing trending or personalized discussions.

→ **Address confidence gaps**

Seed “starter posts,” highlight model contributions, and provide micro-prompts to lower the barrier to participation.

→ **Surface relevance**

Curate topic feeds and event tie-ins, ensuring members see fresh, pertinent content each visit.

→ **Connect data streams**

Integrate community engagement into broader personalization logic across email and learning platforms.


THE BOTTOM LINE

Members clearly value their associations’ communities—but to turn that value into sustained engagement, associations must evolve beyond static discussion boards. A **mobile, personalized, and socially familiar experience** is now table stakes. Associations that deliver that will deepen connection, participation, and retention.

AI Readiness

Members Are Ready for AI

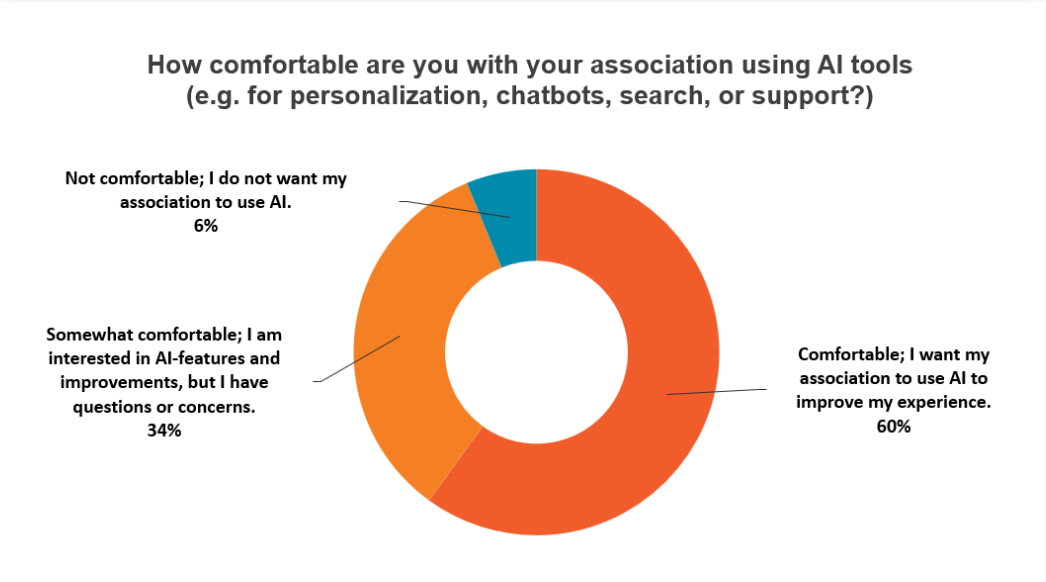
Artificial intelligence isn't a distant concept for association members anymore—they're already onboard. 60% of members say they're comfortable with their association using AI to improve their experience, and another 34% are somewhat comfortable but want transparency and reassurance. Only 6% say they don't want AI used at all.

INSIGHT 

Members are open to AI when it's human-centered, transparent, and clearly improves relevance, access, or connection.

AI Considerations for Associations

This readiness gives associations permission—and a responsibility—to adopt AI thoughtfully. It's not about automation for efficiency alone, but augmentation for empathy: helping staff better understand, anticipate, and serve members.



AI as a Driver of Relevance and Connection

Across industries, members' digital expectations are shaped by AI-powered experiences—think Spotify recommendations or LinkedIn's curated content. Associations can mirror that by using AI to:

- **Personalize learning paths** and suggest next courses or sessions.
- **Surface relevant discussions** and experts within online communities.
- **Analyze engagement data** to identify who’s thriving, drifting, or ready for renewal outreach.
- **Automate support** through chatbots and AI-assisted search that understands context and intent.

In Higher Logic’s community-powered AI Search Assistant, for example, AI blends machine learning with real community content to answer member questions in natural language—turning years of peer knowledge into instantly accessible insights. This is a model for how associations can use AI to enhance, not replace, human expertise.

Action Ideas:

- **Start with clear use cases**
Focus on member-facing improvements like smarter search, tailored learning recommendations, or automated onboarding sequences.
- **Prioritize transparency**
Explain how AI is used and how member data is protected.
- **Blend AI with community**
Use member-generated content and peer data to train and enrich AI tools—keeping the “human” in machine learning.
- **Equip staff and volunteers**
Provide AI literacy training so teams understand capabilities and limits.
- **Measure impact**
Track AI-driven improvements in engagement rates, satisfaction, and time saved.

THE BOTTOM LINE

AI isn’t replacing relationships—it’s redefining how associations scale them. By leaning into AI responsibly, associations can deliver **personalized, frictionless, and human-centered experiences** that rival any commercial platform. The associations that adopt AI with purpose will not only keep pace with digital transformation—they’ll set the member experience standard for the next decade.

Professional Development

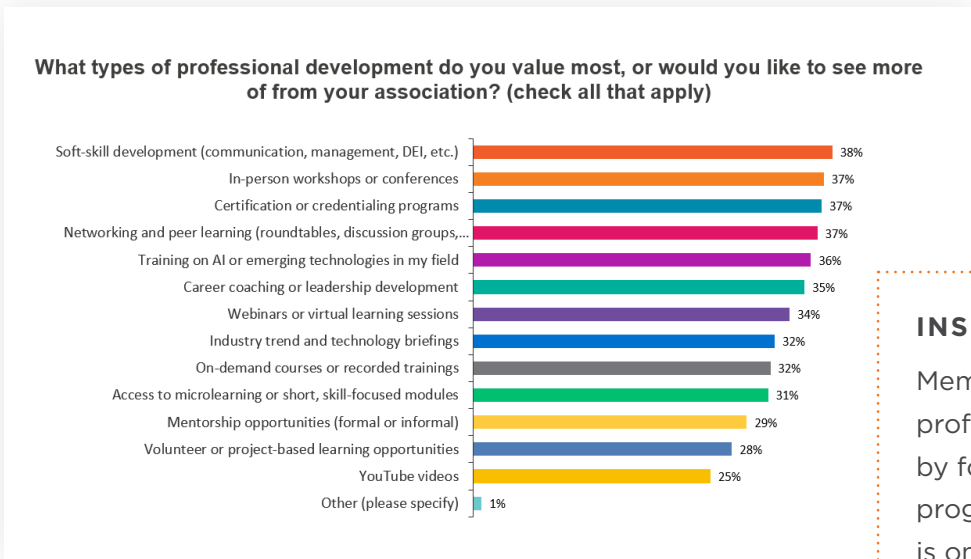
Members Seek a Portfolio of Learning Options

Professional growth continues to be a core motivator for association membership, but members aren't looking for a single flagship program—they want a **balanced mix of opportunities** that fit different goals, schedules, and stages of their careers.

The most valued offerings cluster tightly at the top:

- **Soft-skill development** (communication, management, DEI, etc.) | **38%**
- **In-person workshops or conferences** | **37%**
- **Certification or credentialing programs** | **37%**
- **Networking and peer learning** | **37%**
- **Training on AI or emerging technologies** | **36%**

These results suggest that members expect **comprehensive learning portfolios** blending traditional programs with modern, skill-based and tech-driven options. Career coaching (35%), virtual learning (34%), and trend briefings (32%) round out the top tier, showing that members want both human interaction and flexible, digital access.



INSIGHT

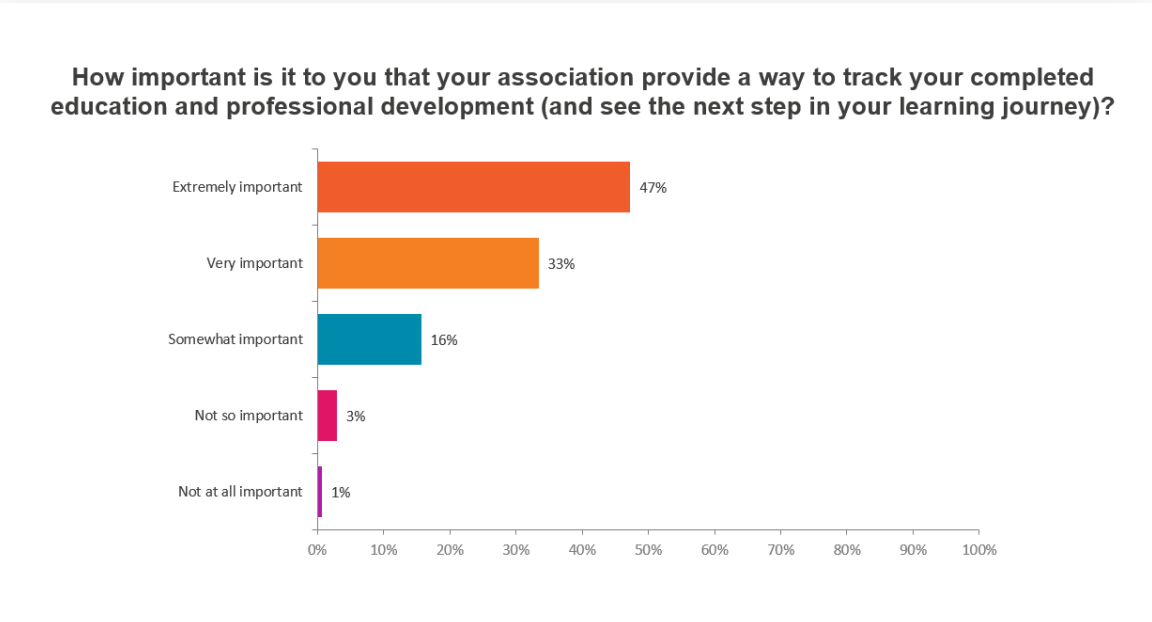
Members no longer define professional development by format—they define it by progress. A valuable program is one that moves them forward tangibly, whether through skills, credentials, or meaningful connections.

The Rise of the Continuous Learning Path

Members Seek a Portfolio of Learning Options

Learning is no longer a one-off event. Nearly **half of members (47%)** say it's extremely important for their association to provide a way to **track completed education and see the next step** in their professional journey; another **33%** call it very important. That's **80%** of members looking for structured visibility into their learning progress.

Members want their association to act as a **career co-pilot**—tracking earned credits, surfacing recommended next modules, and connecting achievements to credentials or job outcomes. For associations, this is an opportunity to move beyond offering courses to **offering learning ecosystems** that guide, recognize, and reward progress.



Learning Focus at Different Career Stages

Career stage is a strong predictor of what members value in their education. Members want learning that evolves with their career stage—from getting started in their profession to leading the field. Professional development needs evolve alongside career trajectories.

- **Entry-level members** prioritize certification programs (42%), career coaching (39%), and AI training (38%).
- **Mid-level members** prioritize networking and peer learning (41%) and soft-skill development (39%).
- **Senior-level members** prioritize mentorship (43%), leadership coaching (42%) and trend briefings (40%).
- **Executives** prioritize mentorship (60%), AI and innovation (39%), and career coaching (38%).

Designing tiered learning tracks—“Build, Grow, Lead”—can make offerings feel personalized to every stage.

Action Ideas:

→ **Build learning dashboards**

Let members see completed sessions, badges, or certifications and what comes next. Make it accessible where they’re already spending time with your association, like in your online community.

→ **Bundle experiences**

Combine events, microlearning, and credentials into guided tracks (e.g., “Emerging Leader Path” or “AI Readiness Series”).

→ **Microlearning for busy professionals**

Offer short, skill-focused modules that fit into members’ day-to-day workflows.

→ **Highlight progress visually**

Use progress bars or achievement streaks to make development feel tangible.

→ **Connect learning to community**

Link discussion threads and peer networks directly to learning topics for deeper engagement.

THE BOTTOM LINE

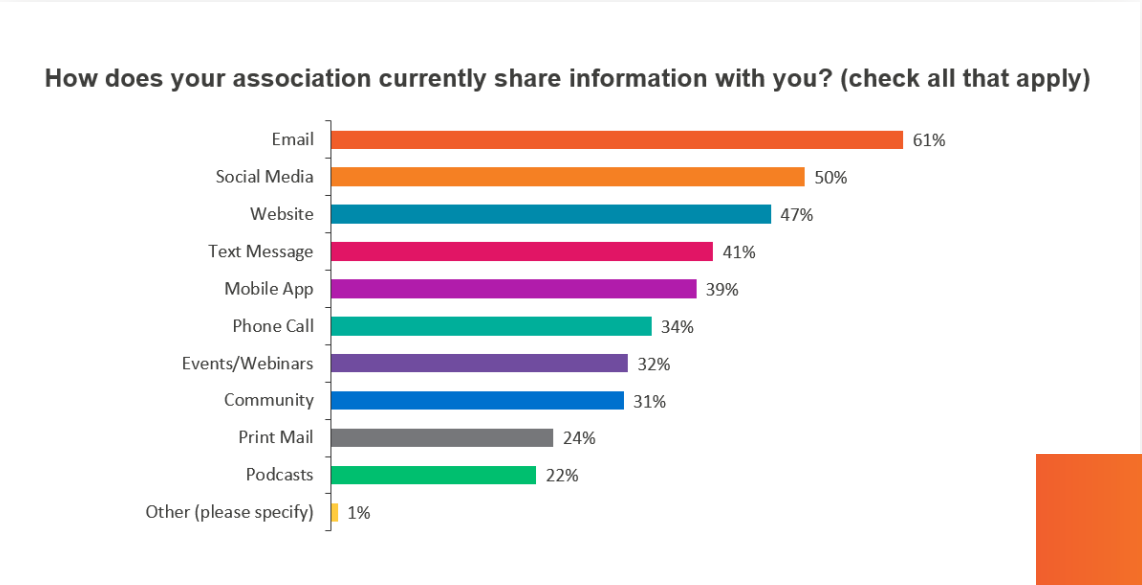
Members trust their associations to help them grow—and they’re asking for more visibility, personalization, and portability in that growth. Professional development in 2025 is about **stackable progress, clear next steps, and learning journeys** that adapt to each member’s pace and interests.

Communication

Email Dominates—But So Does Fatigue

Email remains the backbone of association communication. **61%** of members say their association primarily shares information via email, far ahead of **social media (50%)** and **websites (47%)**. Channels like text messages (41%), mobile apps (39%), and webinars (34%) are gaining traction, reflecting a broader shift toward **multi-channel engagement**.

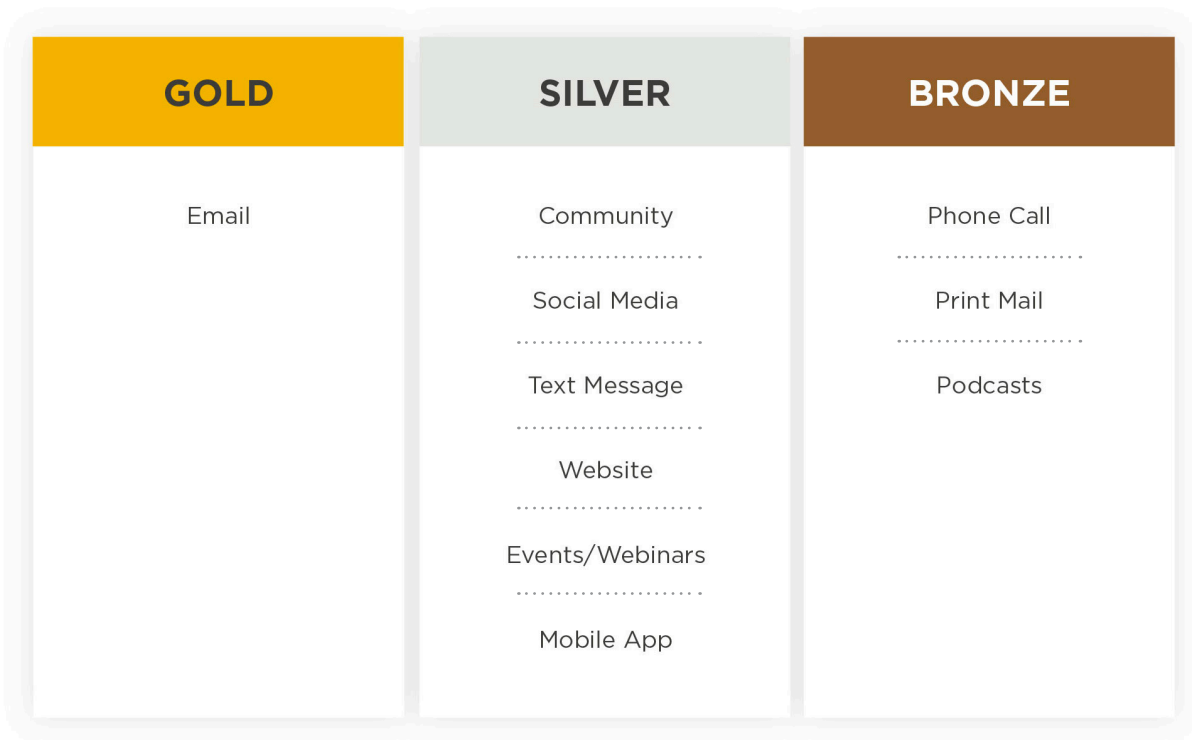
Despite email’s dominance, members are diversifying their communication preferences.



Preferences Reveal Acceptance of Broader Channels


When asked how they prefer to receive information, members continue to place email first, followed by a very-similarly-ranked cluster of online community, social media, text messages, websites, events/webinars, and mobile apps.

This ranking underscores a subtle evolution: while email is the hub, members increasingly expect information to flow across **multiple connected channels**. A single message can—and should—travel seamlessly across inboxes, apps, and communities.

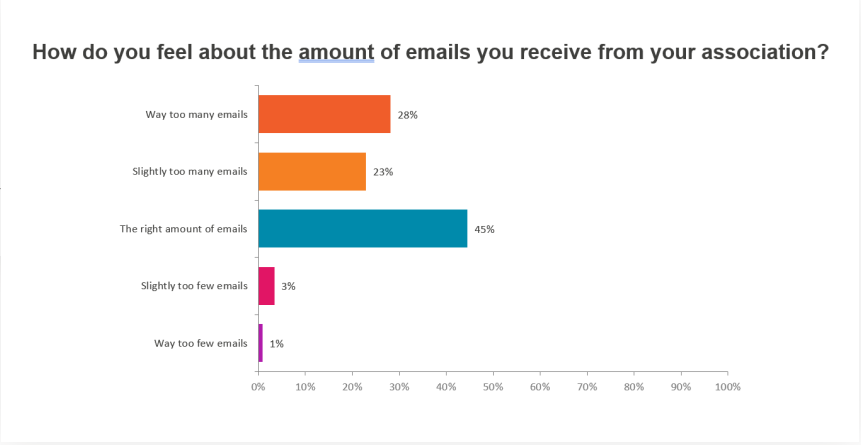
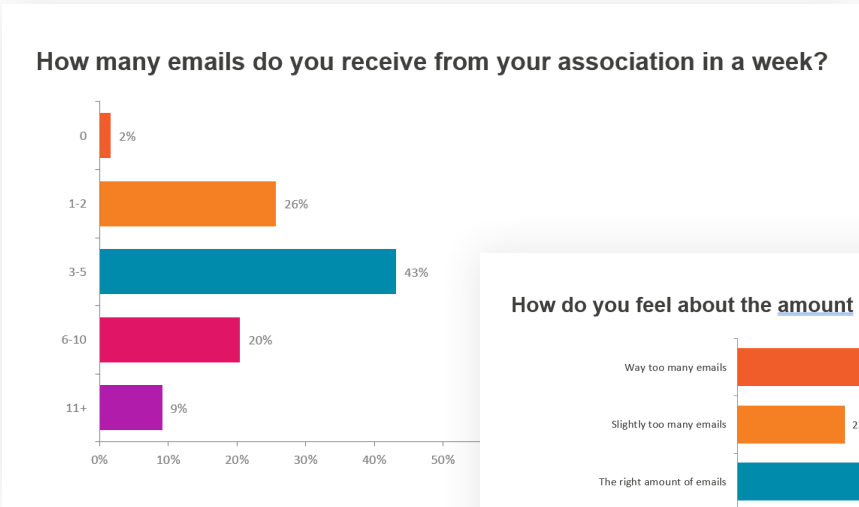


And, while email is effective, volume management is key - that’s another reason why other channels have to be part of your strategy.

Nearly **half (45%)** of members say they receive the right amount of email, but **51%** report getting too many—including **28%** who say they receive way too many. Only **4%** say they get too few. Most members receive **3-5 emails** per week (43%), followed by **1-2 emails** (26%) or **6-10** (20%).

INSIGHT 

Members aren't rejecting email—they're rejecting clutter. The opportunity is to shift from "more" to "more meaningful."



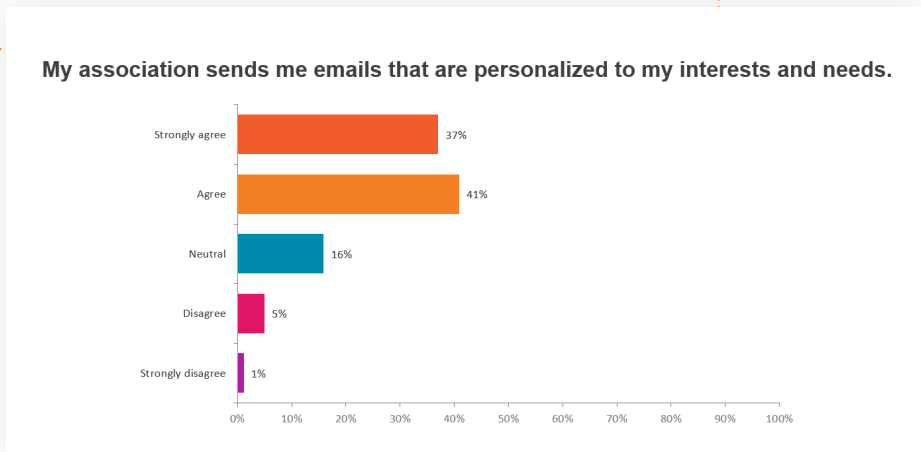
Personalization is Strong—but Still Evolving

Personalization continues to improve: **78%** of members agree or strongly agree that their association sends emails aligned with their interests and needs (37% strongly agree, 41% agree). Only **6%** disagree. This marks a maturity point for associations' data and targeting capabilities compared to prior years.

Still, personalization often happens "behind the curtain." Members increasingly expect visible control—topic preferences, opt-in categories, and digest frequency options—to make personalization feel intentional, not just algorithmic.

NEXT STEP

Move from “personalized for you” to “personalized by you.” Giving members visible levers of control reinforces trust and engagement.



Action Ideas:

→ **Integrate channel journeys**

Sync email, community notifications, and app pushes around key member milestones (join, renew, event attend).

→ **Offer member-controlled preferences**

Let members choose topic categories, digest formats, or notification frequency.

→ **Simplify cadence**

Replace one-off announcements with consolidated weekly or monthly digests.

→ **Segment**

Target by behavior (event attendance, community activity, learning completions), not just demographics.

→ **Show the human touch**

Include real voices—staff sign-offs, member highlights, or “from the director” notes—to make automated messages feel more personal.

THE BOTTOM LINE

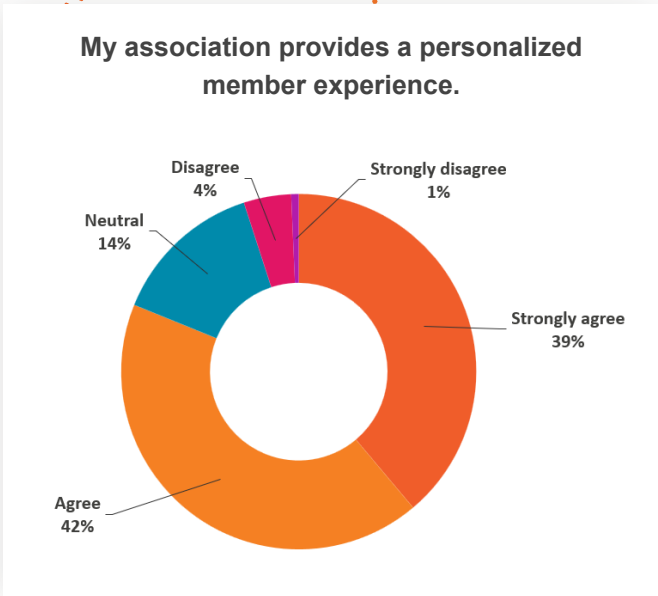
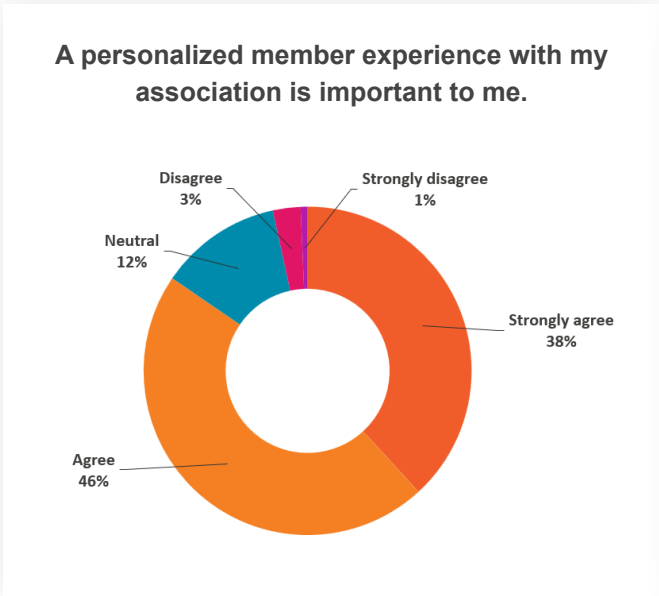
Email remains the undisputed leader in association communication—but it’s due for a strategic upgrade. Members are signaling that **relevance, not reach,** drives engagement. By reducing noise, increasing personalization transparency, and uniting channels, associations can transform communication from a broadcast into a conversation.

Personalization

Personalization is an Expectation

Personalization is no longer a “nice to have”—it’s the standard members expect. 84% of members agree that a personalized member experience is important (38% strongly agree, 46% agree). Encouragingly, 81% of members say their association already provides a personalized experience (39% strongly agree, 42% agree).

This finding mirrors broader consumer trends: people now expect their professional memberships to deliver the same tailored relevance they receive from commercial digital experiences. Members want their associations to understand who they are and deliver experiences that reflect their interests, goals, and career stage. That means more than just tailored emails – associations need to ensure the entire member experience feels relevant, connected, and intentional.



The Power of Feeling Understood

When we look at the **impact of personalization** – comparing those who say their association provides it to those who don’t – the analysis shows that members receiving a personalized experience showed the highest engagement levels, the strongest sense of value, and the greatest long-term loyalty

The data shows that personalization amplifies nearly every measure of engagement.

My Association Provides a Personalized Experience

OUTCOME	STRONGLY AGREE	NEUTRAL OR DISAGREE
Feels engaged with the association	79%	21%
Sees positive impact on their career	78%	33%
Has a clear sense of the association’s value proposition	80%	26%
Feels membership is a good value	82%	34%
Plans to stay for the next five years	80%	26%

Personalization acts as a powerful multiplier. When members feel seen and supported as individuals, they’re dramatically more likely to engage, stay, and advocate. And when communication, programming, and engagement align with member needs, the association’s value proposition becomes self-evident.

Personalization has become a strategic driver of retention. **Members who feel recognized are members who stay.**

Action Ideas:

→ **Turn data into insight**

Use behavioral data (community participation, event attendance, learning activity) to recommend next steps that feel personal and relevant.

→ **Integrate data for relevance**

Connect community, LMS, and event systems to deliver “next best action” recommendations.

→ **Let members personalize their journey**

Add interest and communication preference settings within member portals to make personalization transparent and self-directed.

→ **Personalize onboarding**

Use member type or career stage to tailor early touchpoints—showing each new member “what’s next” based on their profile.

→ **Close the feedback loop**

Use surveys and AI-powered analytics to identify evolving needs and adapt programming in real time.

→ **Make it visible**

Highlight personalization moments (“Recommended for you,” “You might also like”) so members recognize the tailored experience you’re delivering.

THE BOTTOM LINE

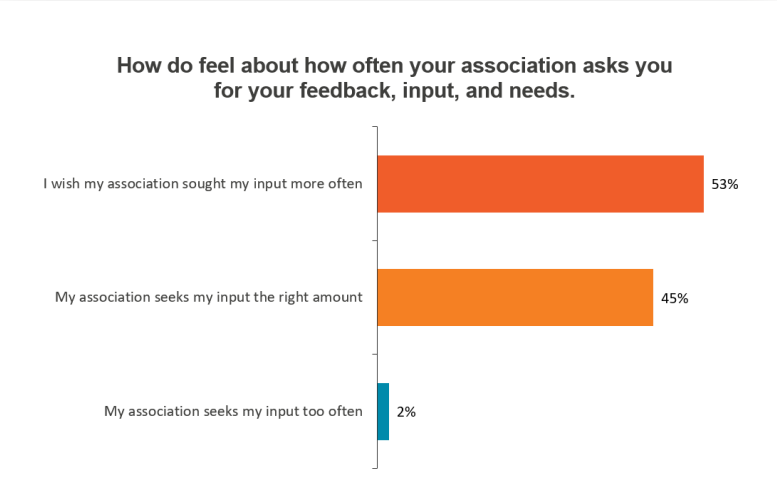
Personalization isn’t just about technology—it’s about **connection**. Associations that weave personalization into every touchpoint—from onboarding to professional development—see stronger engagement, clearer value perception, and higher renewal intent.


Member Voice

Members Want to Be Heard—More Often

More than half of members (**53%**) say they wish their association sought their input more often, while **45%** feel the frequency is “about right.” Only **2%** say their association asks too frequently. This pattern is nearly unchanged from 2024, signaling a **persistent opportunity**: members want to share feedback but need easier, lighter-weight ways to do so.

Members want engagement beyond formal surveys. They’re looking for **ongoing, conversational opportunities**—polls in community threads, post-event feedback, or quick digital check-ins that show their voice influences decisions.



INSIGHT 

The appetite for input reflects engagement, not fatigue. Members want to co-create the association experience—they just need the invitation to do so more regularly.

Listening Across Levels

Members with different tenures in their field often have different appetites for input, but it’s important to remember that members across the career spectrum want a voice.

- Executives (80%) and students (80%) are most likely to say they wish their association sought input more often.
- Entry-level members (70%) are next.
- Mid-level members (61%) follow.

Younger members are often eager for visibility and inclusion, while senior members want to help shape strategic direction. Associations should pair pulse surveys and

advisory groups to meet both needs—tactical input from emerging professionals, and strategic guidance from seasoned leaders.

These findings reveal opportunities to collect input at every stage of the career journey.

Action Ideas:

→ **Build micro-feedback moments**

Instead of infrequent, lengthy surveys, create lightweight, recurring touchpoints— one-question polls in newsletters, community forums, or event follow-ups. Members are more likely to respond when feedback feels effortless.

→ **Close the loop visibly**

Share back what you heard and what changed as a result. Even a short “You said, we did” update in your community or email builds trust and demonstrates responsiveness.

→ **Personalize feedback requests**

Use member data to ask more relevant questions—for example, targeting event attendees about future programming or new members about onboarding experiences.

→ **Diversify feedback channels**

Offer multiple ways to contribute: pulse surveys, community threads, live Q&As, and member panels. Let members choose how they want to be heard.

→ **Empower ambassadors and advisory groups**

Establish rotating volunteer groups or member councils that represent diverse voices across career stages, industries, and engagement levels.

THE BOTTOM LINE

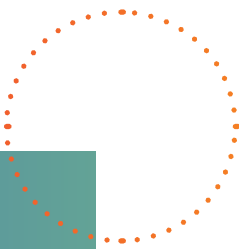
By embedding listening mechanisms throughout the year and demonstrating action in response, associations can transform feedback from a transactional survey into a continuous conversation that deepens member engagement, trust, and belonging.

Volunteer Leadership

Volunteer leaders (about **25%** of respondents) represent the most engaged, invested, and experienced segment of membership. They are long-tenured, highly active participants who drive association initiatives, serve on committees or boards, and often act as peer influencers.

Across almost every measure, volunteer leaders report **higher engagement, stronger value perception, and greater retention intent** than non-leaders. Understanding how to lead members toward volunteer leadership, and engage them along the way, can help associations grow.

- 83% of leaders interact daily or weekly vs. 51% of non-leaders
- Leaders are far more likely to read emails (60%) and attend events (49%) compared to non-leaders
- 87% of leaders feel they receive adequate value for cost vs. 69% of non-leaders
- 89% of leaders plan to stay members for five years or more, compared to 64% of non-leaders
- Leaders are twice as likely to feel “very engaged” and “very satisfied.”
- Leaders are the heaviest users of online communities and derive the most value from them (87% of leaders compared to 56% of non-leaders).



How to Move Members Toward Volunteer Leadership



Ease

Making sure it's easy for members to get more involved makes them more likely to take on leadership roles. 57% of volunteer leaders said it was very easy to get involved versus only 26% of non-leaders.



Personalization

Personalization makes people feel more connected to their association and increases the chances they will dedicate time to the organization. 89% of leaders agree their experience feels personalized, compared to 73% of non-leaders



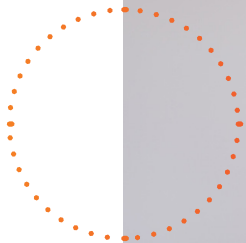
Opportunities for feedback

Volunteer leaders are especially eager for feedback opportunities. They view input as part of their contribution, not an obligation. Associations should harness that willingness by formalizing leader advisory groups and using their insights to shape broader member listening strategies.



Diversify Types of Volunteering


Publicize volunteer opportunities of all scales, from mico-volunteer commitments to large, annual commitments in your online community. This helps you meet different members where they are in terms of time, interest, and experience.



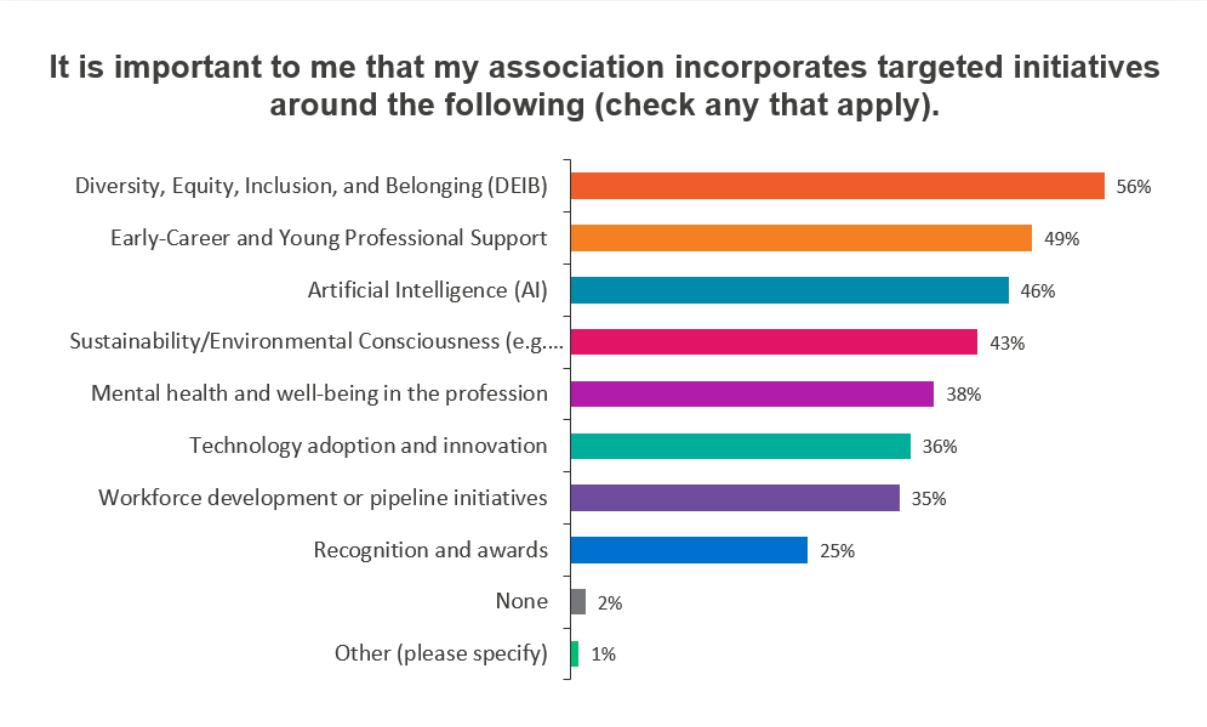
Special Initiatives

Associations have always been trusted voices for their professions, but members today want that voice to be active, inclusive, and future-facing. When asked which initiatives they believe associations should prioritize, members emphasized a mix of **equity, innovation, and human well-being**:

- **Diversity, Equity, Inclusion, and Belonging (DEIB) | 56%**
- **Early-career and Young Professional Support | 49%**
- **Artificial Intelligence (AI) | 46%**
- **Sustainability and Environmental Consciousness | 43%**
- **Mental Health and Well-being | 38%**
- **Technology Adoption and Innovation | 36%**
- **Workforce Development and Pipeline Initiatives | 35%**
- **Recognition and Awards | 25%**

INSIGHT 

Members view their associations as more than conveners—they see them as catalysts for cultural, technological, and generational progress. Among members' top priorities, inclusion and innovation stand out.



DEIB and Early-Career Support Lead the Way

For the second consecutive year, **DEIB** ranks as the top priority. Members expect their associations to create welcoming, inclusive spaces that reflect the diversity of their professions—not just in statements, but in action: diverse speakers, equitable access to leadership roles, and mentorship opportunities.


Similarly, nearly half of respondents emphasize **supporting early-career professionals**, highlighting the need for programs that bridge entry-level talent to seasoned expertise. Initiatives like structured mentoring, young professional councils, and affordable training can directly address this expectation.



Innovation and Sustainability Rise as Strategic Imperatives

The inclusion of **Artificial Intelligence (46%), Technology Adoption (36%), and Sustainability (43%)** among top priorities shows members’ recognition that innovation is no longer optional. Associations are being asked to both model and guide responsible adaptation—helping members navigate technological and environmental shifts shaping their industries.

Members see innovation as a form of social good: technology, when applied ethically, should amplify human capacity, reduce waste, and improve accessibility across the profession.

KEY TAKEAWAY 

The association of the future is both **values-driven and innovation-forward**—trusted to balance progress with purpose.

Well-being and Workforce Development Signal a Human Focus

The emphasis on **mental health (38%)** and **workforce development (35%)** reflects an expanding definition of professional support. Members want their associations to care about the whole person—fostering sustainable careers, reducing burnout, and helping industries attract and retain talent.

Action Ideas:

→ **Integrate DEIB visibly**

Embed equity into event programming, content curation, and volunteer leadership pipelines.

→ **Build career bridges**

Create early-career pathways through mentorship, internships, and recognition of emerging leaders.

→ **Lead responsibly in AI and sustainability**

Position the association as a guide for ethical innovation.

→ **Champion well-being**

Normalize discussions and resources around mental health in professional settings.

→ **Communicate outcomes**

Regularly report back to members on progress and measurable impact in these initiative areas.

THE BOTTOM LINE

Members want to belong to organizations that **stand for something**—those that lead with integrity, invest in emerging talent, and innovate responsibly. By embracing initiatives that blend inclusion, innovation, and well-being, associations strengthen not only their member experience but their societal relevance.

Conclusion

Building the Next Era of Member Experience

The story of current member experience is one of strength and momentum—tempered by rising expectations. Members see their associations as indispensable sources of professional growth, connection, and advocacy. But they also expect interactions that are as frictionless and personalized as any digital brand they use.

Across every measure in this report, three themes emerge:

1 Ease of engagement builds connection.

When participation is intuitive—from joining to volunteering—members are exponentially more likely to stay and advocate for their association.

2 Personalization multiplies value.

Data-driven, interest-based engagement turns broad communications into relevant experiences. Members who feel understood are not just satisfied—they're loyal.

3 Purpose sustains relevance.

Members want associations that lead with impact—advancing industries, promoting inclusion, and guiding members through technological change.

To succeed in the next era, associations must blend the best of both worlds: **the empathy of community with the intelligence of data.**

That means:

- Designing member journeys that anticipate needs.
- Turning community participation into continuous feedback loops.
- Using AI responsibly to make every interaction smarter—and more human.

Associations remain a vital force in professional life. The opportunity ahead is to deliver that value more visibly, more personally, and more continuously than ever before.

Appendix: Survey Respondents

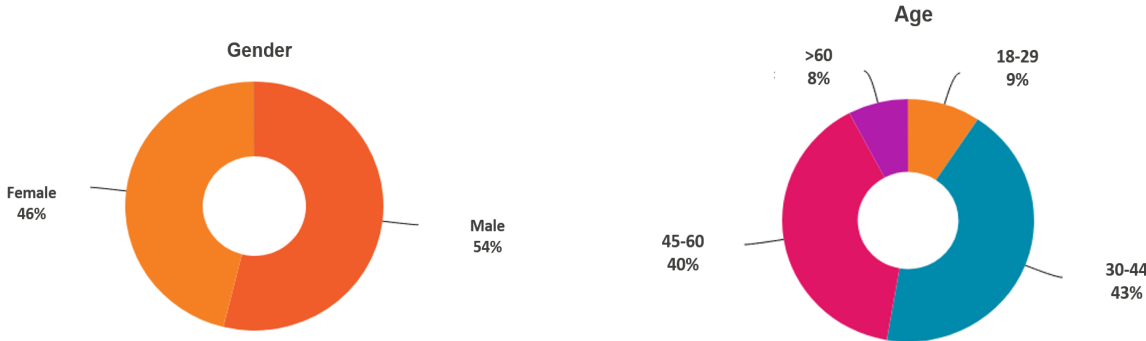
The findings in this report are based on survey responses from two primary groups: **current association members (n=440)** and **nonmembers (n=112)**. Together, these respondents provide a perspective on what drives member value, engagement, and growth opportunities.

Member Respondents

Demographics

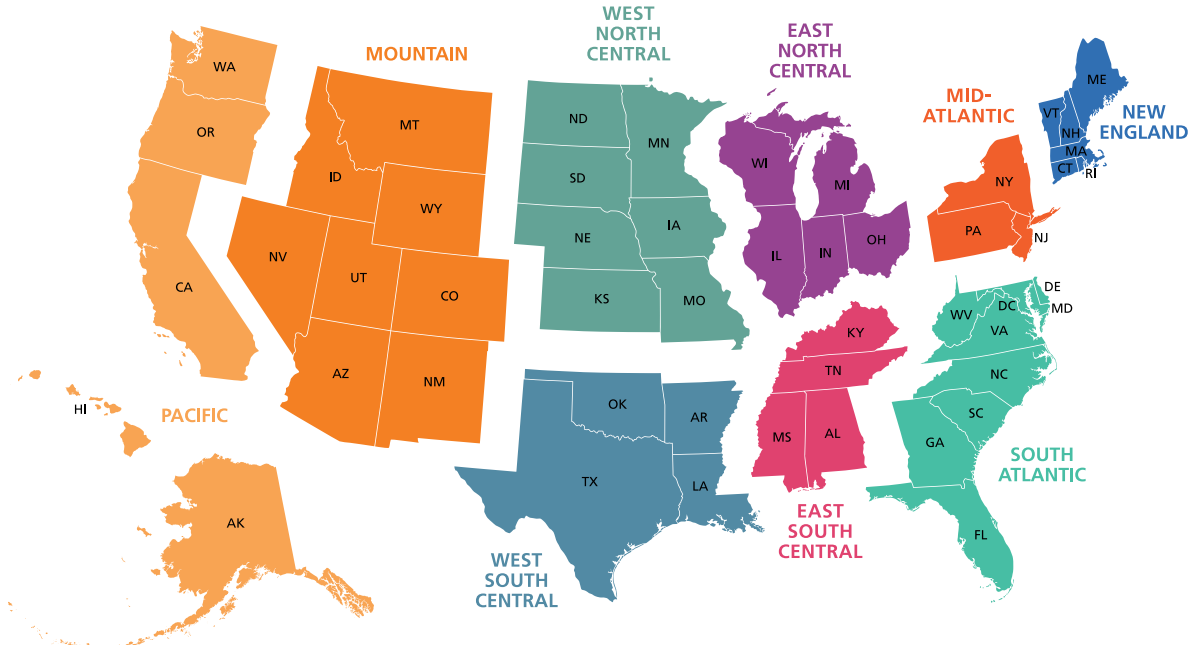
Gender: Respondents were fairly evenly distributed by gender - 54% male, 46% female.

Age: The largest segments are ages 30-44 (43%) and 45-60 (40%), with smaller groups under 30 (9%) or over 60 (8%).



Geographic Distribution (Census Regions)

Respondents span all U.S. census regions, with the highest concentrations in the Pacific (30%), Middle Atlantic (21%), and South Atlantic (17%) regions

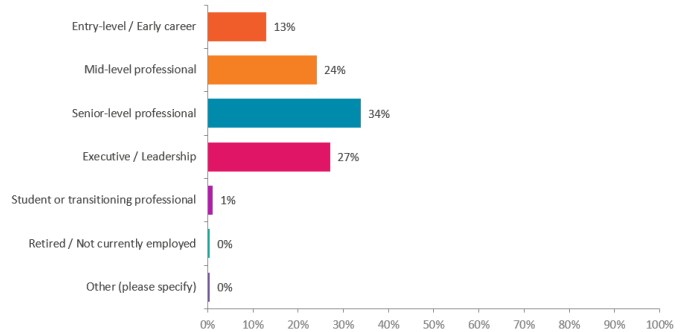


MAJOR US REGION	PERCENTAGE
East North Central	11%
East South Central	3%
Middle Atlantic	21%
Mountain	5%
New England	3%
Pacific	30%
South Atlantic	17%
West North Central	3%
West South Central	7%
US Territories	0%

Career Stage

Member respondents represented a strong mix of professional levels: 13% entry-level or early-career; 24% mid-level; 34% senior-level; 27% executive or leadership; 1% student or transitioning professional. This distribution reflects a respondent pool weighted toward experienced professionals, offering valuable insights into the perspectives of established members.

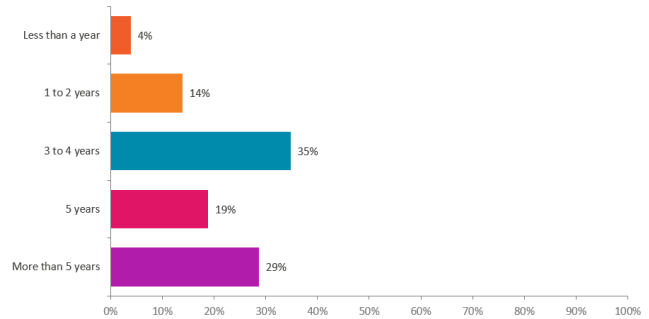
How would you describe your career stage or job level?



Tenure with Associations

Many respondents were long-term members of associations. 83% have belonged for three years or more, and nearly one-third (29%) for more than five years. Only 4% are in their first year of membership.

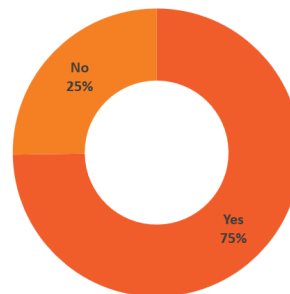
How long have you been a member of your association?



Leadership Roles

75% of members who responded serve as volunteer leaders (e.g., on committees or boards), reinforcing that many respondents are deeply engaged in their associations.

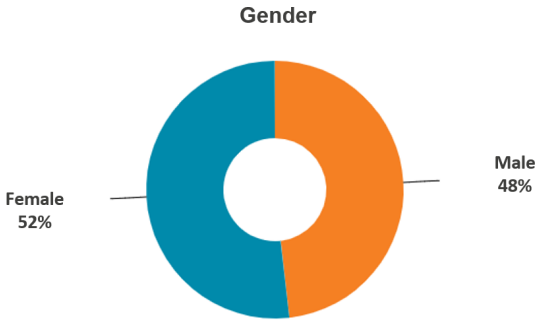
Are you a volunteer leader for your association? (e.g. serving on a committee or board of directors)



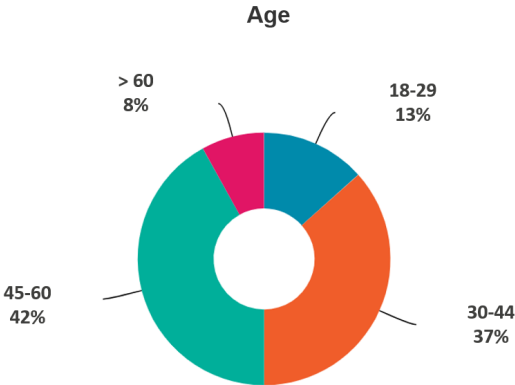
Nonmember Respondents

Demographics

Gender: Nonmember respondents were split evenly between male (48%) and female (52%).



Age: Our nonmember respondents represented a slightly younger distribution than the member base: 42% are ages 45-60, 37% ages 30-44, and 13% ages 18-29.



Geographic Distribution (US Census Regions)

Respondents are geographically dispersed, with notable representation from:

- South Atlantic (19%)
- Middle Atlantic (18%)
- Pacific (13%)
- East North Central (12%)

Other regions collectively make up the remaining third of respondents.

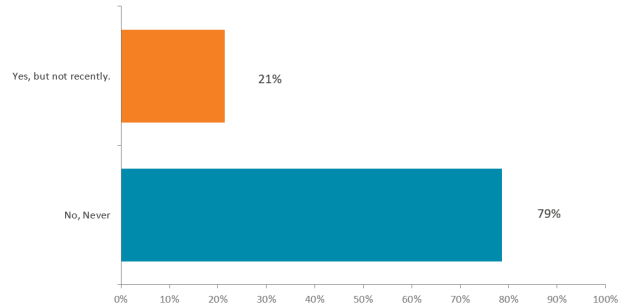
MAJOR US REGION	PERCENTAGE
East North Central	12%
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Mountain	9%
New England	5%
Pacific	13%
South Atlantic	17%
West North Central	19%
West South Central	7%
US Territories	0%

*See Census Region Map in Member Respondent Section

Prior Membership Status

Most of our nonmember respondents had never been part of an association: 79% of nonmembers report they have never belonged to a professional or trade association, while 21% were previously members but are not active now.

Have you ever been a member of a professional or trade association?



Industry Representation

Nonmember respondents represent a broad cross-section of industries. The top five are:

1. Healthcare (16%)
2. Education (16%)
3. Manufacturing (13%)
4. Food & Beverage (7%)
5. Software & Tech (6%)

Other fields such as retail, government, business services, and finance are each represented by smaller proportion.

INDUSTRY	PERCENTAGE OF RESPONDENTS
Healthcare	16%
Education	16%
Manufacturing	13%
Other	13%
Food and Beverage	7%
Software and Tech	6%
Retail	5%
Government	4%
Business Services	4%
Communications	4%
Finance	3%
Utilities	3%
Science and Engineering	2%
Hospitality	2%
Nonprofit	0.89%
Entertainment	0.89%
Real Estate	0.89%
User Groups	0%

What Industry Do You Work In

