

PACE 2009 Member Needs Assessment Survey Report

Section 1: Association Services

1. In what ways have you interacted with PACE over the past year?

Members mostly interact with PACE via our communications; 86% of respondents indicated that they regularly read PACE emails, 82.5% regularly read the PACESETTER, and 61.4% of respondents have both visited our website and spoken to a staff member on the phone.

Roughly 40% of respondents have participated in local educational programs, served as a PACE volunteer or on a committee, and encouraged their peers to join PACE. Only 3.5% of respondents indicated that they have had no recent activity with PACE.

2. How important are each of the following PACE programs, services, and events to you? (items rated 1-5, 1: “not at all important” and 5: “extremely important”)

| | |
|---|----------|
| Information regarding trends, changes to the law: | 4.61 avg |
| Ability to call for information: | 4.3 avg |
| Legislative and regulatory advocacy: | 4.16 avg |
| PACE Safety Program: | 3.98 avg |
| The PACESETTER: | 3.95 avg |
| Annual conference: | 3.93 avg |
| Networking and developing relationships: | 3.89 avg |
| Owner/Director roundtables: | 3.86 avg |
| eNewsletter and Website: | 3.84 avg |
| Regional Council meetings/trainings: | 3.6 avg |
| Annual Membership Directory: | 3.49 avg |
| Volunteer Opportunities: | 3.09 avg |

3. How satisfied are you with the delivery of each of the following PACE programs, services, and events?

| | |
|---|----------|
| Information regarding trends, changes to the law: | 4.46 avg |
| Ability to call for information: | 4.3 avg |
| The PACESETTER: | 4.21 avg |
| Legislative and regulatory advocacy: | 4.19 avg |
| Annual conference: | 4.07 avg |
| eNewsletter and Website: | 4.04 avg |
| PACE Safety Program: | 4 avg |
| Annual Membership Directory: | 3.89 avg |
| Networking and developing relationships: | 3.88 avg |

| | |
|--------------------------------------|----------|
| Owner/Director roundtables: | 3.79 avg |
| Regional Council meetings/trainings: | 3.72 avg |
| Volunteer Opportunities: | 3.53 avg |

4. To what extent do you agree with each of the following statements regarding PACE? (items rated 1-5, 1 being “strongly disagree” and 5 being “strongly agree”)

| | |
|---|----------|
| Communicates well with me: | 4.44 avg |
| Has improved its services over the past several years: | 4.36 avg |
| Is an effective channel for networking and business development: | 4.3 avg |
| Provides a significant range of relevant education for me: | 4.29 avg |
| Gives me sufficient opportunities for engagement as a leader: | 4.2 avg |
| Offers a sufficiently wide range of services to meet my needs: | 4.13 avg |
| Has the right balance between professional and associate members: | 4.06 avg |
| Operates in a transparent way: | 3.88 avg |
| Serves the needs of professionals in my region well: | 3.79 avg |
| Is effective in its outreach to non-member schools/centers: | 3.39 avg |

5. How do you most prefer to be communicated to by your association?

The result was overwhelmingly **email**, with **86%** of respondents indicating that was their preferred way of communication. Regular mail received 8.8% of responses, followed by fax at 3.5%.

6. Please tell us how much of the total value you receive from PACE membership can be attributed to each of the following general service areas. Respondents were asked to attribute a percentage to each item, with the total percentages totaling 100%.

Education: professional development and trainings for you, your staff, and peers:

Response average: 30.62 %

Government Relations: legislative/regulatory representation, advocacy, and monitoring:

Response average: 22.47%

Information: publications, communications, research/knowledge:

Response average: 20%

Business Networking: opportunities to meet and establish relationships with business partners/vendors:

Response average: 13.6%

Peer networking: opportunities to meet, discuss issues, and share ideas:

Response average: 12.36%

Other:

Response average: 13.55%

7. How likely are you to recommend PACE membership to colleagues or peers?
(Rating scale: 1, “Not at all likely,” 10, “Extremely Likely”)

| | | | | | | | | | |
|------|----|------|----|------|------|------|------|-------|-------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 1.8% | 0% | 1.8% | 0% | 5.3% | 5.3% | 3.5% | 8.8% | 15.8% | 57.9% |

Section 2: Your Information & Education Needs

1. Please indicate your interest/preference for each of the following educational formats (rating system: “1” – Not at all Interested, “5” – Extremely Interested):

| | |
|---|----------|
| Leadership education series: | 3.96 avg |
| Regional education programs: | 3.81 avg |
| 2-hour education/networking function: | 3.8 avg |
| Trainings for new staff: | 3.7 avg |
| Leadership Summit – mix content & open space: | 3.7 avg |
| Face to Face Instruction: | 3.65 avg |
| Informal peer-to-peer roundtables: | 3.59 avg |
| Lunch events: | 3.44 avg |
| Breakfast events: | 3.24 avg |

2. In which previous years did you attend PACE events (respondents were asked to check all that applied)?

| | 2008 | 2007 | 2006 | 2005 | 2004 | Earlier |
|-------------------------------|-------|-------|-------|-------|-------|---------|
| Annual Conference | 57.4% | 59.3% | 57.4% | 40.7% | 35.2% | 51.9% |
| Programs in your local region | 64.8% | 61.1% | 40.7% | 29.6% | 20.4% | 33.3% |

3. What is your level of interest in each of the following topic areas for your professional development? (Rating system: “1” – Not at all interested, “5” – Extremely interested)

| | |
|---|----------|
| Administration: including human resources, technology, legal, facilities management, and vendor/supplier management: | 4.31 avg |
| Leadership: General leadership, ethics, diversity, interpersonal relationships, group dynamics, and negotiating skills: | 4.07 avg |
| Current trends in school/center management: | 3.96 avg |
| Strategic Management: | 3.89 avg |

| | |
|---|----------|
| Knowledge management: including systems, education programs/systems: | 3.89 avg |
| Enrollment, retention, planning and relationship building: | 3.89 avg |
| Personal development/motivational speakers: | 3.89 avg |
| Financial Management: | 3.83 avg |
| Understanding of current business environment: | 3.8 avg |
| Research and planning: Strategic planning/thinking, business planning, research evaluation and statistics: | 3.72 avg |
| Marketing/branding: | 3.63 avg |
| Public policy, government affairs, and external relations: | 3.61 avg |
| Programs and services: meeting and event planning, publications, certification programs, and affinity programs: | 3.61 avg |
| Governance and structure: including volunteers, boards, and chapters: | 3.35 avg |
| Development: fund raising, sponsorships: | 3.15 avg |

4. What are the most important reasons you attend professional development programs and Regional Trainings (eg – PACE annual Conference & Roundtables)? (Respondents were asked to rank given reasons, 1-3)

| | #1 | #2 | #3 |
|-----------------------------------|--------------|--------------|--------------|
| Identity of the Presenter(s) | 35.9% | 38.5% | 25.6% |
| Format of the educational program | 16.2% | 54.1% | 29.7% |
| Relevance of the content | 74.1% | 16.7% | 9.3% |
| Total cost of attending | 31.9% | 40.4% | 27.7% |
| Attractive location | 27.8% | 33.3% | 38.9% |
| Other factor | 53.8% | 23.1% | 23.1% |

Other factors listed: “Availability of time to devote to the activity,” “Looking for up to date info to operate school, Licensing relationship, Inspiring teacher in this field,” “Location of things to do around the hotel,” “It’s a plus when the conference is in an attractive location. We appreciate the quality of PACE conferences and the fact that they aren’t so big they spread out too far to be comfortable/convenient,” “Relevance and level of topic offered,” “Professional growth hours and I like to keep in touch with PACE and my colleagues. It’s fun to get together once in a while. I’m pretty settled,” “Convenient location,” “I also attend because of my commitment to the PACE organization and the PACE staff as V.P. of Regional Development. I love the network opportunities,” “transportation cost to the location”

Section 3: About You, Your Center, & Your Industry

1. What is your membership type?

91.8 percent of respondents are Center Members, while 8.2% are individual members. No vendor members took the survey.

2. In which council/geographic area are you personally located?

| | |
|---------------------|-------|
| Bay Area: | 59.2% |
| Northern Capitol: | 20.4% |
| Southern: | 14.3% |
| Central: | 6.1% |
| San Diego/Imperial: | 0% |

3. Which best summarizes your company or center's scope of operations?

| | |
|------------------------|-------|
| Local: | 87.8% |
| Regional/Multi-County: | 8.2% |
| State-wide: | 4.1% |

4. Which best describes your organization?

Slightly under half of respondents were combination organizations – both learning and play-based, at 49%. Learning-only centers were 18.4% of respondents, while play-only centers made up 28.6% of respondents.

5. Please tell us the following about your experience:

How many years have you been involved with the Early Care & Education industry?

Response average: 24.53 years

How many years have you been in your current position?

Response average: 15.37 years

How many years do you have of total professional experience?

Response average: 26.06 years

How many years have you been a member of PACE?

Response average: 12.33 years

What is your age?

Response average: 51.94 years

6. If you are a school/center, please tell us:

Your full-time FTE employees, including yourself:

Response average: 61.1

Your total licensing capacity:

Response average: 355.81

7. Which best describes your position?

Owner/Director: 51%

Executive Director: 22.4%

| | |
|---|-------|
| Mid-level management: manager, director: | 10.2% |
| Administrator: | 10.2% |
| Other: | 6.1% |
| *Other included: "Vice President of Operations," "Owner/Director/Head Teacher," "Owner/Administrator" | |

8. What is your highest level of education attained?

| | |
|---------------------------|-------|
| Bachelor's Degree: | 46.9% |
| Masters' Degree: | 26.5% |
| High school/some college: | 16.3% |
| Ph.D./M.D.: | 0% |

9. What is your gender?

| | |
|---------|-------|
| Female: | 91.7% |
| Male: | 8.3% |

10. What is your race/ethnicity?

| | |
|-------------------|-------|
| Caucasian: | 70.2% |
| Latino/Hispanic: | 10.6% |
| Asian: | 8.5% |
| African-American: | 6.4% |
| Mixed: | 2.1% |
| Other: | 2.1% |

*Other: Armenian

11. In what other national associations do you hold a membership? (Respondents were asked to check all that applied)

| | |
|--------|-------|
| NAEYC: | 68.8% |
| Other: | 27.1% |
| None: | 20.8% |

*Other: Please note, several respondents indicated "CAEYC" and "CCDAA" so results are somewhat skewed; "AMS," "NACCP," "Pacific Southwest District of LCMS ECE Member"

12. Which association do you regard as your primary membership?

| | |
|--------------------|-------|
| PACE: | 69.4% |
| No Preference: | 14.3% |
| CAEYC: | 8.2% |
| CCDAA: | 4.1% |
| Other association: | 4.1% |

*Other: "AMS PACE NAEYC NACCP," "Our church district's ECE association"

13. Which best summarizes your current/future PACE status?

| | |
|------------------------------|-------|
| A current PACE member: | 87.2% |
| Strong interest in pursuing: | 6.4% |
| Mild interest in pursuing: | 6.4% |
| No interest: | 0% |

14. How important are each of the following professional issues in your organization/center?

(Rating system: "1" – Unimportant, "5" – Critical Issue)

| | |
|---|----------|
| Attaining/maintaining high visibility/awareness: | 4.2 avg |
| Economic impact on the industry: | 4.1 avg |
| Improving our profitability: | 4.06 avg |
| Attracting and retaining qualified staff: | 4.02 avg |
| Enhancing relationships between parents and teachers: | 4 avg |
| Generating more revenue overall: | 4 avg |
| Enrolling new children in general: | 3.92 avg |
| Legislative/advocacy: | 3.79 avg |
| Improving/expanding educational offerings: | 3.65 avg |
| Addressing competition in our market: | 3.56 avg |
| Diversifying our revenue sources: | 3.55 avg |
| Attracting more young/diverse families: | 3.55 avg |
| Basic survival/staying open!: | 3.51 avg |

15. Which professional issues are the most critical to you today?

Most important issue:

| | |
|---|-------|
| Generating more revenue overall: | 27.1% |
| Enrolling new children: | 16.7% |
| Attracting and retaining qualified staff: | 12.5% |
| Legislative/advocacy: | 8.3% |
| Economic impact on industry: | 6.3% |
| Diversifying revenue sources: | 6.3% |
| Enhancing parent/teacher relationship: | 6.3% |
| Improving profitability: | 6.3% |
| Staying open: | 4.2% |
| Improving educational offerings: | 4.2% |
| Attaining high visibility: | 2.1% |
| Attracting young/diverse families: | 0% |
| Addressing competition: | 0% |

Second most important issue:

| | |
|---|-------|
| Attracting and retaining qualified staff: | 18.8% |
| Generating more revenue overall: | 12.5% |

| | |
|--|-------|
| Attaining high visibility: | 10.4% |
| Enhancing parent/teacher relationship: | 8.3% |
| Enrolling new children: | 8.3% |
| Economic impact on industry: | 8.3% |
| Diversifying revenue sources: | 6.3% |
| Staying open: | 6.3% |
| Improving educational offerings: | 6.3% |
| Legislative/advocacy: | 6.3% |
| Addressing competition: | 4.2% |
| Improving profitability: | 2.1% |
| Attracting young/diverse families: | 2.1% |

16. Please tell us about your greatest professional challenge:

- “Trying to be an unique childcare concept in a very traditional center driven childcare field.”
- “Keeping up with the competition, yet keeping our rates low enough so that everyone can afford to attend.”
- “Being the visionary and getting stuck in the office”
- “Parents feel entitled and use the internet to chat, judge, evaluate the school without face to face contact with school personnel; the school values face to face collaboration.”
- “Generating enough revenue to maintain my business during the next 5 years”
- “Relationship with DSS”
- “Relations between staff and administration.”
- “human resource issues - legal issues - otherwise, we're doing pretty well overall
- Thank you”
- “Knowledge of ever changing Employment Law”
- “The culture of the environment of itself”
- “Helping to show the professionalism of our teachers (education etc) to the parents.”
- “Enrolling children, keeping children at their original full-time schedule.
Hiring qualified and educated staff.”
- “Day to day operation at center is my greatest professional challenge.”
- “Keeping staff happy as well as management at the same time, during these tough economic times.”
- “Keeping enrollment high (so far so good) in this economic climate.”
- “Encouraging further education and professionalism in staff”
- “Trying to do so much with little resources. Trying to stay alive in the rollercoaster of the ups and downs of enrollment, economy issues and government laws and mandates. There are not enough hours in the day to do all the things that need to be done. In a nutshell maintaining balance and staying afloat seems to be the most difficult and greatest challenge.”

- "Finding ways to offer exciting, innovative professional development opportunities for veteran teachers"
- "I'm pretty content and I think PACE is doing a good job."
- "Staying profitable without sacrificing staffing, or maintenance of facility"
- "Keeping the parents involved with their children's education and development and helping the staff understand the value of ethical and professional conducting of business."
- "teachers who do not respect management"
- "Maintaining DT 'Culture" throughout our growth"
- "finances"
- "I direct a school age program that only takes families from the elementary school we are located at. As moms are returning to work, I am starting to see some can't afford their tuition. We are non profit and are not funded by the state or school. This is just starting to be a trend and I am not sure how it will affect us in the long run."
- "developing a national brand awareness for our organization that went from regional to national"
- "hiring new teachers"
- "Regulators"
- "Marketing"
- "Motivating the owner to be ready for success"
- "Keeping enrollment high in these hard economic times"
- "Maintaining the "Culture" of our business as we expanded to 8 sites"
- "The only challenge I face is working with families with special needs. Getting more resources so they are provided for these families. Personally, the school is doing well because of my membership with PACE and listening to other mentors in the ECE field."
- "Not having enough time to devote to staff trainings."
- "Getting the staff to want to take part in actives outside of the school."
- "Balancing it all!"
- "Working with the county subsidized program to receive payment in a timely manner from them."