

***2009 AIC/FAIC
Conservation
Compensation
Research***

**Overview Report
October 2009**

**Prepared for:
The Foundation of the American
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Introduction

Overview

The American Association of Historic and Artistic Works (AIC) and its Foundation (FAIC) are continually striving to ensure it provides its members and the conservation profession as a whole with updated statistics regarding key issues facing the profession. Compensation and compensation-related topics are among the most significant areas of interest, and the focus of this research.

This research is based upon an online survey conducted of the AIC membership in July through September 2009. The survey examined a wide range of compensation and compensation-related issues including benefits, work setting metrics (e.g., staffing levels, clients served, etc.) and respondent demographics.

Research Methodology

The research process began by examining past conservation profession compensation studies to determine key issues of importance. These data, coupled with input from AIC/FAIC staff and leadership, were used to fashion a draft survey instrument. The draft underwent several review/revision cycles to gain input from a wide range of individuals to ensure the most salient data elements were captured. As is typically the case with survey research, a number of valid areas of investigation could not be pursued due to the length and complexity of the resulting survey instrument. The goal was to create a form that would take an average of 15 minutes to complete to ensure participation levels would remain strong. The final draft instrument was tested among a group of conservators selected by AIC/FAIC, and final changes were made based upon their input. Hard copy representation of the online form is provided in Appendix A.

Invitation emails, with click-through access to the survey, were distributed by AIC in July 2009. Reminder emails were distributed at regular intervals to encourage as many responses as possible. The survey remained open until early-September 2009 to allow all who wished to participate the opportunity to do so.

A total of 781 individuals accessed the survey form. The survey form included screening questions to ensure the sample was limited to individuals located in the U.S. or Canada, and were currently employed in the conservation profession (versus being an unpaid intern, retired, etc.). The responses from those who fulfilled the screening requirement (total of 727) were examined for completeness and duplications (e.g., the same person answering the survey more than once). Removal of the substantially incomplete responses and duplicates left a total usable sample of 643 responses (including 20 individuals who derive only a small portion of their income from conservation services).

Each of the retained responses was reviewed. In some cases, individual responses were re-coded to avoid excessive use of the “other” category, or correct verifiable response



errors. All monetary data that were provided in Canadian dollars were converted to US dollars using the exchange rate as of 9/17/09 (1.00 CAD = 0.939 USD). Significant outlier responses were also examined and, in cases where they could not be verified, were removed to avoid skewing the data.

The surveys collected data for some numerical values by using ranges. For example, rather than ask for the respondent's specific age, the survey asked if the individual fell into the "under 25," "25 to 30," etc. age bracket. This method speeds survey completion times and improves response rates. Averages for these data, however, must be computed using range mid-points. While accurate, it is less precise than working directly with a discrete value. Averages derived from range mid-points are noted as such in the report.

Data confidentiality and respondent anonymity practices were followed strictly. All data were collected by an independent research firm, and no raw or untabulated data were released. All reported information is based on aggregate data, and structured in such a manner to ensure responses cannot be related to a specific individual or company/organization. All personal identification information (such as name, company name, etc.) that were provided to receive a report summary were housed separately from the analysis database to ensure no specific information could be related to a specific individual.

Report Organization

The purpose of this Overview Report is to provide a "big picture" summary of the data collected, plus examine each major work setting independently. The report is divided into the following five sections:

- ▶ **Sample Demographics and Profile** — this section provides a synopsis of key demographics and professional issues across the full sample. Issues explored include age, gender, experience, educational background, speciality areas, and how conservators allocate their time. The data are segmented by employment setting.
- ▶ **Private Practice** — this section is limited to just the private practice conservators, and examines issues unique to this segment.
- ▶ **Museum/Historical Society** — this section is limited to just those who are employed by a museum or historical society.
- ▶ **Library/Archive** — this portion of the report focuses on conservators employed in a library or archive setting.
- ▶ **All other settings** — there were insufficient responses from the remaining settings (regional conservation centers/labs, universities, and government institutions) to support a detailed analysis. This section explores the data collected for each setting to as fine a degree as supportable by the sample sizes.



I. Sample Demographics and Profile

Conservation Involvement

The bulk of the sample (96.9%) is comprised of individuals who report that conservation work is their primary (or only) profession, and that it is their main income source. A small number of individuals (total of 20) consider themselves to be “secondary conservators” — they are engaged in conservation work, but only as a secondary occupation or side line business.

1.1: Conservation Involvement

	Percentage of sample	n=
Conservation work is my primary (or only) profession, and is the main source of my income	96.9%	623
I am involved in conservation work, but only as a secondary occupation or side-line business. Conservation work is NOT my primary source of income at present.	3.1%	20

Note: Two additional categories were tracked in the survey consisting of “I am involved in the conservation field but do not perform conservation work professionally,” and “I have no involvement in the conservation field.” A total of 29 individuals selected one of these choices, and were removed from the response pool via the survey screening process.

Some of these “secondary conservators” report that a majority of their income is derived from conservation work (see Exhibit 1.2). However, many of the 20 individuals in this cohort did not complete subsequent survey sections that asked for specific income levels, work responsibilities, etc. Thus, to avoid skewing the data, the 20 “secondary conservators” were removed from the analysis pool.

1.2: Percentage of Income from Conservation Work Among “Secondary Conservators”

	10% or less	11% to 35%	36% to 55%	56% or more	No response	n=
% of income from conservation work in 2008	40.0%	30.0%	15.0%	15.0%	0.0%	20
% of income from conservation work in 2009	35.0%	35.0%	0.0%	20.0%	10.0%	20

Sample base is limited to those who indicated that conservation is their secondary occupation/side-line business. These individuals describe their primary line of work as follows:

- Academia (not conservation related); another business
- Administrative work, urban planning
- Architectural history
- Architectural history and management
- Art work (paintings), decorative painting
- Associate professor in a university
- Collection care
- Curator of collections
- Curatorial
- Leasing revenue and fundraising
- Materials analysis
- Parent training
- Pension
- Preservation, library and archive
- Refinishing and finishes to new pieces of furniture
- Research, writing, meeting organization
- Retail sales of billiard tables, new, used and antique; game room equipment and service of billiard tables
- Sales associate at a retail store, teach sewing classes at a community college
- Textile technology, yoga therapy, Ayurveda lifestyle consultant



All subsequent data are based upon the 623 individuals who state that conservation work is their primary or only profession.

Location

Most respondents are U.S.-based. Regionally, the greatest concentration of respondents are found in the North East and South Atlantic, with these two regions collectively accounting for more than one-half of the sample (see Exhibit 1.3).

Regional Breakout

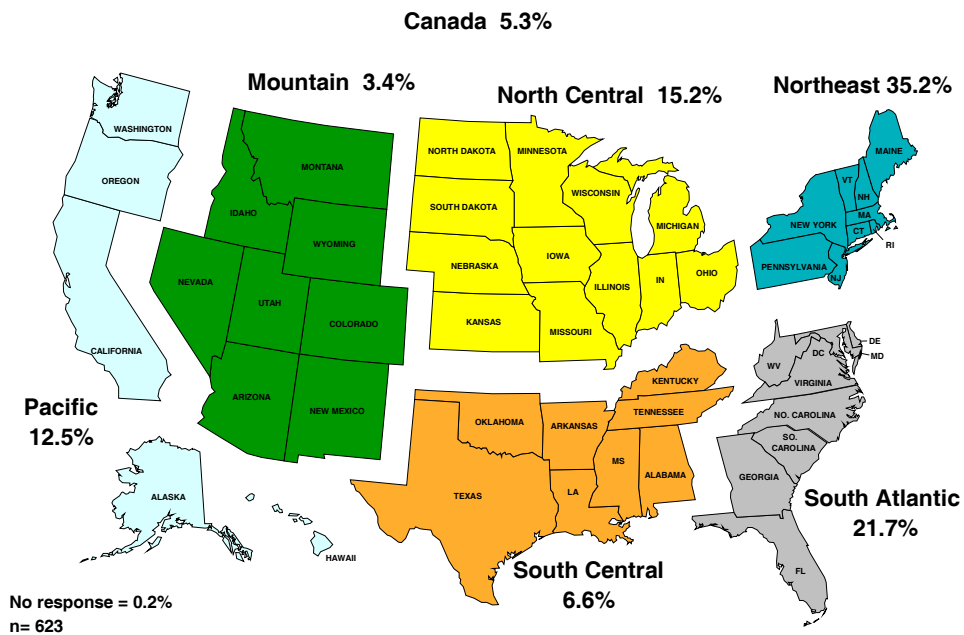


Exhibit 1.3

Membership Status

Virtually all of the respondents are current AIC members. The 18 respondents who are not are typically former members, or elected not to respond to the question. (see Exhibit 1.4).

AIC Membership Status

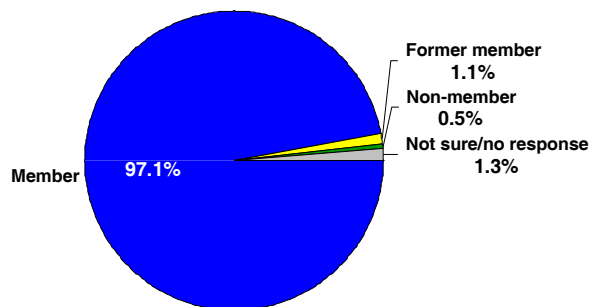


Exhibit 1.4



Employment Setting

The respondents' employment setting is one of the most critical data elements to examine in a compensation study since it has an enormous impact on not only compensation, but ancillary factors such as benefits, type of work performed, and responsibilities.

Accordingly, the survey used ten categories to capture employment setting data, plus the option to use an "other" category should none of the established categories be applicable.

As summarized in Exhibit 1.5, a museum or historical society that is not based at a university or college is the most common response, accounting for greater than one-third of the sample. Private practice is also well-represented, accounting for 27.6% of the sample (see Exhibit 1.5).

1.5: Employment Setting

	Percentage of sample	n=
Conservation private practice/company — This category includes for-profit companies that are engaged in conservation activities as their PRIMARY line of business. It also includes those who are self-employed in the conservation profession.	27.6%	172
Other private practice/company — This category includes for-profit companies that are engaged in conservation activities, but as a SECONDARY line of business (for example, an architectural firm that engages in conservation activities, a vendor of supplies/materials for the conservation field, etc.). As above, it also includes those who are self-employed.	2.4%	15
Museum or historical society — university- or college-based	5.9%	37
Museum or historical society — all others	36.6%	228
Library or archive — university- or college-based	10.4%	65
Library or archive — all others	5.6%	35
Regional conservation center/lab	4.8%	30
University, college or other educational institution — NOTE: If you are employed at a museum or library at a university/college, select one of the above choices.	2.1%	13
Government institution (federal, state or local) that is NOT a museum, library, or any of the above choices	3.7%	23
Other non-profit organization not listed above	0.8%	5



As is often the case, however, some settings are composed of only a small number of individuals — for example, only 13 respondents are employed at a university/college, and only five at “other” non-profit organizations. While every employment setting category is unique, some categories must be combined so as to yield an effective sample size for analysis. Accordingly, the ten categories are condensed into the following six groups:

- ▶ Conservation private practice/company plus other private practice/company — 30% (187 individuals)
- ▶ Museum or historical society (both university and non-university based) — 42.5% (265 individuals)
- ▶ Library or archive (both university and non-university based) — 16.1% (100 individuals)
- ▶ Regional conservation center/lab — 4.8% (30 individuals)
- ▶ University, college or other educational institution — 2.1% (13 individuals)
- ▶ Government institution — 3.7% (23 individuals)

These six categories are used to break out all remaining data in this section to provide a demographic comparison of these settings.



Areas of Specialization

The respondents report a wide range of areas of specialization. While books and paper and objects are the most common areas (each selected by one-third or more) 11 of the 17 specialty areas are selected by at least 10% of the respondents as one of the areas they consider to be an area of specialization.

Books and paper, objects, and paintings are top-ranked when the respondents are asked to narrow their focus and select only the one area they consider to be their main area of specialization. Collectively, these three areas account for 58.1% of the responses (see Exhibit 1.6).

Comparing “all areas” with the “single primary area” highlights some interesting patterns. Several specialty areas are well represented when the respondents describe all their areas of specialization, but drop sharply in prevalence when examining just the single primary area. For example, 26.2% of the respondents consider preventive conservation to be one of their speciality areas; only 2.1% consider it to be their primary area. Similar strong gaps are seen in several other areas including sculpture, conservation education, ethnographic objects, and archeological objects.

Segmenting responses by work setting show strong differences in the primary area of specialization. Books and paper, the top-ranked area overall, is top-ranked in only one segment (library/archive). Responses are summarized in Exhibit 1.7 on the following page.

1.6: Areas of Specialization

	All areas of specialization	Single primary area
Books and paper	36.1%	25.2%
Objects	33.5%	16.7%
Paintings	23.1%	16.2%
Conservation administration	18.8%	7.5%
Textiles	7.7%	4.0%
Wooden artifacts	12.2%	3.2%
Architecture	6.7%	3.0%
Archaeological objects	17.0%	2.9%
Photographic materials	11.1%	2.7%
Preventive conservation	26.2%	2.1%
Sculpture	14.9%	1.9%
Conservation science	5.6%	1.8%
Ethnographic objects	14.9%	1.4%
Conservation education	15.1%	1.1%
Electronic media	2.9%	0.2%
Natural history	3.4%	0.0%
Site conservation	3.4%	0.0%
Other	2.9%	0.6%
I have no specialty areas	0.0%	0.0%
No response	0.0%	9.3%



1.7: Primary Area of Specialization by Work Setting

	Overall	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
Books and paper	25.2%	14.4%	16.6%	73.0%	33.3%	7.7%	4.3%
Objects	16.7%	17.6%	25.3%	0.0%	3.3%	0.0%	13.0%
Paintings	16.2%	23.0%	15.5%	0.0%	40.0%	0.0%	17.4%
Conservation administration	7.5%	2.1%	8.7%	15.0%	3.3%	0.0%	17.4%
Textiles	4.0%	8.0%	3.0%	0.0%	0.0%	0.0%	8.7%
Wooden artifacts	3.2%	7.0%	1.5%	0.0%	6.7%	0.0%	4.3%
Architecture	3.0%	7.5%	0.0%	0.0%	0.0%	7.7%	13.0%
Archaeological objects	2.9%	2.1%	3.8%	0.0%	0.0%	15.4%	8.7%
Photographic materials	2.7%	2.1%	1.9%	6.0%	3.3%	0.0%	4.3%
Preventive conservation	2.1%	0.5%	3.8%	1.0%	3.3%	0.0%	0.0%
Sculpture	1.9%	2.7%	2.3%	0.0%	3.3%	0.0%	0.0%
Conservation science	1.8%	1.1%	1.5%	0.0%	0.0%	15.4%	8.7%
Ethnographic objects	1.4%	0.5%	3.0%	0.0%	0.0%	0.0%	0.0%
Conservation education	1.1%	0.0%	0.8%	0.0%	0.0%	30.8%	0.0%
Electronic media	0.2%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%
Natural history	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Site conservation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.6%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%
No response	9.3%	11.2%	10.9%	4.0%	3.3%	23.1%	0.0%
n=	623	187	265	100	30	13	23



Years of Experience

Although all experience levels are represented, the sample tends to emphasize the more experienced practitioners¹. Overall, the respondents report an average of 18 years of conservation experience. Those in private practice or university/college settings are the more senior in terms of experience, each reporting an average of 20 or more years of experience (see Exhibit 1.8).

1.8: Years of Conservation Experience

	Overall	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
Less than 1	0.6%	0.5%	0.4%	2.0%	0.0%	0.0%	0.0%
1 to 2	5.3%	2.1%	6.4%	6.0%	13.3%	7.7%	4.3%
3 to 5	9.1%	4.3%	11.3%	13.0%	6.7%	0.0%	8.7%
6 to 10	14.4%	10.2%	15.8%	14.0%	23.3%	15.4%	26.1%
11 to 15	12.4%	11.2%	11.7%	19.0%	6.7%	23.1%	4.3%
16 to 20	15.2%	17.1%	15.1%	16.0%	10.0%	0.0%	13.0%
21 to 25	13.0%	16.6%	13.2%	7.0%	13.3%	7.7%	13.0%
26 to 30	14.6%	16.6%	12.5%	15.0%	6.7%	30.8%	21.7%
31 to 35	10.8%	15.0%	10.6%	5.0%	13.3%	7.7%	4.3%
36+	3.2%	4.3%	3.0%	1.0%	0.0%	7.7%	4.3%
No response	1.3%	2.1%	0.0%	2.0%	6.7%	0.0%	0.0%
Average (*)	18.0	20.9	17.2	15.2	15.4	20.0	17.5
n=	623	187	265	100	30	13	23

(*) = the average is computed from the range mid-points.

¹ This is the same pattern seen in past AIC surveys, such as the 2001 and 2006 Continuing Education surveys and the 2009 Member Needs survey.



Age and Gender

As with experience levels, all age brackets are represented in the sample, with a plurality of respondents falling into the 56 to 60 year bracket (19.1%). Overall, the respondents report an average age of 46.3 years.

Women comprise about three-quarters of the sample, and remain in the majority across all work settings. The male-to-female ratio is most pronounced in the library/archive setting — 89% of those respondents are women, and only 10% are men. Age and gender distributions are illustrated in Exhibit 1.9.

1.9: Age and Gender

	Overall	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
Under 25	0.8%	0.5%	0.8%	2.0%	0.0%	0.0%	0.0%
26 to 30	7.5%	3.2%	10.2%	7.0%	10.0%	7.7%	8.7%
31 to 35	11.4%	9.1%	12.5%	12.0%	10.0%	15.4%	17.4%
36 to 40	14.1%	9.6%	16.2%	16.0%	16.7%	15.4%	13.0%
41 to 45	12.0%	8.6%	11.3%	22.0%	16.7%	15.4%	0.0%
46 to 50	11.4%	11.8%	13.6%	9.0%	13.3%	0.0%	0.0%
51 to 55	14.3%	19.3%	12.1%	14.0%	3.3%	7.7%	17.4%
56 to 60	19.1%	22.5%	17.4%	12.0%	23.3%	30.8%	30.4%
61 to 65	5.6%	8.6%	4.2%	3.0%	0.0%	7.7%	13.0%
66 to 70	0.5%	1.1%	0.4%	0.0%	0.0%	0.0%	0.0%
71 or older	1.0%	2.1%	0.0%	2.0%	0.0%	0.0%	0.0%
No response	2.2%	3.7%	1.5%	1.0%	6.7%	0.0%	0.0%
Average (*)	46.3	49.7	44.7	44.4	44.3	46.5	48.2
n=	623	187	265	100	30	13	23
Male	21.7%	28.3%	18.9%	10.0%	30.0%	30.8%	30.4%
Female	75.9%	68.4%	78.5%	89.0%	66.7%	69.2%	69.6%
No response	2.4%	3.2%	2.6%	1.0%	3.3%	0.0%	0.0%
n=	623	187	265	100	30	13	23

(*) = the average is computed from the range mid-points.



Educational Background

A master’s level degree in conservation is the most commonly held degree, cited by 68.1% of the respondents overall. Few hold a Bachelor’s level degree in conservation, with this level cited by only 3.2%. A Bachelor’s degree in a field other than conservation is far more popular, cited by more than one-third overall (see Exhibit 1.10).

1.10: Degrees Held

	Overall	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
No degree – self-taught	1.8%	4.8%	0.8%	0.0%	0.0%	0.0%	0.0%
No degree – apprenticeship program	5.8%	9.1%	3.0%	7.0%	6.7%	7.7%	4.3%
Bachelor’s level in Conservation	3.2%	2.7%	2.6%	6.0%	3.3%	0.0%	4.3%
Bachelor’s level in any other field	34.8%	36.4%	31.3%	36.0%	60.0%	15.4%	34.8%
Master’s level in conservation	68.1%	56.1%	79.6%	59.0%	73.3%	69.2%	65.2%
Master’s level in any other field	21.3%	21.4%	17.7%	31.0%	23.3%	23.1%	17.4%
Ph.D. in conservation	0.5%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%
Ph.D. in any other field	1.6%	0.0%	1.1%	1.0%	0.0%	23.1%	8.7%
Other	6.3%	7.5%	3.0%	9.0%	16.7%	15.4%	4.3%
No response	0.3%	0.0%	0.4%	0.0%	0.0%	0.0%	4.3%
n=	623	187	265	100	30	13	23

Note: Data do not sum to 100% since the respondents could select more than one choice.

Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following six general areas:

- ▶ Treatment and treatment-related actions/functions
- ▶ Conservation research
- ▶ Other conservation actions/functions (e.g., surveys, preventive activities, etc.)
- ▶ Teaching/higher education activities (e.g., classroom instruction, etc.)
- ▶ Administrative responsibilities
- ▶ All others



As summarized in Exhibit 1.11, treatment is the leading function, accounting for an average of 42.3% of the respondent's time. It is the function that accounts for the largest share of time in every segment other than university/college, where it is replaced by teaching/higher education activities.

1.11: Work Activities by Employment Setting

<i>All data are averages.</i>	Overall	Private practice	Museum/historical society	Library/archive	Regional conservation center/lab	University/college	Govt. institution
Treatment and treatment-related actions/functions	42.3%	51.0%	37.3%	40.8%	63.6%	17.3%	30.1%
Conservation research	9.3%	8.0%	10.6%	6.0%	3.2%	16.9%	19.3%
Other conservation actions/functions	16.3%	11.9%	20.5%	15.9%	9.4%	6.9%	17.9%
Teaching/higher education activities	5.2%	3.8%	4.5%	5.0%	4.8%	36.2%	6.3%
Administrative responsibilities	23.9%	22.9%	23.6%	28.8%	18.1%	20.0%	25.0%
All others	3.0%	2.4%	3.5%	3.6%	0.9%	2.7%	1.3%
n=	605	171	265	98	30	13	23

Examining responses by experience level (see Exhibit 1.12) shows a significant decline in the amount of time spent on treatment activities as experience levels rise, with a concomitant increase in the amount of time spent on administrative responsibilities.

1.12: Work Activities by Years of Experience

<i>All data are averages.</i>	Overall	Up to 5	6 to 10	11 to 15	16 to 20	21 to 30	30+
Treatment and treatment-related actions/functions	42.3%	52.1%	46.9%	37.1%	42.7%	40.2%	35.3%
Conservation research	9.3%	12.7%	10.8%	11.3%	7.3%	8.4%	6.8%
Other conservation actions/functions	16.3%	16.7%	16.9%	19.0%	16.7%	15.4%	14.6%
Teaching/higher education activities	5.2%	2.4%	4.6%	4.9%	4.5%	6.4%	7.8%
Administrative responsibilities	23.9%	13.2%	19.1%	22.9%	26.4%	26.9%	31.6%
All others	3.0%	3.0%	1.7%	4.7%	2.4%	2.7%	4.0%
n=	605	88	89	75	94	167	85



II. Private Practice Conservators

A. Company Overview

Segmentation Approach

The first step when examining financial and financial-related information is to determine an effective segmentation method. Overall statistics are useful, but the extreme diversity of private practice situations requires that the data be grouped in some fashion to create more homogeneous cohorts.

Company size, be it defined by the number of staff or total revenue, is the most common segmentation scheme since it has the most significant impact on the issues explored in this survey. For these data, the most workable method for segmentation is based on the total number of employees. This is due to the fact that far more individuals provided information on staff numbers than on gross revenue, allowing for larger and more statistically reliable segments. Additionally, the gross revenue data are sometimes affected by the fact that not all revenue is from conservation work.

Three groups were created:

- ▶ Solo practitioners — these are individuals who are the sole employee of their practice. This is the largest group within the private practice segment, consisting of 108 individuals.
- ▶ Company size of 2 to 5 — these are respondents who indicated that their company has 2 to 5 total employees (including themselves). This segment consists of 39 individuals.
- ▶ Company size of 6 or more — these are respondents who indicated that their company has 6 or more total employees (including themselves). This segment consists of 35 individuals.

Private Practice Classification

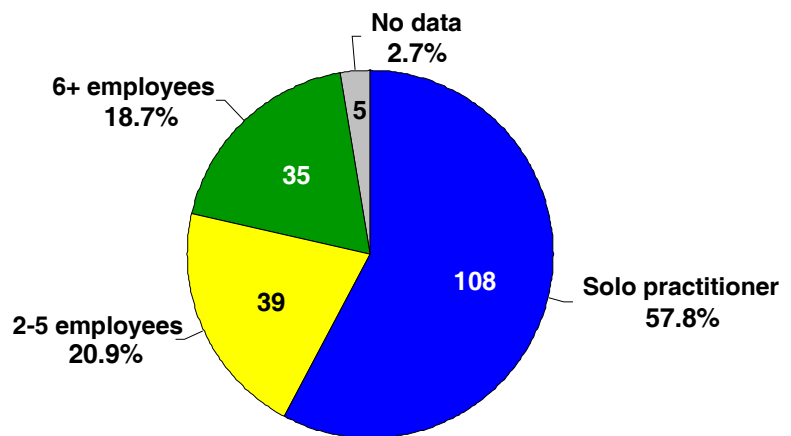


Exhibit 2.1

A total of five individuals did not provide sufficient information on their company size to allow themselves to be classified into one of the above three categories, and are omitted from all size-based analyses.

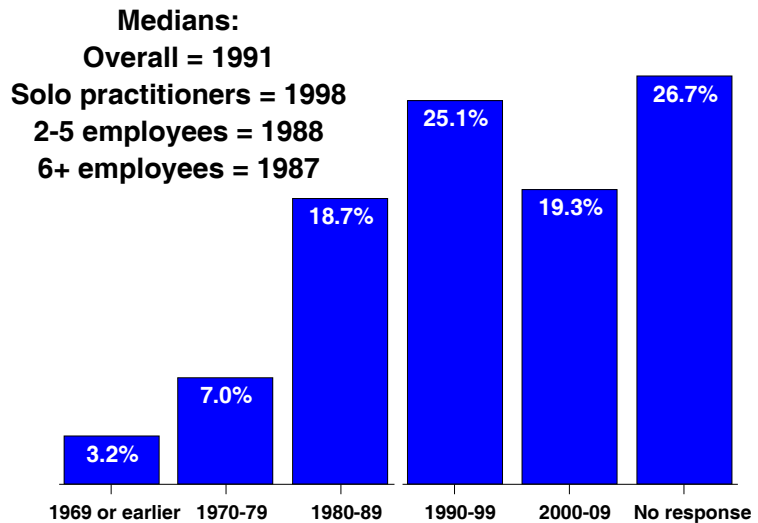


This size-based classification is not the only method used — the private practice data are also segmented by a variety of other criteria, especially when examining compensation information. But this three-category size framework is the cornerstone method in the analysis, and is used to examine all data.

Establishment Date

The respondents report founding dates ranging from 1926 to 2009. The median founding date overall is 1991. As summarized in Exhibit 2.2, the 1990s was the most popular decade for starting a conservation practice, cited by 25.1%. As expected, the largest companies have the longest track records — median company formation dates range from 1998 for the solo practitioners to 1987 for the 6+ employee companies.

Company Establishment Date



Organizational Structure

Nearly one-half of the respondents overall, and 68.5% of the solo practitioners report that their company is organized as a sole proprietorship. As expected, a different pattern is seen among the larger companies, with a majority of those in the 6+ employee category reporting that their company is a Chapter C or Chapter S Corporation (see Exhibit 2.3).

Exhibit 2.2

2.3: Company Organizational Structure

	Overall	Solo	2-5 employees	6+ employees
Sole proprietorship/solo practitioner/independent contractor	48.7%	68.5%	35.9%	8.6%
General Partnership	0.5%	0.9%	0.0%	0.0%
Limited Liability Partnership (LLP)	1.1%	0.9%	2.6%	0.0%
Limited Liability Company (LLC)	21.9%	19.4%	17.9%	0.0%
Corporation (Chapter S)	16.0%	7.4%	28.2%	34.3%
Corporation (Chapter C)	7.5%	2.8%	7.7%	28.6%
Other	3.2%	0.0%	2.6%	14.3%
Not sure/don't know/no response	1.1%	0.0%	5.1%	14.3%
n=	187	108	39	35



Ownership Levels

The company ownership level of the respondent is an important criteria to measure in any financial survey since the most accurate (or, in some cases the only) financial data are often available only from the company owner or principal.

As expected, the solo practitioners are nearly always the sole owner of their company, with only 4.6% reporting that they are a co-owner/partner (which presumably reflects a “silent partner” type of arrangement). Those in the 2-5 employee segment are also typically the company owner or co-owner. Those in the 6+ employee category, however, are usually at the staff level. This should be kept in mind when interpreting the company financial and operational data presented in subsequent report sections since individuals from large companies may not have access to full and complete company records.

2.4: Ownership Levels

	Overall	Solo	2-5 employees	6+ employees
I own 100% of the company, or am a one-person company or independent contractor	72.2%	95.4%	71.8%	8.6%
I am a co-owner/partner in the company	11.8%	4.6%	12.8%	25.7%
I am a shareholder in the company and have no other ownership interest	1.6%	0.0%	2.6%	5.7%
I am an employee and have no ownership interest	13.4%	0.0%	7.7%	60.0%
No response	1.1%	0.0%	5.1%	0.0%
n=	187	108	39	35



B. Staffing

Staff Counts and Trends

The respondents who represent companies that have employees (e.g., everyone other than the solo practitioners) were asked to provide statistics as to staff numbers. As summarized in Exhibit 2.5, the typical private practice setting consists of 5 total employees, 3 of which are conservation professionals².

The upper range for the 6+ employee category is quite large — one in ten of these companies have greater than 280 total employees. Keep in mind that this category includes private practice settings that go beyond conservation practices, such as architectural or engineering firms that have a conservation department, auction houses, or insurance companies. Thus, the total number of employees refers to the entire company regardless of their conservation involvement.

2.5: Number of Employees

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	Total number of employees	74	2.0	2.9	5.0	10.0	68.0
	Total number of conservation professionals	78	1.0	1.0	3.0	5.0	9.2
2-5 employees	Total number of employees	39	2.0	2.0	3.0	3.0	5.0
	Total number of conservation professionals	38	1.0	1.0	2.0	3.0	4.0
6+ employees	Total number of employees	35	6.0	7.0	10.0	50.0	283.2
	Total number of conservation professionals	35	1.0	3.0	4.0	7.0	12.8

² The term “conservation professional” was broadly defined in the survey to encompass any paid employee who is primarily engaged in conservation work.



The number of total employees has typically remained the same or shown an upward trend over the past three years. The total number of conservation professionals has lagged this overall trend to a small degree — respondents are more apt to report no change in the number of conservation professionals over the past three years rather than an increase. The average trend index is 3.3 for total staff and 3.2 for conservation professionals (the index is based on a 1 to 5 scale where 1 is “significant decrease” and 5 is “significant increase.” Thus, a value greater than 3.0 indicates growth).

No major changes in staff numbers are seen when the respondents look three years into the future, with a majority stating that staff counts will remain the same. The average trend index is 3.1, indicating only minor growth (see Exhibit 2.6).

2.6: Staffing Trends

		Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index (*)
Past three years	Total number of staff	6.3%	12.7%	36.7%	21.5%	15.2%	7.6%	3.3
	Total number of conservation professionals	3.8%	6.3%	50.6%	15.2%	7.6%	16.5%	3.2
Next three years	Total number of staff	3.8%	10.1%	54.4%	20.3%	3.8%	7.6%	3.1
	Total number of conservation professionals	1.3%	8.9%	57.0%	13.9%	1.3%	17.7%	3.1

* = the average trend index is based on a 1 to 5 scale where 1 is “significant decrease” and 5 is “significant increase.” Not sure/no response values are excluded from average score calculations.

Examining the data by company size category shows that the most robust growth for both total staff and conservation professionals has occurred in the larger companies — their average trend index is 3.5 or greater for both total staff counts as well as the total number of conservation professionals. In contrast, the smaller companies report more modest growth, with an average index of 3.0 to 3.1 for the past three years.

The response patterns are more uniform when looking three years into the future, with the majority (or near majority) of respondents in both company size categories expecting their staff counts to remain the same (see Exhibit 2.7 on the following page).



2.7: Staffing Trends by Company Size

		<i>The most common response for each metric is noted in bold.</i>					
		Decrease	Remain the same	Increase	Not sure/no response	Average trend index	
Past three years	Overall	19.0%	36.7%	36.7%	7.6%	3.3	
	Total staff	2-5 employees	25.6%	33.3%	35.9%	5.1%	3.1
		6+ employees	8.6%	40.0%	42.9%	8.6%	3.6
	Total number of conservation professionals	Overall	10.1%	50.6%	22.8%	16.5%	3.2
		2-5 employees	15.4%	61.5%	15.4%	7.7%	3.0
		6+ employees	2.9%	42.9%	34.3%	20.0%	3.5
Next three years	Overall	13.9%	54.4%	24.1%	7.6%	3.1	
	Total staff	2-5 employees	12.8%	56.4%	20.5%	10.3%	3.1
		6+ employees	14.3%	48.6%	31.4%	5.7%	3.2
	Total number of conservation professionals	Overall	10.1%	57.0%	15.2%	17.7%	3.1
		2-5 employees	5.1%	69.2%	7.7%	17.9%	3.0
		6+ employees	17.1%	40.0%	25.7%	17.1%	3.1



C. Revenue

Gross Revenue

The respondents were asked to indicate their total gross revenue for 2008, and how this revenue was allocated between conservation services and all other services. As summarized in Exhibit 2.8, the total gross revenue responses describe a highly diverse sample, with a 10th to 90th percentile range of \$16,834 to nearly \$500,000, and a median of \$75,000.

Not all revenue, however, is attributable to conservation activities. Thus, each respondent was also asked to indicate what percentage of their 2008 gross revenue was from conservation services, and what percentage was from all other services. Overall, an average of 88.9% of gross revenue is attributed to conservation activities (see Exhibit 2.9). The gross revenue data for each respondent was then adjusted by the percentage they stated was from conservation activities, with the results provided in the second portion of Exhibit 2.8.

2.8: Gross Revenue

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Total gross revenue for 2008	Overall	163	\$16,834	\$36,293	\$75,000	\$200,000	\$495,586
	Solo	103	\$12,000	\$28,000	\$50,000	\$75,000	\$110,000
	2-5 employees	32	\$36,448	\$100,750	\$165,000	\$300,000	\$396,700
	6+ employees	24	\$115,000	\$394,604	\$1,125,000	\$2,750,000	\$18,500,000
Gross revenue attributed to conservation activities	Overall	152	\$14,580	\$30,711	\$70,750	\$144,000	\$439,686
	Solo	97	\$12,000	\$27,000	\$48,500	\$75,000	\$110,000
	2-5 employees	31	\$20,981	\$75,190	\$144,000	\$300,000	\$397,800
	6+ employees	21	\$80,000	\$137,000	\$500,000	\$1,200,000	\$1,900,000

2.9: Gross Revenue Allocation

	n=	Average % of gross from conservation services	Average % of gross from all other services
Overall	166	88.9%	11.1%
Solo	102	95.9%	4.1%
2-5 employees	34	88.9%	11.1%
6+ employees	27	61.1%	38.9%



Given the diversity of the sample, it is essential to explore gross revenue data by company size. The solo practitioners, as expected, represent the smallest companies, with a median gross of \$50,000. Virtually all (average of nearly 96%) of this revenue is derived from conservation services. The 2-5 employee segment moves the median point upwards to \$165,000, again with the bulk of this revenue (average of nearly 89%) derived from conservation services.

The 6+ employee segment is the most diverse, reporting median gross revenue for 2008 of nearly \$1.2 million with a substantial 10th to 90th percentile range of \$115,000 to \$18.5 million. Data for this category needs to be interpreted with care given that much of this revenue (average of nearly 40%) is not derived from conservation activities. More significant is the fact that many of the respondents in this segment are not company owners or principals. Thus, their responses may be an approximation rather than an exact reporting of total company revenues.

Gross Revenue Trends

The respondents take a cautious stance when looking ahead to 2009, with a plurality stating that they expect their company's 2009 total gross revenue to fall below what was generated in 2008. Responses are generally consistent across company size categories, with the largest share in every segment forecasting a drop in their total gross. The most reliable statistics (e.g., the largest sample size) are from the solo practitioners who expect their 2009 gross to be an average of 3.6% less than their 2008 gross.

Overall results are summarized in Exhibit 2.10, with more detailed breakouts provided in Exhibit 2.11 on the following page.

2.10: Gross Revenue Trends Overview

<i>What changes, if any, do you expect will occur regarding your company's total gross revenue for 2009 versus 2008?</i>						
<i>The most common response for each metric is noted in bold.</i>	Decrease	Remain the same	Increase	Not sure/no response	Average change(*)	n= (**)
Overall	41.7%	17.6%	31.0%	9.6%	(4.7)%	134
Solo	42.6%	18.5%	36.1%	2.8%	(3.6)%	82
2-5 employees	46.2%	17.9%	23.1%	12.8%	(9.6)%	29
6+ employees	37.1%	11.4%	28.6%	22.9%	(1.7)%	20

* = averages computed using range midpoints. Please see Exhibit 2.11 for details on the ranges used.

** = the n= value refers to the number of responses that were able to be used to compute the average change.



2.11: Gross Revenue Trends Detail

	Decrease								Remain about the same
	>50%	40-49%	30-39%	20-29%	10-19%	5-9%	<5%	Decrease, but not sure how much	
Overall	4.8%	4.3%	4.8%	5.9%	7.5%	4.8%	0.5%	9.1%	17.6%
Solo	4.6%	6.5%	4.6%	3.7%	7.4%	6.5%	0.9%	8.3%	18.5%
2-5 employees	10.3%	0.0%	7.7%	10.3%	7.7%	2.6%	0.0%	7.7%	17.9%
6+ employees	0.0%	2.9%	2.9%	5.7%	8.6%	2.9%	0.0%	14.3%	11.4%
	Increase								Not sure/no response
	>50%	40-49%	30-39%	20-29%	10-19%	5-9%	<5%	Increase, but not sure how much	
Overall	2.7%	3.2%	2.7%	3.7%	3.7%	4.3%	1.1%	9.6%	9.6%
Solo	4.6%	3.7%	1.9%	4.6%	3.7%	3.7%	0.9%	13.0%	2.8%
2-5 employees	0.0%	2.6%	5.1%	2.6%	5.1%	2.6%	0.0%	5.1%	12.8%
6+ employees	0.0%	2.9%	2.9%	2.9%	2.9%	8.6%	2.9%	5.7%	22.9%



D. Client base

Overall Client Base

Conservators in private practice work for a wide range of clients — every one of the 15 types of clients examined in the survey is serviced by some proportion of the private practice conservators. As expected, some client types are more popular than others, with individuals/private collections and museums/historical societies each cited as client types by nearly 80% or more of the respondents.

Significant variations are seen based on the company size, with the larger firms more likely to service larger client groups. For example, only about 15% to 18% of the solo practitioners indicate that they provide services to government entities, versus as many as about one-half of the largest companies.

2.12: Client Base, Past 12 Months

	Overall	Solo	2-5 employees	6+ employees
Individuals/private collections (e.g., “consumers”)	85.0%	89.8%	84.6%	71.4%
Museums/historical societies	78.1%	83.3%	84.6%	60.0%
Art galleries	48.7%	43.5%	56.4%	51.4%
Insurance companies/agencies	43.9%	36.1%	59.0%	51.4%
Colleges/universities (other than museums or libraries)	43.3%	36.1%	56.4%	51.4%
Corporate collections	37.4%	25.9%	51.3%	54.3%
Libraries/archives	31.6%	25.9%	43.6%	34.3%
Local/municipal governments (other than museums or libraries)	26.7%	17.6%	28.2%	48.6%
Federal government (other than museums or libraries)	26.2%	15.7%	33.3%	51.4%
Auction houses	25.7%	19.4%	30.8%	37.1%
State governments (other than museums or libraries)	25.1%	18.5%	28.2%	40.0%
All other for-profit companies	23.5%	18.5%	35.9%	28.6%
Non-profits (other than those listed above)	23.0%	21.3%	28.2%	22.9%
K-12 schools	7.0%	3.7%	2.6%	22.9%
Foreign governments (other than museums or libraries)	4.3%	0.0%	5.1%	17.1%
All others	1.1%	0.0%	2.6%	2.9%
No response	1.6%	0.0%	0.0%	5.7%
n=	187	108	39	35



In addition to indicating all client types that their company services, the respondents were asked to indicate the one client type that accounts for the greatest share of their company's revenue. As summarized in Exhibit 2.13, individuals/private collections are the top revenue source regardless of the company size.

Regardless of what client is considered to be the top revenue source, the respondents are highly reliant on that one client type for their revenue — on average, the most significant revenue source accounts for an average of about 60% of the total conservation revenue generated by the company.

2.13: Most Significant Revenue Source

	Overall	Solo	2-5 employees	6+ employees
Individuals/private collections (e.g., "consumers")	35.3%	38.9%	35.9%	22.9%
Museums/historical societies	25.7%	32.4%	28.2%	5.7%
Art galleries	8.6%	6.5%	12.8%	11.4%
All other for-profit companies	5.3%	4.6%	5.1%	8.6%
Federal government (other than museums or libraries)	4.8%	1.9%	0.0%	20.0%
Non-profits (other than those listed above)	4.3%	5.6%	5.1%	0.0%
Local/municipal governments (other than museums or libraries)	3.7%	3.7%	2.6%	2.9%
Libraries/archives	2.1%	1.9%	0.0%	2.9%
Insurance companies/agencies	1.6%	0.9%	0.0%	5.7%
State governments (other than museums or libraries)	1.6%	0.9%	2.6%	2.9%
Auction houses	1.1%	0.0%	0.0%	5.7%
Colleges/universities (other than museums or libraries)	1.1%	1.9%	0.0%	0.0%
All others	0.5%	0.0%	2.6%	0.0%
Corporate collections	0.5%	0.0%	2.6%	0.0%
Foreign governments (other than museums or libraries)	0.0%	0.0%	0.0%	0.0%
K-12 schools	0.0%	0.0%	0.0%	0.0%
No response	3.7%	0.9%	2.6%	11.4%
Average percentage of total revenue generated from the top client	60.3%	62.4%	55.6%	59.8%
n= (*)	170	104	34	28

* = the sample size refers to the number of responses that were used for calculating the average percentage of total revenue. Averages are computed using range mid-points.



Examining the second-most significant revenue source shows a similar pattern, with individuals/private collections again top-ranked. The second most significant revenue source accounts for an average of nearly 25% of total company conservation revenue (see Exhibit 2.14).

2.14: Second Most Significant Revenue Source

	Overall	Solo	2-5 employees	6+ employees
Individuals/private collections (e.g., “consumers”)	25.7%	26.9%	33.3%	17.1%
Museums/historical societies	18.7%	21.3%	17.9%	8.6%
Colleges/universities (other than museums or libraries)	6.4%	8.3%	7.7%	0.0%
Art galleries	5.9%	3.7%	5.1%	11.4%
All other for-profit companies (*)	4.8%	7.4%	2.6%	0.0%
Federal government (other than museums or libraries)	4.3%	1.9%	2.6%	14.3%
Non-profits (other than those listed above)	4.3%	3.7%	7.7%	2.9%
Auction houses	3.7%	3.7%	0.0%	8.6%
Corporate collections	3.2%	5.6%	0.0%	0.0%
Insurance companies/agencies	2.7%	3.7%	0.0%	2.9%
Libraries/archives	2.7%	4.6%	0.0%	0.0%
State governments (other than museums or libraries)	2.7%	1.9%	2.6%	5.7%
Local/municipal governments (other than museums or libraries)	1.6%	0.9%	2.6%	2.9%
K-12 schools	0.5%	0.9%	0.0%	0.0%
All others	0.0%	0.0%	0.0%	0.0%
Foreign governments (other than museums or libraries)	0.0%	0.0%	0.0%	0.0%
No response/not applicable	12.9%	5.4%	18.0%	25.8%
Average percentage of total revenue generated from the second-most significant client	24.8%	23.5%	28.3%	25.6%
n= (*)	164	102	30	28

* = the sample size refers to the number of responses that were used for calculating the average percentage of total revenue. Averages are computed using range mid-points.



E. Billing Rates

Billing Structure

Prior to examining specific billing rates, the respondents were asked to indicate which specific services are offered at an hourly fee, offered at no charge, offered for a non-hourly fee, or not offered. As summarized in Exhibit 2.15, treatment work by a senior conservator/company principal is the most common task offered at an hourly fee, followed closely by written report/assessment services and travel time. Conservators are least likely to charge for estimates — just over one-third say they offer estimates at no charge, and about one in five do not charge for an examination (without treatment) or administrative work/office time.

Segmenting responses by company size shows no major deviations from the overall pattern, with treatment work by a senior conservator/principal and written reports/assessments the most common tasks that are billed on an hourly basis. Although the solo practitioners do not have employees, a small number indicate that they offer treatment work by conservation associates, assistants, and/or technicians. This may be situations where tasks are subcontracted/outsourced, or cases where the individual bills his/her time at different rates depending upon the type and scope of treatment activities.

2.15: Billing Structure

	Overall				
	Do not offer this service	Offer, but do no charge	Offer, but do not charge by the hour	Offer and charge by the hour (<i>see rates in following tables</i>)	No response
Treatment work by a senior conservator/company principal	2.1%	0.0%	0.5%	89.8%	7.5%
Treatment work by an associate conservator	32.1%	0.0%	0.5%	31.0%	36.4%
Treatment work by an assistant conservator	35.3%	0.0%	1.1%	21.9%	41.7%
Treatment work by a conservation technician	30.5%	0.0%	0.5%	31.6%	37.4%
Written report/assessment	1.6%	5.9%	8.6%	71.7%	12.3%
Examination (no treatment)	1.1%	21.4%	12.8%	49.2%	15.5%
Surveys or assessments	2.1%	1.1%	8.0%	73.3%	15.5%
Estimate for treatment	2.7%	34.8%	15.0%	33.7%	13.9%
Administrative work/office time	4.8%	20.3%	15.0%	43.9%	16.0%
Travel time	2.7%	6.4%	16.0%	62.6%	12.3%

Table continued on following page



2.15: Billing Structure

	Solo practitioners				
	Do not offer this service	Offer, but do no charge	Offer, but do not charge by the hour	Offer and charge by the hour (<i>see rates in following tables</i>)	No response
Treatment work by a senior conservator/company principal	0.9%	0.0%	0.9%	95.4%	2.8%
Treatment work by an associate conservator	45.4%	0.0%	0.9%	8.3%	45.4%
Treatment work by an assistant conservator	47.2%	0.0%	0.0%	4.6%	48.1%
Treatment work by a conservation technician	39.8%	0.0%	0.0%	15.7%	44.4%
Written report/assessment	1.9%	3.7%	9.3%	75.9%	9.3%
Examination (no treatment)	0.9%	26.9%	13.9%	46.3%	12.0%
Surveys or assessments	1.9%	0.9%	6.5%	77.8%	13.0%
Estimate for treatment	1.9%	38.9%	16.7%	32.4%	10.2%
Administrative work/office time	4.6%	23.1%	13.0%	46.3%	13.0%
Travel time	2.8%	7.4%	18.5%	63.9%	7.4%
	2-5 employees				
	Do not offer this service	Offer, but do no charge	Offer, but do not charge by the hour	Offer and charge by the hour (<i>see rates in following tables</i>)	No response
Treatment work by a senior conservator/company principal	5.1%	0.0%	0.0%	87.2%	7.7%
Treatment work by an associate conservator	25.6%	0.0%	0.0%	48.7%	25.6%
Treatment work by an assistant conservator	25.6%	0.0%	0.0%	38.5%	35.9%
Treatment work by a conservation technician	23.1%	0.0%	0.0%	48.7%	28.2%
Written report/assessment	2.6%	10.3%	5.1%	69.2%	12.8%
Examination (no treatment)	2.6%	10.3%	5.1%	66.7%	15.4%
Surveys or assessments	2.6%	0.0%	5.1%	76.9%	15.4%
Estimate for treatment	2.6%	28.2%	17.9%	35.9%	15.4%
Administrative work/office time	5.1%	15.4%	20.5%	41.0%	17.9%
Travel time	2.6%	2.6%	12.8%	69.2%	12.8%

Table continued on following page



2.15: Billing Structure

	6+ employees				
	Do not offer this service	Offer, but do no charge	Offer, but do not charge by the hour	Offer and charge by the hour (<i>see rates in following tables</i>)	No response
Treatment work by a senior conservator/company principal	2.9%	0.0%	0.0%	77.1%	20.0%
Treatment work by an associate conservator	2.9%	0.0%	0.0%	74.3%	22.9%
Treatment work by an assistant conservator	8.6%	0.0%	5.7%	57.1%	28.6%
Treatment work by a conservation technician	11.4%	0.0%	2.9%	60.0%	25.7%
Written report/assessment	0.0%	8.6%	11.4%	60.0%	20.0%
Examination (no treatment)	0.0%	11.4%	20.0%	42.9%	25.7%
Surveys or assessments	2.9%	2.9%	14.3%	57.1%	22.9%
Estimate for treatment	5.7%	28.6%	8.6%	34.3%	22.9%
Administrative work/office time	5.7%	20.0%	17.1%	34.3%	22.9%
Travel time	2.9%	5.7%	11.4%	54.3%	25.7%

Billing Rates

Billing rates span a wide range, but averages tend to fall between \$100 to \$120 per hour for most tasks. As summarized in Exhibit 2.16 on the following page, the average hourly fee for treatment work by a senior conservator/company principal is \$113 an hour; a written report/assessment is \$107 an hour; a survey or assessment is \$108 an hour; and travel time is \$86 per hour. These four tasks have the most reliable statistics, with sample sizes for each greater than 100.

Note that the hourly fee averages are computed using range mid-points (see the note following Exhibit 2.16 for a listing of the specific ranges used). While accurate, averages computed in this manner are less precise than those generated from literal responses. This, coupled with the fact that some tasks are based on relatively few responses, indicates that these data should be considered as a general indicator of rates charged rather than a precise assessment of conservation fee structures.

Hourly rates are segmented by company size in Exhibit 2.17, illustrating the expected pattern of lower rates charged for all tasks by the solo practitioners.



2.16: Billing Rates

	<\$61	\$61-\$80	\$81-\$100	\$101-\$120	>\$120	Average (*)	n=
Treatment work by a senior conservator/company principal	8.3%	17.9%	29.2%	12.5%	32.1%	\$113	168
Treatment work by an associate conservator	10.3%	10.3%	32.8%	8.6%	37.9%	\$121	58
Treatment work by an assistant conservator	14.6%	26.8%	26.8%	12.2%	19.5%	\$101	41
Treatment work by a conservation technician	44.1%	25.4%	13.6%	3.4%	13.6%	\$76	59
Written report/assessment	12.7%	19.4%	31.3%	10.1%	26.3%	\$107	134
Examination (no treatment)	10.9%	23.9%	29.3%	9.8%	26.1%	\$104	92
Surveys or assessments	8.8%	21.2%	29.2%	12.4%	28.5%	\$108	137
Estimate for treatment	14.3%	20.6%	34.9%	6.3%	23.8%	\$100	63
Administrative work/office time	28.0%	20.7%	24.4%	9.8%	17.1%	\$86	82
Travel time	40.2%	16.2%	17.1%	10.3%	16.2%	\$86	117

* = averages computed using midpoints from the following categories: \$40 or less, \$41 to \$60, \$61 to \$80, \$81 to \$100, \$101 to \$120, \$121 to \$140, \$141 to \$160, \$161 to \$180, \$181 to \$200, \$201 to \$220, \$221 to \$240, \$241 to \$260, \$261 to \$280, \$281+

2.17: Billing Rates by Company Size

	Overall		Solo		2-5 employees		6+ employees	
	Average	n=	Average	n=	Average	n=	Average	n=
Treatment work by a senior conservator/company principal	\$113	168	\$96	103	\$133	34	\$147	27
Treatment work by an associate conservator	\$121	58	\$83	9	\$126	19	\$129	26
Treatment work by an assistant conservator	\$101	41	\$76	5	\$99	15	\$111	20
Treatment work by a conservation technician	\$76	59	\$53	17	\$80	19	\$93	21
Written report/assessment	\$107	134	\$93	82	\$117	27	\$143	21
Examination (no treatment)	\$104	92	\$91	50	\$123	26	\$117	15
Surveys or assessments	\$108	137	\$98	84	\$121	30	\$125	20
Estimate for treatment	\$100	63	\$88	35	\$108	14	\$115	12
Administrative work/office time	\$86	82	\$82	50	\$99	16	\$88	12
Travel time	\$86	117	\$65	69	\$102	27	\$127	19



It is not uncommon for conservators to charge less than their normal rates in cases where the treatment is unsuccessful or only partially successful. Only about one-quarter say they always charge their standard rate for unsuccessful treatments across all company sizes; about 40% say they always charge their standard rate for partially successful treatments.

There is a fairly strong differential regarding the fee structure for non-profit clients based upon the size of the firm. One-half of the solo practitioners say they always charge their normal rate for non-profit clients. This drops to 28.2% for those in the 2-5 employee category, and to 37% for those in the 6+ employee category (see Exhibit 2.18).

2.18: Rate Variances

		Always charge standard rate	Sometimes charge lower rates	Usually charge lower rates	Always charge lower rate
Overall	Unsuccessful treatments	23.0%	25.7%	12.3%	11.2%
	Partially successful treatments	38.5%	24.1%	7.5%	3.2%
	Non-profit clients	43.3%	26.2%	11.8%	3.2%
Solo	Unsuccessful treatments	21.3%	32.4%	14.8%	13.0%
	Partially successful treatments	38.0%	31.5%	10.2%	2.8%
	Non-profit clients	50.0%	26.9%	12.0%	3.7%
2-5 employees	Unsuccessful treatments	23.1%	20.5%	10.3%	10.3%
	Partially successful treatments	41.0%	12.8%	2.6%	7.7%
	Non-profit clients	28.2%	33.3%	17.9%	2.6%
6+ employees	Unsuccessful treatments	28.6%	8.6%	8.6%	8.6%
	Partially successful treatments	37.1%	14.3%	5.7%	0.0%
	Non-profit clients	37.1%	20.0%	5.7%	2.9%



Daily Rate

A majority of the solo practitioners and those in the 2-5 employee category report that they have a daily rate. The presence of a daily rate is far less prevalent in the largest companies, cited by only about one-third (see Exhibit 2.19).

The actual daily rate spans a fairly broad range, with a 10th to 90th percentile range of \$500 to \$1,500. The median rate is generally stable across company size categories, ranging from \$750 for the solo practitioners to \$960 for those in the 2-5 employee range. Again, sample sizes must be taken into account when interpreting these data, with the most reliable statistics limited to the solo practitioners (see Exhibit 2.20).

Presence of a Daily Rate

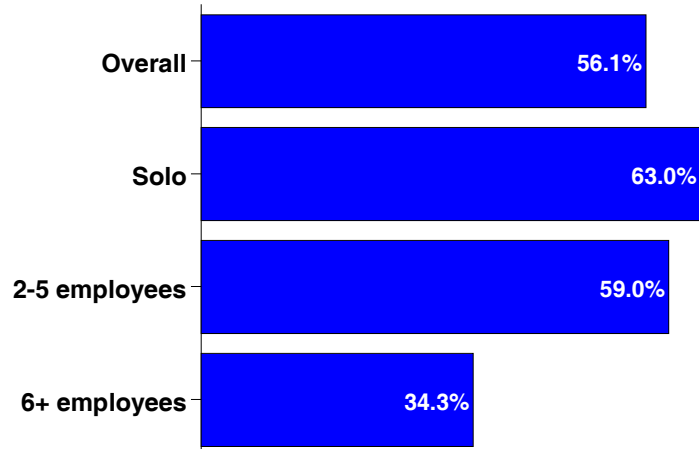


Exhibit 2.19

2.20: Daily Rate

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	105	\$500	\$645	\$800	\$1,000	\$1,500
Solo	68	\$500	\$600	\$750	\$837	\$1,000
2-5 employees	23	\$540	\$750	\$960	\$1,400	\$2,060
6+ employees	12	\$566	\$762	\$800	\$1,437	\$2,880



F. Compensation

Compensation Method

Given the large number of solo practitioners in the private practice sample, it is not surprising to see that taking a draw is the most popular compensation method by a significant margin. It remains the method cited by a majority of those in the 2-5 employee category, but is replaced by a traditional salary for those in the 6+ employee category. This meshes well with the sample demographics, with the 6+ employee category composed mainly of employees, and the other segments composed mainly of company principals.

2.21: Compensation Method

	Take a draw	On salary (either annual or hourly)	No response
Overall	61.0%	30.5%	8.6%
Solo	78.7%	17.6%	3.7%
2-5 employees	59.0%	28.2%	12.8%
6+ employees	14.3%	68.5%	17.1%

Work Hours

Most respondents are employed on a full-time basis (defined in the survey as being employed for 30 or more hours per week). The largest concentration of part-time workers are found in the solo practitioner category, with 35.2% reporting that they worked fewer than 30 hours per week (see Exhibit 2.22).

2.22: Employment Status

	Full-time (defined as 30 or more hours per week)	Part-time (defined as less than 30 hours per week)	No response
Overall	62.6%	21.4%	16.0%
Solo	50.9%	35.2%	13.9%
2-5 employees	76.9%	5.1%	17.9%
6+ employees	82.9%	0.0%	17.1%



Full-time conservators in the 2-5 employee category report the longest work week, stating that they work a median of 45 hours in a “normal” week, and 57.5 hours in a “heavy” week. The remaining respondents report working a median of 40 hours in a normal week, and 50 hours in a heavy week. There are too few responses to explore this issue among part-time conservators except for the solo practitioners (see Exhibit 2.23).

2.23: Hours Worked

	Full-time individuals				Part-time individuals			
	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=
Overall	40.0	114	51.8	98	20.0	39	35.0	38
Solo	40.0	54	50.0	45	20.0	37	30.0	36
2-5 employees	45.0	30	57.5	27	**	2	**	2
6+ employees	40.0	27	50.0	23	**	0	**	0

** = insufficient responses for tabulation.

Compensation Statistics

Examining compensation data for a group as diverse as private practice conservators is challenging. To explore the private practice compensation data to as fine a level as possible, the data were first segmented by full-time and part-time status. Then, within each group, the data were segmented by a variety of standard compensation-related criteria such as years of experience, location, education background, company size, and so forth.

Some criteria tracked in the survey could not be used due to small sample sizes. For example, the survey collected data on whether the individual works independently or under the supervision of a more senior conservator. Only a small number of individuals work under the supervision of a more senior conservator, thus making it impossible to use that criterion in the compensation analysis.

Some of the criteria used have small sample sizes for some segments. For example, only four full-time conservators are located in Canada; only ten are located in the North Central region. Small sample sizes will magnify outliers in the sample (individuals that reported an unusually large or unusually small compensation amount) and should be interpreted with care.

Most importantly, the majority of private practice conservators take a draw rather than receive an annual salary. This has a significant impact on compensation data since draw amounts often change month-to-month based upon company performance, and are also highly affected by overall company dynamics, such as the amount of revenue that is “fed



back” into the business rather than taken as salary/profit. This situation is often manifested as outliers on the data edges (the 10th and 90th percentile values). Thus, it is best to use the median as the most reflective indicator of compensation levels. Additionally, the total gross revenue of the company (see Exhibit 2.8) should also be reviewed to provide a more complete depiction of the financial status of private practice conservators.

Even though a variety of segmentation criteria are used, it is impossible to provide data that specifically answers the question of “how much does someone who is exactly like me make at other companies?” But, this answer can be developed by combining multiple categories. As an example, imagine the case of wanting to determine the median compensation for someone who is a solo practitioner, takes a draw, and has 16 years of experience. Taking each these criteria from Exhibit 2.24 shows median base compensation for each is \$35,000, \$40,000 and \$42,000 respectively. The average of these three values is \$39,000. While not precise, this method of combining categories makes maximum use of the data collected.

Compensation data for full-time individuals are provided in Exhibit 2.24; data for part-time individuals are provided in Exhibit 2.25.



2.24: Compensation: Full-time Individuals

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall		114	\$16,500	\$26,450	\$45,000	\$65,000	\$100,000
Company size	Solo	53	\$10,800	\$20,000	\$35,000	\$50,000	\$78,000
	2-5 employees	29	\$5,000	\$32,680	\$55,000	\$78,400	\$140,000
	6+ employees	29	\$40,000	\$43,300	\$60,000	\$81,500	\$120,000
Compensation type	Draw	72	\$10,600	\$22,070	\$40,000	\$64,250	\$100,000
	Salary	42	\$25,272	\$39,122	\$51,500	\$68,250	\$98,500
Total years of professional experience	Up to 5	6	**	\$24,250	\$40,930	\$61,250	**
	6-10	14	\$12,250	\$24,750	\$40,000	\$55,250	\$111,500
	11-15	12	\$22,888	\$32,250	\$55,500	\$79,500	\$92,000
	16-20	19	\$14,659	\$22,280	\$42,000	\$65,000	\$150,000
	21-30	38	\$7,924	\$17,798	\$50,000	\$76,250	\$125,000
	30+	23	\$25,640	\$40,000	\$46,800	\$70,000	\$112,000
Years in present position	Up to 5	21	\$24,968	\$30,227	\$45,000	\$62,500	\$81,200
	6-10	20	\$20,350	\$32,500	\$41,800	\$64,000	\$93,500
	11-15	15	\$13,600	\$36,000	\$60,000	\$125,000	\$230,000
	16-20	20	\$14,893	\$26,250	\$42,500	\$60,000	\$98,500
	20+	37	\$8,000	\$19,000	\$45,000	\$73,400	\$121,000
Gender	Male	44	\$17,597	\$30,000	\$54,486	\$88,750	\$132,500
	Female	66	\$13,261	\$24,990	\$40,000	\$60,000	\$75,900
Degree	No degree	17	\$6,792	\$17,567	\$30,000	\$55,000	\$148,000
	BS (in conservation or any other field)	42	\$8,255	\$25,000	\$43,000	\$64,689	\$98,500
	MS in conservation	60	\$20,000	\$30,113	\$51,500	\$66,500	\$95,000
	MS in any other field	28	\$7,700	\$27,470	\$40,000	\$72,500	\$104,000

Table continued on following page



2.24: Compensation: Full-time Individuals

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall		114	\$16,500	\$26,450	\$45,000	\$65,000	\$100,000
Company age	Up to 5 years	9	**	\$20,500	\$35,000	\$58,000	**
	6-10 years	10	**	\$21,664	\$46,000	\$54,250	**
	11-20	26	\$14,900	\$28,750	\$41,210	\$77,100	\$132,500
	20+	36	\$8,000	\$30,000	\$45,900	\$65,000	\$96,500
Region	Northeast	44	\$18,597	\$36,100	\$50,000	\$78,000	\$132,500
	South Atlantic	24	\$23,140	\$30,113	\$43,500	\$67,750	\$87,500
	South Central	13	\$8,200	\$22,500	\$35,000	\$50,800	\$69,800
	North Central	10	**	\$40,500	\$60,000	\$65,000	**
	Mountain/Pacific	18	\$5,000	\$12,994	\$28,300	\$61,250	\$83,800
	Canada	4	**	**	\$58,500	**	**

** = insufficient response for tabulation.



NOTE: Since only 37 individuals are in the part-time category, only median values are presented for compensation.

2.25: Compensation: Part-time Individuals

		n=	50 th percentile (median)
	Overall	37	\$20,000
Company size	Solo	35	\$20,000
	2-5 employees	2	**
	6+ employees	0	**
Compensation type	Draw	32	\$18,500
	Salary	5	\$30,000
Total years of professional experience	Up to 5	1	**
	6-10	3	\$14,000
	11-15	4	\$27,000
	16-20	9	\$20,000
	21-30	15	\$18,000
	30+	4	\$31,500
Years in present position	Up to 5	4	\$20,400
	6-10	6	\$19,800
	11-15	10	\$18,000
	16-20	8	\$21,000
	20+	9	\$25,000
Gender	Male	2	**
	Female	34	\$20,000
Degree	No degree	3	\$20,000
	BS (in conservation or any other field)	12	\$21,400
	MS in conservation	25	\$20,000
	MS in any other field	4	\$20,500

Table continue on following page



2.25: Compensation: Part-time Individuals

		n=	50 th percentile (median)
Company age	Up to 5 years	5	\$20,800
	6-10 years	8	\$12,000
	11-20	16	\$20,000
	20+	0	**
Region	Northeast	14	\$22,900
	South Atlantic	8	\$19,000
	South Central	1	**
	North Central	4	\$15,000
	Mountain/Pacific	6	\$28,500
	Canada	4	\$10,637

** = insufficient response for tabulation.

Salary Increases

Of the 100 individuals who are taking a draw and who provided information as to the amount of draw taken for 2008 and expected for 2009:

- ▶ 34% of them say they will take a smaller draw in 2009 than in 2008. The median decrease is 23.4%.
- ▶ 33% say there will be no change in the amount of draw taken in 2009 versus 2008.
- ▶ 33% say they will take a larger draw in 2009 than in 2008. The median increase is 25%.

Of the 57 individuals who are on salary:

- ▶ 17.5% reported that they received a salary increase in the past 12 months (45.6% said they did not, and 36.8% did not respond). Of those who did receive an increase, the median amount was 11.5%, with a range of 1% to 25%.

Additional Compensation

A total of 13.4% (25 individuals) reported that they receive additional cash compensation beyond their base salary exclusive of the value of benefits received from their company, or monies earned outside their company. The median amount reported was \$5,000. This compensation is usually described by the respondents as a “bonus,” or “annual bonus,” with a few mentioning circumstances such as profit sharing, distribution of profits to company owners, and/or overtime pay.



G. Benefits

Benefits Available

A sizeable number (47.1%) of the respondents indicated that a retirement plan is not available by or through their company. Of those who have a plan, a defined contribution plan is the most prevalent by a wide margin, cited by 38% overall and by 54.3% of those in the largest companies.

Retirement-specific benefits are summarized in Exhibit 2.26; general benefits are summarized in Exhibit 2.27 on the following page.

2.26: Retirement Benefits

<i>Data are the percentage saying the option is available through or from their company.</i>	Overall	Solo	2-5 employees	6+ employees
Traditional pension plan	1.1%	0.0%	2.6%	2.9%
Profit sharing plan	3.2%	2.8%	0.0%	8.6%
Defined contribution plan	38.0%	34.3%	30.8%	54.3%
Not sure what plans are offered	0.5%	0.0%	2.6%	0.0%
No plans offered	47.1%	57.4%	46.2%	20.0%
No response	12.3%	6.5%	17.9%	22.9%
n=	187	108	39	35

Note: Data do not sum to 100% since respondents could select more than one retirement benefit option.



2.27: General Benefits Offered

Data are the percentage saying the benefit is available through or from their company.

	Overall	Solo	2-5 employees	6+ employees
Professional liability insurance	34.8%	37.0%	33.3%	34.3%
Health insurance for myself	38.5%	33.3%	35.9%	57.1%
Health insurance for spouse/partner/family	17.1%	10.2%	20.5%	34.3%
Dental insurance (self OR family)	16.0%	10.2%	12.8%	37.1%
Vision insurance (self OR family)	7.5%	3.7%	7.7%	20.0%
Life insurance	15.0%	8.3%	15.4%	34.3%
Short-term disability insurance	10.7%	5.6%	7.7%	25.7%
Long-term disability insurance	10.2%	4.6%	12.8%	22.9%
Child care/day care expenses	4.3%	7.4%	0.0%	0.0%
AIC membership dues	73.3%	86.1%	66.7%	45.7%
Other professional association membership dues	62.0%	76.9%	56.4%	28.6%
AIC Annual Meeting fees (registration, travel, etc.)	51.3%	57.4%	48.7%	40.0%
Other professional meeting fees	52.9%	60.2%	53.8%	37.1%
Continuing education costs to pursue a degree	5.9%	5.6%	5.1%	8.6%
On-going continuing education costs (non-degree)	50.8%	58.3%	48.7%	37.1%
No response	15.0%	9.3%	20.5%	25.7%
n=	187	108	39	35



Paid Time Off and Sabbaticals

Given the large proportion of solo practitioners, only limited data are available on paid time off and sabbaticals. Responses are summarized in Exhibits 2.28 and 2.29.

2.28: Paid Time Off

		Overall	2-5 employees	6+ employees
	Receive paid time off	19.3%	25.6%	60.0%
	Categorized into defined types	44.4%	30.0%	52.4%
How paid time off is offered	Receive set number of days that can be used for any purpose	22.2%	20.0%	28.6%
	Both	25.0%	30.0%	19.0%
	No response	8.3%	20.0%	0.0%
Median number of days per year	Vacation	14	Insufficient responses for tabulation by segment	
	Sick time	5		
	Personal time	10		
	Bereavement leave	3		
	Paid time off (PTO) days	12		

2.29: Sabbaticals

		Overall	2-5 employees	6+ employees
	Company offers sabbaticals	2.1%	0.0%	14.4%
	Median number of years employed to qualify			4
	Median length of sabbatical (in days)			60

III. Museum/Historical Society Conservators

A. Organization Overview

Segmentation Approach

The first step when examining compensation and financial-related information is to determine an effective segmentation method. Overall statistics are useful, but the diversity of museums requires that the data be grouped in some fashion to create more homogeneous cohorts.

The size of the organization is typically used since it has the most significant impact on the issues explored in this survey. While museum size can be defined in several ways (e.g., staffing, budget, square footage, attendance, etc.) the most workable method for this survey is to use the total number of employees. The responses are categorized into the following three segments listed below and illustrated in Exhibit 3.1:

- ▶ “Small” — museums with up to 100 total staff (21.9% of the sample, total of 58 responses).
- ▶ “Medium” — museums with 101 to 500 staff (47.2% of the sample, total of 125 responses).
- ▶ “Large” — museums with greater than 500 total staff (30.6% of the sample, total of 81 responses).

Museum Size Categories

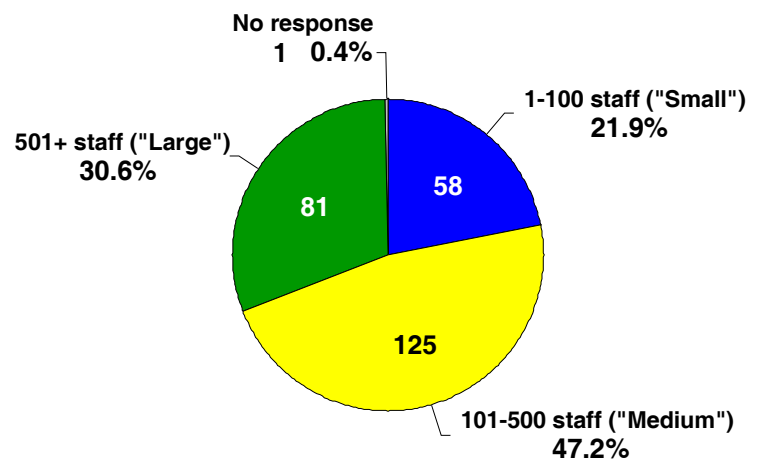


Exhibit 3.1

One respondent did not specify the total number of staff at his/her museum, and is excluded from all size-based analyses. The total sample consists of 265 respondents of which 37 (14%) are in university-run institutions.

This size-based classification system is used for all data concerning conservators who are employed in a museum setting, and is augmented with other criteria when examining compensation data. Note that the terms “small,” “medium,” and “large” are used for convenience, and do not necessarily translate into specific or “official” museum sector definitions of museum sizes. Also, it is essential to keep in mind that the survey sample consists only of museums that have conservators on staff. Thus, these data cannot be used to highlight generalizations about the museum sector as a whole, but rather only museums that employ conservators.



Governing Authority

Two-thirds of the respondents overall, and 79% of those employed by large museums indicate that their institution is a private non-profit entity. A government-based governing authority is indicated by an appreciable number, with those from the small and medium museums more often citing local and state-level governments, and those from the large museums tending to emphasize federal-level government (see Exhibit 3.2).

3.2: Governing Authority

	Overall	Small	Medium	Large
Municipal/county/local government	7.2%	5.2%	12.8%	0.0%
State/provincial government	9.8%	17.2%	12.0%	1.2%
Federal government	9.8%	6.9%	10.4%	11.1%
Tribal	0.4%	1.7%	0.0%	0.0%
Private non-profit	66.0%	65.5%	57.6%	79.0%
For-profit	3.0%	1.7%	1.6%	6.2%
Other	2.6%	1.7%	4.0%	1.2%
No response	1.1%	0.0%	1.6%	1.2%
n=	265	58	125	81

Staff Counts and Trends

The respondents were asked to indicate the number of paid and unpaid conservation professionals³ at their museum. As summarized in Exhibit 3.3 on the following page, the typical museum has seven paid and two unpaid conservation professionals. Responses vary in concert with museum size, peaking at a median of 28.5 paid and 5.0 unpaid conservators at the largest museums.

³ Respondents were asked to include all individuals (full- and part-time), including themselves, when indicating staffing levels. The category of unpaid conservation professionals was defined in the survey as “volunteers, interns, etc. who are primarily engaged in conservation work/activities.”



3.3: Number of Conservation Professionals

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	Total number of paid conservation professionals	250	2.0	3.8	7.0	19.3	49.1
	Total number of unpaid conservation professionals	221	0.0	1.0	2.0	5.0	12.0
Small	Total number of paid conservation professionals	57	1.0	2.0	3.0	6.5	10.0
	Total number of unpaid conservation professionals	51	0.0	0.0	1.0	3.0	4.0
Medium	Total number of paid conservation professionals	121	2.0	4.0	6.0	10.0	20.0
	Total number of unpaid conservation professionals	109	0.0	1.0	2.0	4.0	7.0
Large	Total number of paid conservation professionals	72	4.0	13.5	28.5	50.0	94.0
	Total number of unpaid conservation professionals	61	0.0	2.0	5.0	15.0	20.0

Over the past three years, the number of paid conservation professionals has typically decreased, as has the total number of paid staff. The number of unpaid conservation professionals has typically remained the same. The small museums buck this trend to a certain extent, with a plurality saying the number of paid conservators has increased at their museum over the past three years. The small museums are also more apt to report an upward trend in the number of unpaid conservators and total paid staff than their larger counterparts. This is most clearly seen by examining the average trend index in Exhibits 3.4 and 3.5. This index is based on a 1 to 5 scale where 1 is “significant decrease” and 5 is “significant increase.” Values above 3.0 indicate some level of growth. The average trend index for the small museums exceeds that of the large museums in every staff category examined.



3.4: Staffing Trends

<i>The most common response for each metric is noted in bold.</i>		Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index (*)
	Total number of paid conservation professionals	9.4%	28.3%	37.4%	13.2%	9.1%	2.6%	2.8
Past three years	Total number of unpaid conservation professionals	1.5%	7.9%	63.8%	11.7%	3.4%	11.7%	3.1
	Total number of paid staff	18.1%	40.8%	21.9%	10.2%	4.5%	4.5%	2.4
	Total number of paid conservation professionals	3.0%	18.9%	55.5%	14.7%	1.1%	6.8%	2.9
Next three years	Total number of unpaid conservation professionals	1.1%	4.9%	63.4%	15.1%	2.3%	13.2%	3.1
	Total number of paid staff	4.2%	24.2%	43.0%	17.7%	1.1%	9.8%	2.9

* = the average trend index is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations.



3.5: Staffing Trends by Organization Size

		The most common response for each metric is noted in bold .				Average trend index (*)	
		Decrease	Remain the same	Increase	Not sure/no response		
Past three years	Total number of paid conservation professionals	Overall	37.7%	37.4%	22.3%	2.6%	2.8
		Small	20.7%	41.4%	32.8%	5.2%	3.2
		Medium	40.8%	34.4%	23.2%	1.6%	2.8
		Large	45.7%	39.5%	13.6%	1.2%	2.7
	Total number of unpaid conservation professionals	Overall	9.4%	63.8%	15.1%	11.7%	3.1
		Small	12.1%	60.3%	17.2%	10.3%	3.1
		Medium	8.0%	64.8%	16.0%	11.2%	3.1
		Large	9.9%	65.4%	12.3%	12.3%	3.0
	Total number of paid staff	Overall	58.9%	21.9%	14.7%	4.5%	2.4
		Small	43.1%	31.0%	22.4%	3.4%	2.8
		Medium	60.8%	20.8%	13.6%	4.8%	2.4
		Large	67.9%	17.3%	11.1%	3.7%	2.1
Next three years	Total number of paid conservation professionals	Overall	21.9%	55.5%	15.8%	6.8%	2.9
		Small	13.8%	55.2%	24.1%	6.9%	3.1
		Medium	16.0%	56.8%	20.0%	7.2%	3.1
		Large	37.0%	54.3%	3.7%	4.9%	2.6
	Total number of unpaid conservation professionals	Overall	6.0%	63.4%	17.4%	13.2%	3.1
		Small	5.2%	60.3%	25.9%	8.6%	3.3
		Medium	4.8%	60.8%	20.8%	13.6%	3.2
		Large	8.6%	70.4%	6.2%	14.8%	3.0
	Total number of paid staff	Overall	28.3%	43.0%	18.9%	9.8%	2.9
		Small	17.2%	50.0%	22.4%	10.3%	3.0
		Medium	24.0%	45.6%	21.6%	8.8%	3.0
		Large	43.2%	34.6%	12.3%	9.9%	2.6

* = the average trend index is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations.



B. Work Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

- ▶ Assistant Conservator
- ▶ Associate Conservator
- ▶ Chief Conservator
- ▶ Conservator
- ▶ Curator
- ▶ Director
- ▶ Fellow
- ▶ Head of Conservation
- ▶ Senior Conservator

In many cases, the title is attached to a speciality area (e.g., “Associate Conservator for Paintings,” “Assistant Conservator for Objects,” etc.). Job titles are not used as a segmentation point in the analysis due to sample size constraints and the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an “Associate Conservator” at one museum may be much different than the role of a person with the same title at another museum).

Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following six general areas:

- ▶ Treatment and treatment-related actions/functions
- ▶ Conservation research
- ▶ Other conservation actions/functions: (e.g., surveys, preventive activities, etc.)
- ▶ Teaching/higher education activities: (e.g., classroom instruction, etc.)
- ▶ Administrative responsibilities
- ▶ All others

Treatment actions/functions account for the greatest share of the respondents’ time across all museum size categories, followed by administrative responsibilities (see Exhibit 3.6).

3.6: Work Activities

<i>All data are averages.</i>	Overall	Small	Medium	Large
Treatment and treatment-related actions/functions	37.3%	37.9%	34.5%	41.1%
Conservation research	10.6%	9.1%	9.0%	13.9%
Other conservation actions/functions	20.5%	20.7%	21.6%	18.6%
Teaching/higher education activities	4.5%	4.8%	5.3%	3.1%
Administrative responsibilities	23.6%	23.3%	25.8%	20.6%
All others	3.5%	4.2%	3.8%	2.6%
n=	265	58	125	81



Responsibilities

It is important when examining compensation issues to determine the “authority” level of the respondent, since this often impacts compensation to the same degree as factors such as education and experience. The survey explored this issue using three metrics: staff supervision, level of independent work, and departmental budget authority.

About two-thirds of the respondents report that they have staff supervision responsibilities. Having staff supervision responsibilities is far more common among respondents at the small museums — 79.3% of the respondents from small museums have at least one staff person who reports to them versus only 58% at the largest museums (see Exhibit 3.7).

3.7: Staff Supervision Responsibilities

	Overall	Small	Medium	Large
No reporting staff	31.3%	20.7%	29.6%	42.0%
1 reporting staff	18.5%	22.4%	19.2%	14.8%
2 reporting staff	16.2%	22.4%	16.8%	11.1%
3 reporting staff	10.6%	13.8%	8.8%	11.1%
4-5 reporting staff	6.8%	3.4%	9.6%	4.9%
6-10 reporting staff	11.3%	12.1%	12.0%	9.9%
11 or more reporting staff	4.5%	5.2%	3.2%	6.1%
No response	0.8%	0.0%	0.8%	0.0%
n=	265	58	125	81

Most (76.2%) of the respondents say they usually work independently, with the remainder saying they usually work under the direction/supervision of someone else at their museum. The proportion working independently peaks at 84.5% among those employed at small museums (see Exhibit 3.8).

3.8: Level of Independent Work

	Overall	Small	Medium	Large
Usually work independently	76.2%	84.5%	80.0%	65.4%
Usually work under the direction/supervision of someone else at my organization	23.4%	15.5%	19.2%	34.6%
No response	0.4%	0.0%	0.8%	0.0%
n=	265	58	125	81



Although few respondents report that they are the final decision-maker when it comes to budgetary decisions for their department, a majority overall have at least some level of input into budget issues. The exceptions are those employed at large museums, with 51.9% saying they have little or no input into departmental budget issues (see Exhibit 3.9).

3.9: Departmental Budget Authority

	Overall	Small	Medium	Large
Am the final (or only) decision-maker when it comes to budgetary issues for my department	7.9%	6.9%	9.6%	6.2%
Have significant input or control over budgetary issues, but someone else has the “final say” for my department	29.8%	48.3%	31.2%	14.8%
I have some input into budgetary issues for my department	27.5%	20.7%	31.2%	27.2%
I have little or no input into budgetary issues for my department	34.7%	24.1%	28.0%	51.9%
n=	265	58	125	81



C. Compensation

Overview

Virtually all of the respondents (97%) are paid an annual salary. The data from the eight individuals who are compensated on an hourly basis were converted to the annual equivalent (based on the number of hours they reported working per week) to streamline the analysis.

All but 15 of the respondents are employed on a full-time basis at their museum (defined in the survey as being employed for 30 or more hours per week). Due to the sample size constraints for part-time individuals, all compensation analyses are limited to the 250 full-time respondents.

The number of hours worked in a “normal” and “heavy” week are identical across museum size categories for the full-time employees (median of 40 hours in a normal week; median of 45 hours in a heavy week). Those employed on a part-time basis appear to put in more hours per week if they work at a large museum, albeit the sample size is too small to determine this conclusively (see Exhibit 3.10).

3.10: Hours Worked

	Full-time individuals				Part-time individuals			
	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=
Overall	40.0	250	45.0	215	24.0	15	28.0	13
Small	40.0	55	45.0	49	24.0	3	24.0	3
Medium	40.0	117	45.0	101	22.5	8	30.0	6
Large	40.0	77	45.0	64	29.0	4	32.0	4

** = insufficient responses for tabulation.

Nearly all (93.2%) of the full-time employed respondents are classified as exempt (e.g., not paid for overtime hours).



Compensation Data

The compensation data are segmented by a variety of standard compensation-related criteria such as years of experience, location, education background, organization size, and so forth, with the results provided in Exhibit 3.11. But, even though a variety of segmentation criteria are used, it is impossible to provide data that specifically answers the question of “how much does someone who is exactly like me make at other companies?” This answer can be developed by combining multiple categories. As an example, imagine the case of wanting to determine the median compensation for someone who is employed at a small museum in the North East and has 16 years of professional experience. Taking each these criteria from Exhibit 3.11 shows median base compensation for each is \$53,000, \$56,000 and \$61,000 respectively. The average of these three values is \$56,667. While not precise, this method of combining categories makes maximum use of the data collected.

It is essential to keep in mind the sample sizes when examining the compensation data. Some segments are composed of only a small number of respondents (for example, only five individuals are in the Ph.D. segment), and their responses may not be an accurate reflection of the full segment.

Job titles are not used as a segmentation point in Exhibit 3.11 due to the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an “Associate Conservator” at one museum may be much different than the role of a person with the same title at another museum). Thus, the criteria are based on more uniform and standardized metrics such as years of experience, responsibility levels, education, etc.



3.11: Compensation (Full-time Individuals)

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	
Overall	250	\$31,711	\$41,800	\$58,000	\$75,000	\$96,446	
Museum size	Small	55	\$32,000	\$38,000	\$53,000	\$65,000	\$87,300
	Medium	117	\$31,160	\$45,000	\$64,500	\$79,950	\$97,200
	Large	77	\$31,840	\$42,195	\$56,000	\$79,900	\$114,600
	University/ college-based	33	\$34,360	\$51,000	\$60,000	\$75,000	\$108,800
Museum type	Standalone	217	\$31,160	\$41,000	\$58,000	\$75,201	\$98,103
Governing authority	Government (all levels)	68	\$31,631	\$43,042	\$62,925	\$81,573	\$101,100
	Private non-profit	169	\$31,200	\$43,000	\$56,000	\$75,000	\$93,000
Total years of professional experience	Up to 5	44	\$26,000	\$30,000	\$34,450	\$40,750	\$49,350
	6-10	40	\$30,000	\$36,625	\$43,695	\$53,954	\$66,597
	11-15	27	\$39,280	\$44,000	\$54,400	\$65,000	\$68,223
	16-20	39	\$40,000	\$52,000	\$61,000	\$75,403	\$90,000
	21-30	65	\$51,600	\$58,500	\$69,000	\$90,500	\$108,200
	30+	35	\$66,800	\$72,315	\$85,500	\$103,000	\$140,000
Years in present position	Up to 5	116	\$30,000	\$32,500	\$43,500	\$58,000	\$84,600
	6-10	41	\$39,135	\$47,950	\$60,000	\$77,450	\$91,500
	11-15	27	\$42,700	\$59,261	\$68,200	\$70,032	\$92,000
	16-20	30	\$45,700	\$58,560	\$67,100	\$97,000	\$123,900
	20+	36	\$54,800	\$67,725	\$80,000	\$99,750	\$139,050
Gender	Male	50	\$40,239	\$57,250	\$70,000	\$100,750	\$125,000
	Female	193	\$31,000	\$40,000	\$54,000	\$69,185	\$88,400
Degree	No degree	9	**	\$60,000	\$80,293	\$108,500	**
	BS (in conservation or any other field)	80	\$30,100	\$38,707	\$53,000	\$69,150	\$90,500
	MS in conservation	200	\$31,247	\$40,607	\$57,000	\$74,500	\$93,000
	MS in any other field	42	\$36,600	\$45,000	\$58,700	\$71,950	\$103,600
	Ph.D. (in conservation or any other field)	5	**	**	\$96,000	**	**

Table continued on following page



3.11: Compensation (Full-time Individuals)

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	
Overall	250	\$31,711	\$41,800	\$58,000	\$75,000	\$96,446	
Number of reporting staff	None	77	\$30,000	\$31,200	\$40,477	\$53,909	\$69,040
	1-3	112	\$38,150	\$50,175	\$60,000	\$75,000	\$90,700
	4+	59	\$45,000	\$61,000	\$78,000	\$100,000	\$125,000
Department budget responsibility	Have little or no input	85	\$30,000	\$31,100	\$41,000	\$54,500	\$69,068
	Have some input	69	\$36,500	\$44,427	\$64,000	\$75,000	\$91,000
	Have significant input or control	75	\$46,764	\$53,000	\$63,750	\$84,000	\$103,600
	Final (or only) decision-maker	21	\$62,112	\$71,500	\$90,000	\$104,500	\$176,000
Work responsibility	Usually work under supervision	57	\$27,120	\$31,500	\$41,200	\$52,500	\$65,000
	Usually work independently	192	\$36,430	\$50,175	\$64,085	\$81,573	\$102,000
Region	Northeast	83	\$31,000	\$40,000	\$56,000	\$75,000	\$92,200
	South Atlantic	55	\$31,871	\$40,000	\$58,000	\$82,000	\$101,400
	South Central	14	\$24,500	\$41,250	\$56,250	\$80,675	\$116,500
	North Central	48	\$35,890	\$41,000	\$52,500	\$72,236	\$82,400
	Mountain/Pacific	39	\$31,200	\$44,000	\$62,027	\$90,000	\$114,000
	Canada	11	**	\$59,261	\$62,850	\$70,000	**

** = insufficient responses for tabulation.



Pay Increases

Fewer than one-third of the respondents overall report that they received a pay increase in the past 12 months. The incidence of a pay increase is somewhat more common among those employed at small museums than large. The actual amount of the increase remains constant across museum size categories (median of 3%, with a range typically expressed as 1% to 15%). Responses are summarized in Exhibit 3.12.

3.12: Received a Pay Increase in the Past 12 Months

		Overall	Small	Medium	Large
Received a pay increase		31.6%	36.4%	35.0%	23.4%
Amount received	Low	1.0%	2.0%	1.0%	2.0%
	Median	3.0%	3.0%	3.0%	3.0%
	High	15.0%	14.0%	15.0%	14.0%
	n=	76	20	39	17
Did not receive a pay increase		66.4%	58.2%	64.1%	75.3%
No response		2.0%	5.5%	0.9%	1.3%
n=		250	55	117	77

Note: Data limited to those employed on a full-time basis.

Additional Cash Compensation

Only a small number of respondents (8.8% overall) received additional cash compensation⁴ from their employer beyond their base salary. This additional compensation is typically described as a bonus (e.g., an incentive bonus, retention bonus, annual bonus, etc.) and ranges from \$250 to \$5,000 with a median of \$1,200 (see Exhibit 3.13).

3.13: Additional Cash Compensation Received

		Overall	Small	Medium	Large
Received additional cash compensation		8.8%	7.3%	8.5%	10.4%
Amount received	Low	\$250	\$730	\$300	\$250
	Median	\$1,200	\$1,400	\$1,350	\$1,000
	High	\$5,000	\$3,500	\$5,000	\$2,000
	n=	19	4	8	7
No		91.2%	92.7%	91.5%	89.6%
n=		250	55	117	77

Note: Data limited to those employed on a full-time basis.

⁴ This additional compensation was defined in the survey to exclude the value of any benefits received or any monies earned outside of the organization.



Freelance Work

A majority of the respondents engaged in freelance work⁵ in 2008 or 2009. An additional 16.2% overall are considering doing so. The incidence of engaging in freelance work is especially prevalent among those with greater than 20 years of professional experience, and those employed at the large museums (see Exhibit 3.14).

3.14: Prevalence of Freelance Work

		Engaged in freelance conservation work in 2008 or 2009	Considering doing so	No freelance involvement	n=
Overall		56.2%	16.2%	27.5%	265
Museum size	Small	51.7%	22.4%	25.9%	58
	Medium	54.4%	13.6%	32.0%	125
	Large	63.0%	16.0%	21.0%	81
	Up to 5	43.8%	35.4%	20.8%	48
Total years of professional experience	6-10	61.9%	16.7%	21.4%	42
	11-15	54.8%	19.4%	25.8%	31
	16-20	50.0%	12.5%	37.5%	40
	21-30	63.2%	8.8%	27.9%	68
	30+	61.1%	5.6%	33.3%	36

Freelance work can account for a sizeable amount of income. While the median amount realized from freelance work is only \$3,000 for 2008 and expected to be a median of \$3,500 for 2009, one in ten respondents overall earn roughly \$20,000 or more per year from their freelance work. The median hourly rate is \$90, which is analogous with the rates charged by those in private practice (see Exhibits 2.16 and 2.17 for data concerning rates charged by private practice conservators). While there are some variations in these data based upon museum size, more significant variations are based upon the experience level of the respondent, especially with regards to billing rates. Data on freelance work metrics are provided in Exhibit 3.15 on the following page.

⁵ Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.



3.15: Freelance Financial Metrics

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	Hourly billing rate	140	\$60.25	\$75.00	\$90.00	\$100.00	\$138.50
	Gross income in 2008	129	\$500	\$1,290	\$3,000	\$10,000	\$19,000
	Expected gross income for 2009	127	\$500	\$1,400	\$3,500	\$10,000	\$22,600
Museum size: small	Hourly billing rate	29	\$70.00	\$80.00	\$90.00	\$100.00	\$125.00
	Gross income in 2008	26	\$500	\$1,500	\$3,500	\$10,000	\$25,000
	Expected gross income for 2009	24	\$875	\$1,275	\$4,500	\$12,500	\$27,500
Museum size: medium	Hourly billing rate	61	\$63.00	\$75.00	\$90.00	\$100.00	\$125.00
	Gross income in 2008	56	\$570	\$1,000	\$3,000	\$10,750	\$25,000
	Expected gross income for 2009	56	\$485	\$1,425	\$3,000	\$10,750	\$25,000
Museum size: large	Hourly billing rate	50	\$50.50	\$75.00	\$90.00	\$125.00	\$200.00
	Gross income in 2008	47	\$460	\$1,500	\$4,000	\$8,000	\$12,600
	Expected gross income for 2009	47	\$500	\$1,200	\$3,500	\$7,000	\$16,000

Table continued on following page



3.15: Freelance Financial Metrics

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	Hourly billing rate	140	\$60.25	\$75.00	\$90.00	\$100.00	\$138.50
	Gross income in 2008	129	\$500	\$1,290	\$3,000	\$10,000	\$19,000
	Expected gross income for 2009	127	\$500	\$1,400	\$3,500	\$10,000	\$22,600
Years of experience: up to 5 years	Hourly billing rate	18	\$39.00	\$65.00	\$77.50	\$90.00	\$125.00
	Gross income in 2008	13	\$360	\$600	\$2,000	\$4,875	\$14,600
	Expected gross income for 2009	17	\$420	\$1,000	\$1,500	\$2,550	\$6,000
Years of experience: up to 6-10 years	Hourly billing rate	26	\$57.50	\$75.00	\$90.00	\$100.00	\$121.50
	Gross income in 2008	24	\$275	\$590	\$2,100	\$11,500	\$24,500
	Expected gross income for 2009	20	\$440	\$1,500	\$4,000	\$19,500	\$29,500
Years of experience: up to 11-15 years	Hourly billing rate	17	\$59.00	\$77.50	\$95.00	\$100.00	\$180.00
	Gross income in 2008	15	\$1,220	\$2,000	\$3,000	\$6,000	\$12,000
	Expected gross income for 2009	16	\$850	\$2,000	\$3,250	\$4,375	\$16,000
Years of experience: up to 16-20 years	Hourly billing rate	19	\$70.00	\$80.00	\$90.00	\$125.00	\$175.00
	Gross income in 2008	18	\$1,400	\$2,375	\$5,500	\$10,000	\$16,000
	Expected gross income for 2009	20	\$615	\$1,300	\$5,500	\$10,750	\$20,000
Years of experience: up to 21-30 years	Hourly billing rate	39	\$50.00	\$75.00	\$100.00	\$100.00	\$125.00
	Gross income in 2008	39	\$500	\$1,080	\$5,000	\$10,000	\$20,000
	Expected gross income for 2009	38	\$480	\$1,500	\$5,500	\$12,250	\$20,000
Years of experience: 30+ years	Hourly billing rate	21	\$75.00	\$85.00	\$100.00	\$137.50	\$200.00
	Gross income in 2008	20	\$610	\$1,150	\$3,000	\$11,000	\$44,500
	Expected gross income for 2009	16	\$440	\$1,100	\$3,000	\$25,500	\$40,800



D. Benefits

Benefits Available

Most respondents (95.2%) report that their museum offers a retirement plan of some sort. Defined contribution plans are the most popular by a wide margin, cited by 83.6% overall. The most significant difference across museum size categories centers on traditional pension plans, with the number offering such a retirement benefit increasing from 14.5% among the small museums to 32.5% among the large museums.

Similar patterns are seen regarding general benefits — while the overall incidence of “standard” benefits such as health insurance remain stable across museum size categories, the large museums tend to be more likely to offer benefits such as life insurance, vision insurance, and professional fees.

Retirement-specific benefits are summarized in Exhibit 3.16; general benefits are summarized in Exhibit 3.17 on the following page.

3.16: Retirement Plans

	Overall	Small	Medium	Large
Traditional pension plan	27.6%	14.5%	30.8%	32.5%
Profit sharing plan	1.6%	0.0%	2.6%	1.3%
Defined contribution plan	83.6%	80.0%	82.9%	88.3%
Not sure what plans are offered	5.2%	7.3%	3.4%	5.2%
No plans offered	3.2%	7.3%	2.6%	1.3%
No response	1.6%	1.8%	2.6%	0.0%
n=	250	55	117	77

Note: Data are limited to those who are employed full-time at their museum. Data do not sum to 100% since the respondents could select more than one choice.



3.17: Benefits Offered

	Overall	Small	Medium	Large
Professional liability insurance	4.8%	9.1%	2.6%	5.2%
Health insurance for myself	75.6%	78.2%	76.1%	74.0%
Health insurance for spouse/partner/family	73.6%	69.1%	69.2%	84.4%
Dental insurance (self OR family)	84.0%	74.5%	85.5%	89.6%
Vision insurance (self OR family)	54.0%	43.6%	60.7%	51.9%
Life insurance	71.2%	60.0%	70.9%	80.5%
Short-term disability insurance	53.6%	52.7%	51.3%	58.4%
Long-term disability insurance	53.2%	52.7%	53.0%	54.5%
Child care/day care expenses	2.8%	1.8%	1.7%	5.2%
AIC membership dues	25.2%	27.3%	25.6%	23.4%
Other professional association membership dues	17.2%	14.5%	20.5%	14.3%
AIC Annual Meeting fees (registration, travel, etc.)	42.8%	30.9%	41.0%	54.5%
Other professional meeting fees	33.2%	21.8%	35.0%	39.0%
Continuing education costs to pursue a degree	12.8%	9.1%	6.8%	24.7%
On-going continuing education costs (non-degree)	28.2%	25.5%	26.5%	36.4%
No response	5.2%	9.1%	4.3%	2.6%
n=	250	55	117	77

Note: Data are limited to those who are employed full-time at their museum.

Paid Time Off and Sabbaticals

As expected, virtually all of the respondents report that their museum offers them paid time off. The small museums tend to be the most flexible in structuring paid time off — while most categorize paid time off into defined types (e.g., vacation time, sick time, etc.), 15.1% of the small museum respondents say their organization allots them a set number of days that can be used for any purpose; an additional 9.4% say they receive both defined paid time off and a flexible allocation.

The actual number of days offered as paid time off remain substantially the same across museum categories. Responses are summarized in Exhibit 3.18 on the following page.



3.18: Paid Time Off

		Overall	Small	Medium	Large
	Receive paid time off	98.0%	96.4%	99.1%	97.4%
	Categorized into defined types	80.8%	73.6%	81.0%	85.3%
How paid time off is offered	Receive set number of days that can be used for any purpose	8.2%	15.1%	6.9%	5.3%
	Both	9.4%	9.4%	10.3%	8.0%
	No response	1.6%	1.9%	1.7%	1.3%
Median number of days per year	Vacation	20	20	20	20
	Sick time	12	12	12	12
	Personal time	3	3	3	2
	Bereavement leave	3	4	3	3
	Paid time off (PTO) days	10	11	10	12

Note: Data for paid time off limited to those who are employed full-time at their museum.

About one in five respondents overall indicate that their museum offers sabbaticals. Overall, the respondents report that they are required to be employed for a median of 5.5 years before they qualify for a sabbatical. The median sabbatical length is 90 days. However, note that the sabbatical data are based on only a small number of respondents, so these responses may not be truly reflective of the museum community (see Exhibit 3.19).

3.19: Sabbaticals

	Overall	Small	Medium	Large
Museum offers sabbaticals	21.5%	20.7%	20.0%	24.7%
Median number of years employed to qualify	5.5	4.5	10.0	5.0
Median length of sabbatical (in days)	90	90	90	120
n= (*)	20	4	9	7

* = the sample size refers to the number of respondents who provided details regarding sabbatical qualifications and length.

IV. Library/Archive Conservators

A. Organization Overview

Segmentation Approach

The first step when examining compensation and financial-related information is to determine an effective segmentation method. Overall statistics are useful, but the diversity of libraries and archives requires that the data be grouped in some fashion to create more homogeneous cohorts.

The size of the organization is typically used since it has the most significant impact on the issues explored in this survey. While organization size can be defined in several ways (e.g., staffing, budget, square footage, collection volume, etc.) the most workable method for this survey is to use the total number of employees. The responses are categorized into the following two segments listed below and illustrated in Exhibit 4.1:

- ▶ “Small/Medium” — libraries/archives with up to 250 total staff (48% of the sample, total of 48 responses).
- ▶ “Large” — libraries/archives with greater than 250 total staff (50% of the sample, total of 50 responses).

Two respondents did not specify the total number of staff at their organization and are excluded from all size-based analyses. The total sample consists of 100 respondents of which 65% are from university-run institutions.

This size-based classification system is used for all data concerning conservators who are employed in a library/archive setting, and is augmented with other criteria when examining compensation data.

Library/Archive Size Categories

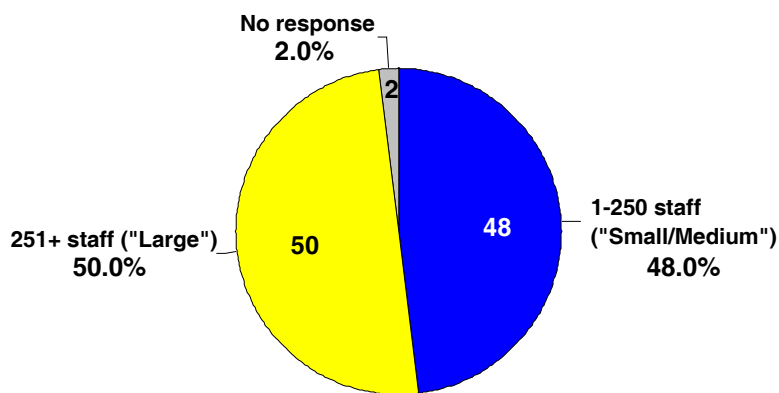


Exhibit 4.1

Note that the terms “small/medium” and “large” are used for convenience, and do not necessarily translate into specific or “official” definitions of library/archive sizes. Also, it is essential to keep in mind that the survey sample consists only of institutions that have conservators on staff. Thus, these data cannot be used to highlight generalizations about the library/archive sector as a whole, but rather only those that employ conservators.



Governing Authority

The responses are about equally divided between organizations whose governing authority is a government entity, and those that are organized as private non-profit groups. State-level control is especially popular among the small/medium libraries/ archives, as summarized in Exhibit 4.2.

4.2: Governing Authority

	Overall	Small/Medium	Large
Municipal/county/local government	4.0%	2.1%	6.0%
State/provincial government	35.0%	47.9%	24.0%
Federal government	11.0%	0.0%	20.0%
Private non-profit	47.0%	45.8%	48.0%
For-profit	2.0%	2.1%	2.0%
No response	1.0%	2.1%	0.0%
n=	100	48	50

Staff Counts and Trends

The respondents were asked to indicate the number of paid and unpaid conservation professionals⁶ at their organization. As summarized in Exhibit 4.3 on the following page, the typical library/archive has four paid and one unpaid conservation professionals. Median responses for paid conservation professionals vary proportionally with organization size, but the number of unpaid conservation professionals remains stable regardless of the size of the library/archive.

⁶ Respondents were asked to include all individuals (full- and part-time), including themselves, when indicating staffing levels. The category of unpaid conservation professionals was defined in the survey as “volunteers, interns, etc. who are primarily engaged in conservation work/activities.”



4.3: Number of Conservation Professionals

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	Total number of paid conservation professionals	95	1.0	2.0	4.0	9.5	33.2
	Total number of unpaid conservation professionals	78	0.0	0.0	1.0	2.0	5.0
Small/ Medium	Total number of paid conservation professionals	46	1.0	2.0	3.0	5.0	8.5
	Total number of unpaid conservation professionals	37	0.0	0.0	1.0	3.0	10.0
Large	Total number of paid conservation professionals	49	2.0	4.0	5.0	24.0	46.0
	Total number of unpaid conservation professionals	41	0.0	0.0	1.0	2.0	3.0

Over the past three years, the number of paid and unpaid conservation professionals has typically remained stable or, in the case of paid conservation professionals at the large libraries/archives, has typically increased. The total number of paid staff has typically declined over the same time period. No significant changes are foreseen over the next three years with regard to the number of paid and unpaid conservation professionals. Total staff counts, however, are expected to decrease somewhat over the next three years.

Overarching staff level trends are most clearly seen by examining the average trend index in Exhibits 4.4 and 4.5. This index is based on a 1 to 5 scale where 1 is “significant decrease” and 5 is “significant increase.” Values above 3.0 indicate some level of growth; values below 3.0 indicate a contraction.



4.4: Staffing Trends

<i>The most common response for each metric is noted in bold.</i>		Significant decrease	Somewhat decrease	Remain the same	Somewhat increase	Significant increase	Not sure/no response	Average trend index (*)
Past three years	Total number of paid conservation professionals	4.0%	15.0%	41.0%	28.0%	10.0%	2.0%	3.3
	Total number of unpaid conservation professionals	0.0%	10.0%	62.0%	12.0%	4.0%	12.0%	3.1
	Total number of paid staff	10.0%	36.0%	23.0%	21.0%	4.0%	6.0%	2.7
Next three years	Total number of paid conservation professionals	1.0%	15.0%	62.0%	14.0%	3.0%	5.0%	3.0
	Total number of unpaid conservation professionals	2.0%	11.0%	55.0%	13.0%	2.0%	17.0%	3.0
	Total number of paid staff	4.0%	33.0%	36.0%	13.0%	2.0%	12.0%	2.7

* = the average trend index is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations.

4.5: Staffing Trends by Organization Size

<i>The most common response for each metric is noted in bold.</i>			Decrease	Remain the same	Increase	Not sure/no response	Average trend index (*)
Past three years	Total number of paid conservation professionals	Overall	19.0%	41.0%	38.0%	2.0%	3.3
		Small/Medium	16.7%	54.2%	25.0%	4.2%	3.1
		Large	22.0%	30.0%	48.0%	0.0%	3.4
	Total number of unpaid conservation professionals	Overall	10.0%	62.0%	16.0%	12.0%	3.1
		Small/Medium	14.6%	52.1%	16.7%	16.7%	3.1
		Large	6.0%	70.0%	16.0%	8.0%	3.1
	Total number of paid staff	Overall	46.0%	23.0%	25.0%	6.0%	2.7
		Small/Medium	41.7%	25.0%	22.9%	10.4%	2.8
		Large	50.0%	22.0%	26.0%	2.0%	2.7

Table continued on following page



4.5: Staffing Trends by Organization Size

		The most common response for each metric is noted in bold .				Average trend index (*)	
		Decrease	Remain the same	Increase	Not sure/no response		
Next three years	Total number of paid conservation professionals	Overall	16.0%	62.0%	17.0%	5.0%	3.0
		Small/Medium	12.5%	62.5%	16.7%	8.3%	3.1
		Large	20.0%	60.0%	18.0%	2.0%	3.0
	Total number of unpaid conservation professionals	Overall	13.0%	55.0%	15.0%	17.0%	3.0
		Small/Medium	14.6%	47.9%	16.7%	20.8%	3.1
		Large	12.0%	60.0%	14.0%	14.0%	3.0
	Total number of paid staff	Overall	37.0%	36.0%	15.0%	12.0%	2.7
		Small/Medium	33.3%	41.7%	12.5%	12.5%	2.8
		Large	40.0%	30.0%	18.1%	12.0%	2.7

* = the average trend index is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations.



B. Work Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

- ▶ Assistant Conservator
- ▶ Associate Conservator
- ▶ Chief Conservator
- ▶ Collections Conservator
- ▶ Conservation Librarian
- ▶ Conservation Technician
- ▶ Conservator
- ▶ Conservator for Special Collections
- ▶ Head of Conservation
- ▶ Paper Conservator
- ▶ Preservation Librarian
- ▶ Senior Paper Conservator

Job titles are not used as a segmentation point in the analysis due to sample size constraints and the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an “Associate Conservator” at one organization may be much different than the role of a person with the same title at another organization).

Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following six general areas:

- ▶ Treatment and treatment-related actions/functions
- ▶ Conservation research
- ▶ Other conservation actions/functions (e.g., surveys, preventive activities, etc.)
- ▶ Teaching/higher education activities (e.g., classroom instruction, etc.)
- ▶ Administrative responsibilities
- ▶ All others

Treatment actions/functions account for the greatest share of the respondents’ time across all library/archive size categories, followed by administrative responsibilities. Those employed at small/medium organizations are more apt to spend their time on administrative issues versus on treatment actions/functions compared with their peers at larger organizations (see Exhibit 4.6).

4.6: Work Activities

<i>All data are averages.</i>	Overall	Small/Medium	Large
Treatment and treatment-related actions/functions	40.8%	37.6%	43.8%
Conservation research	6.0%	6.6%	5.0%
Other conservation actions/functions	15.9%	15.2%	16.4%
Teaching/higher education activities	5.0%	5.7%	4.4%
Administrative responsibilities	28.8%	31.4%	26.9%
All others	3.6%	3.7%	3.5%
n=	98	47	49



Responsibilities

It is important when examining compensation issues to determine the “authority” level of the respondent, since this often impacts compensation to the same degree as factors such as education and experience. The survey explored this issue using three metrics: staff supervision, level of independent work, and departmental budget authority.

A majority of the respondents report that they have staff supervision responsibilities. Having staff supervision responsibilities is far more common among respondents at the small/medium libraries/archives — 87.5% have at least one reporting staff person versus 56% of the respondents at the large libraries/archives (see Exhibit 4.7).

4.7: Staff Supervision Responsibilities

	Overall	Small/Medium	Large
No reporting staff	28.0%	12.5%	44.0%
1 reporting staff	16.0%	20.8%	10.0%
2 reporting staff	14.0%	20.8%	6.0%
3 reporting staff	11.0%	14.6%	8.0%
4-5 reporting staff	14.0%	18.8%	10.0%
6-10 reporting staff	14.0%	10.4%	18.0%
11 or more reporting staff	3.0%	2.1%	4.0%
n=	100	48	50

Eight out of every ten respondents say they usually work independently, with the remainder saying they usually work under the direction/supervision of someone else at their library/archive. The proportion working independently remains generally constant across organization size categories (see Exhibit 4.8).

4.8: Level of Independent Work

	Overall	Small/Medium	Large
Usually work independently	80.0%	77.1%	82.0%
Usually work under the direction/supervision of someone else at my organization	20.0%	22.9%	18.0%
n=	100	48	50



Although only one in ten of the respondents report that they are the final decision-maker when it comes to budgetary decisions for their department, a majority overall have at least some level of input into budget issues. Departmental budgetary control is more commonly seen among the respondents in the small/medium size category (see Exhibit 4.9).

4.9: Departmental Budget Authority

	Overall	Small/Medium	Large
Am the final (or only) decision-maker when it comes to budgetary issues for my department	10.0%	10.4%	10.0%
Have significant input or control over budgetary issues, but someone else has the “final say” for my department	27.0%	33.3%	22.0%
I have some input into budgetary issues for my department	23.0%	22.9%	20.0%
I have little or no input into budgetary issues for my department	40.0%	33.3%	48.0%
n=	100	48	50



C. Compensation

Overview

Virtually all of the respondents (93%) are paid an annual salary. The data from the seven individuals who are compensated on an hourly basis were converted to the annual equivalent (based on the number of hours they reported working per week) to streamline the analysis.

All but eight of the respondents are employed on a full-time basis at their library/archive (defined in the survey as being employed for 30 or more hours per week). Due to the sample size constraints for part-time individuals, all compensation analyses are limited to the 92 full-time respondents.

The number of hours worked in a “normal” and “heavy” week are identical across organization size categories for the full-time employees (median of 40 hours in a normal week; median of 45 hours in a heavy week). Those employed on a part-time basis report working a median of 20.5 hours in a normal week, and 27 hours in a heavy week (see Exhibit 4.10).

4.10: Hours Worked

	Full-time individuals				Part-time individuals			
	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=	Median hours worked in a “normal” work week	n=	Median hours worked in a “heavy” work week	n=
Overall	40.0	91	45.0	74	20.5	8	27.0	6
Small/Medium	40.0	45	45.0	36	<i>Insufficient data for additional segmentation</i>			
Large	40.0	45	45.0	37				

The large majority (89.1%) of the full-time employed respondents are classified as exempt (e.g., not paid for overtime hours).

Compensation Data

The compensation data are segmented by a variety of standard compensation-related criteria such as years of experience, location, education background, organization size, and so forth, with the results provided in Exhibit 4.11. But even though a variety of segmentation criteria are used, it is impossible to provide data that specifically answers the question of “how much does someone who is exactly like me make at other companies?” This answer can be developed by combining multiple categories. As an example, imagine the case of wanting to determine the median compensation for someone who is employed at a large library/archive in the North East and has six years of professional experience. Taking each these criteria from Exhibit 4.11 shows median base



compensation for each is \$64,630, \$65,000 and \$56,000 respectively. The average of these three values is \$61,877. While not precise, this method of combining categories makes maximum use of the data collected.

It is essential to keep in mind the sample sizes when examining the compensation data. Some segments are composed of only a small number of respondents (for example, only four individuals are in the South Central segment), and their responses may not be an accurate reflection of the full segment.

Job titles are not used as a segmentation point in Exhibit 4.11 due to the difficulty in determining the actual responsibilities embodied in a specific title (e.g., the role of an “Assistant Conservator” at one library/archive may be much different than the role of a person with the same title at another library/archive). Thus, the criteria are based on more uniform and standardized metrics such as years of experience, responsibility levels, education, etc.



4.11: Compensation (Full-time Individuals)

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
	Overall	91	\$38,160	\$44,500	\$61,000	\$74,000	\$89,200
Library/ archive size	Small	45	\$38,480	\$43,172	\$59,000	\$66,345	\$84,022
	Large	45	\$37,200	\$46,837	\$64,630	\$75,675	\$94,658
Library/ archive type	University/ college-based	57	\$35,600	\$45,087	\$58,000	\$72,415	\$81,230
	Standalone	34	\$41,575	\$43,836	\$65,000	\$78,392	\$119,000
Governing authority	Government (all levels)	45	\$40,000	\$44,050	\$64,300	\$75,175	\$91,636
	Private non-profit	43	\$38,000	\$48,000	\$60,500	\$74,000	\$88,400
Total years of professional experience	Up to 5	19	\$32,500	\$36,000	\$42,436	\$48,000	\$58,000
	6-10	14	\$37,000	\$42,430	\$56,000	\$64,722	\$76,500
	11-15	15	\$38,800	\$50,000	\$63,000	\$77,973	\$87,600
	16-20	14	\$44,400	\$62,126	\$66,430	\$76,259	\$88,795
	21+	28	\$44,024	\$59,750	\$73,000	\$87,413	\$125,700
Years in present position	Up to 5	51	\$35,200	\$42,436	\$58,000	\$75,000	\$85,400
	6-10	18	\$39,336	\$48,918	\$61,750	\$68,395	\$80,100
	11-15	11	**	\$47,500	\$61,000	\$85,000	**
	16+	11	**	\$50,364	\$67,691	\$79,652	**
Gender	Male	9	**	\$42,964	\$59,000	\$72,000	**
	Female	81	\$38,160	\$44,300	\$62,000	\$75,000	\$89,200
Degree	No degree	7	**	\$59,000	\$64,300	\$70,000	**
	BS (in conservation or any other field)	35	\$39,680	\$45,675	\$59,000	\$76,000	\$103,856
	MS in conservation	55	\$39,200	\$45,675	\$63,000	\$75,000	\$87,600
	MS in any other field	28	\$32,350	\$39,936	\$61,650	\$75,263	\$125,700
	Ph.D. (in conservation or any other field)	1	**	**	**	**	**

Table continued on following page



4.11: Compensation (Full-time Individuals)

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile	
Overall	91	\$38,160	\$44,500	\$61,000	\$74,000	\$89,200	
Number of reporting staff	None	25	\$34,600	\$41,682	\$50,052	\$71,550	\$86,836
	1-3	35	\$34,600	\$42,222	\$51,500	\$67,860	\$75,000
	4+	31	\$50,000	\$59,000	\$70,000	\$86,000	\$119,552
Department budget responsibility	Have little or no input	36	\$33,808	\$42,452	\$50,000	\$61,625	\$77,095
	Have some input	19	\$38,800	\$43,000	\$58,000	\$71,830	\$86,000
	Have significant input or control	26	\$39,960	\$54,296	\$66,345	\$78,509	\$116,600
	Final (or only) decision-maker	10	**	\$64,907	\$74,500	\$80,953	**
Work responsibility	Usually work under supervision	18	\$32,940	\$39,500	\$47,200	\$59,375	\$80,900
	Usually work independently	73	\$40,320	\$47,250	\$65,000	\$75,000	\$90,000
Region	Northeast	33	\$39,120	\$50,750	\$65,000	\$74,500	\$88,400
	South Atlantic	26	\$36,608	\$43,555	\$67,500	\$78,392	\$116,600
	South Central	4	**	**	\$48,750	**	**
	North Central	15	\$28,860	\$42,630	\$49,000	\$64,300	\$72,140
	Mountain/Pacific	11	**	\$43,000	\$50,364	\$73,000	**
	Canada	2	**	**	**	**	**

** = insufficient responses for tabulation.



Pay Increases

Nearly one-half of the respondents overall report that they received a pay increase in the past 12 months. The incidence of a pay increase is somewhat more common among those employed at large organizations than small/medium, as is the amount of the salary increase (median of 3.3% for those at large organizations versus 2.8% for those at small/medium organizations). Responses are summarized in Exhibit 4.12.

4.12: Received a Pay Increase in the Past 12 Months

		Overall	Small/Medium	Large
Received a pay increase		47.8%	40.0%	54.3%
Amount received	Low	1.0%	1.0%	1.5%
	Median	3.0%	2.8%	3.3%
	High	17.0%	5.0%	17.0%
	n=	43	18	25
Did not receive a pay increase		44.6%	46.7%	43.5%
No response		7.6%	13.3%	2.2%
n=		92	45	46

Note: Data are limited to those employed full-time.

Additional Cash Compensation

About one in five respondents received additional cash compensation⁷ from their employer beyond their base salary. This additional compensation is typically described as a bonus or monies received for additional teaching duties, and ranges from \$100 to \$12,500 with a median of \$1,440 (see Exhibit 4.13).

4.13: Additional Cash Compensation Received

		Overall	Small/Medium	Large
Received additional cash compensation		20.7%	13.3%	26.1%
Amount received	Low	\$100	\$200	\$100
	Median	\$1,440	\$563	\$2,000
	High	\$12,500	\$2,000	\$12,500
	n=	17	6	11
No		78.3%	86.7%	71.7%
No response		1.1%	0.0%	2.2%
n=		92	45	46

Note: Data are limited to those employed full-time.

⁷ This additional compensation was defined in the survey to exclude the value of any benefits received or any monies earned outside of the organization.



Freelance Work

A significant number (44%) of the respondents engaged in freelance work⁸ in 2008 or 2009, and an additional 23% are considering doing so. The incidence of engaging in freelance work peaks at 62.5% among those with 16 to 20 years of professional experience (see Exhibit 4.14).

4.14: Prevalence of Freelance Work

		Engaged in freelance conservation work in 2008 or 2009	Considering doing so	No freelance involvement	No response	n=
Overall		44.0%	23.0%	32.0%	1.0%	100
Museum size	Small/Medium	50.0%	27.1%	22.9%	0.0%	48
	Large	38.0%	20.0%	40.0%	2.0%	50
Total years of professional experience	Up to 5	33.3%	33.3%	33.3%	0.0%	21
	6-10	57.1%	28.6%	14.3%	0.0%	14
	11-15	36.8%	21.1%	36.8%	5.3%	19
	16-20	62.5%	18.8%	18.8%	0.0%	16
	21+	39.3%	17.9%	42.9%	0.0%	28

Freelance work can account for a sizeable amount of income. While the median amount realized from freelance work is only \$3,000 for 2008 and expected to be a median of \$2,000 for 2009, one in ten respondents overall earn roughly \$15,000 or more per year from their freelance work, and amounts can reach in excess of \$60,000. The median hourly rate is \$75, which is somewhat less than the rates charged by those in private practice (see Exhibits 2.16 and 2.17 for data concerning rates charged by private practice conservators).

Data on baseline freelance income metrics are provided in Exhibit 4.15 on the following page. Although some segments were condensed to maximize the reliability of the analysis, some segments still contain only a small number of individuals and should be interpreted with care.

⁸ Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.



4.15: Freelance Financial Metrics

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Overall	Hourly billing rate	42	\$40.00	\$50.00	\$75.00	\$100.00	\$150.00
	Gross income in 2008	39	\$500	\$750	\$3,000	\$7,000	\$15,000
	Expected gross income for 2009	40	\$500	\$1,000	\$2,000	\$5,000	\$14,550
Library/ archive size: Small/ Medium	Hourly billing rate	23	\$40.00	\$50.00	\$75.00	\$100.00	\$130.00
	Gross income in 2008	23	\$470	\$500	\$1,500	\$6,000	\$12,600
	Expected gross income for 2009	22	\$500	\$910	\$1,800	\$3,700	\$7,100
Library /archive size: Large	Hourly billing rate	18	\$24.50	\$50.00	\$75.00	\$125.00	\$150.00
	Gross income in 2008	15	\$550	\$2,400	\$4,500	\$7,500	\$38,600
	Expected gross income for 2009	17	\$860	\$2,000	\$3,000	\$8,250	\$24,200
Years of experience: up to 10 years	Hourly billing rate	13	\$22.00	\$40.00	\$60.00	\$137.50	\$150.00
	Gross income in 2008	12	\$325	\$500	\$3,000	\$4,875	\$17,800
	Expected gross income for 2009	13	\$380	\$1,250	\$2,000	\$5,500	\$19,000
Years of experience: up to 11-20 years	Hourly billing rate	17	\$48.00	\$75.00	\$80.00	\$100.00	\$110.00
	Gross income in 2008	16	\$363	\$593	\$1,950	\$7,000	\$15,300
	Expected gross income for 2009	16	\$440	\$1,000	\$2,000	\$4,650	\$11,850
Years of experience: 21+ years	Hourly billing rate	11	\$26.00	\$50.00	\$70.00	\$100.00	\$145.00
	Gross income in 2008	10	\$775	\$2,500	\$4,000	\$9,000	\$62,700
	Expected gross income for 2009	10	\$1,000	\$1,750	\$3,500	\$5,750	\$41,300



D. Benefits

Benefits Available

Most respondents (94.5%) report that their employer offers a retirement plan of some sort, usually a defined contribution plan. There are only modest differences based upon organization size.

Response patterns are also similar across organization size categories regarding general benefits, with the most pronounced difference limited to the payment of AIC membership dues.

Retirement-specific benefits are summarized in Exhibit 4.16; general benefits are summarized in Exhibit 4.17 on the following page.

4.16: Retirement Plans

	Overall	Small/Medium	Large
Traditional pension plan	28.3%	33.3%	23.9%
Profit sharing plan	1.1%	2.2%	0.0%
Defined contribution plan	82.6%	84.4%	80.4%
No plans offered	3.3%	2.2%	4.3%
No response	2.2%	0.0%	4.2%
n=	92	45	46

Note: Data are limited to those who are employed full-time. Data do not sum to 100% since the respondents could select more than one choice.



4.17: Benefits Offered

	Overall	Small/Medium	Large
Professional liability insurance	12.0%	11.1%	13.0%
Health insurance for myself	82.6%	88.9%	76.1%
Health insurance for spouse/partner/family	79.3%	84.4%	73.9%
Dental insurance (self OR family)	84.8%	88.9%	80.4%
Vision insurance (self OR family)	66.3%	68.9%	63.0%
Life insurance	77.2%	80.0%	73.9%
Short-term disability insurance	57.6%	57.8%	58.7%
Long-term disability insurance	58.7%	60.0%	58.7%
Child care/day care expenses	7.6%	4.4%	10.9%
AIC membership dues	12.0%	22.2%	2.2%
Other professional association membership dues	3.3%	4.4%	2.2%
AIC Annual Meeting fees (registration, travel, etc.)	44.6%	46.7%	41.3%
Other professional meeting fees	39.1%	42.2%	34.8%
Continuing education costs to pursue a degree	31.5%	31.1%	32.6%
On-going continuing education costs (non-degree)	41.3%	42.2%	39.1%
No response	6.5%	4.4%	8.7%
n=	92	45	46

Note: Data are limited to those who are employed full-time.

Paid Time Off and Sabbaticals

As expected, virtually all of the respondents report that their library/archive offers them paid time off. This time is usually organized into defined categories (e.g., vacation time, sick time, etc.). There is no appreciable difference in the amount of paid time off received based upon organization size (see Exhibit 4.18 on the following page).



4.18: Paid Time Off

		Overall	Small	Large
Receive paid time off		96.7%	97.8%	95.7%
Categorized into defined types		92.1%	88.6%	95.5%
How paid time off is offered	Receive set number of days that can be used for any purpose	1.1%	2.3%	0.0%
	Both	6.7%	9.1%	4.5%
Median number of days per year	Vacation	20	20	20
	Sick time	12	12	12
	Personal time	3	3	3
	Bereavement leave	3	3	3
	Paid time off (PTO) days	10	12	10

Note: Data are limited to those who are employed full-time.

About one-quarter of the respondents indicate that their employer offers sabbaticals. Typically, an individual must be employed for six years to be qualified to take a sabbatical. The median sabbatical length is 140 days. However, note that the sabbatical data are based on only a small number of respondents, so these responses may not be truly reflective of the library/archive community (see Exhibit 4.19).

4.19: Sabbaticals

	Overall	Small/Medium	Large
Employer offers sabbaticals	26.0%	25.0%	28.0%
Median number of years employed to qualify	6.0	6.5	6.0
Median length of sabbatical (in days)	140	150	90
n= (*)	13	8	5

* = sample size refers to the number of respondents who provided details regarding sabbatical qualifications and length.



V. All Other Conservators

A. Organization Overview

Introduction

This section of the report explores data collected from three settings:

- ▶ Regional conservation center/lab — 30 individuals.
- ▶ University, college or other educational institution — 13 individuals.
- ▶ Government institution (federal, state or local) that is NOT a museum or library — 23 individuals.

Due to the small number of responses within each category, it is not possible to segment the data as was done with conservators in other settings. Additionally, it is essential to keep in mind the number of responses when examining the data for these three settings, as the results may not be reflective of the full setting population.

Governing Authority

Governing authority data follow the expected pattern, with regional conservation centers/labs mainly organized as private non-profits; universities/colleges equally divided between state and private non-profit control; and government institutions mainly under federal-level control (see Exhibit 5.1).

5.1: Governing Authority

	Regional conservation center/lab	University/ college	Government institution
Municipal/county/local government	0.0%	0.0%	4.3%
State/provincial government	13.3%	38.5%	26.1%
Federal government	3.3%	0.0%	69.6%
Private non-profit	70.0%	38.5%	0.0%
For-profit	10.0%	7.7%	0.0%
Other	3.3%	15.4%	0.0%
n=	30	13	23



Staff Counts and Trends

The respondents were asked to indicate the number of paid and unpaid conservation professionals⁹ at their organization. As summarized in Exhibit 5.2, the regional conservation centers/labs report a median of 14 paid conservation professionals, about twice as many as seen in the other sectors. All three sectors report a median of one unpaid conservation professionals.

5.2: Number of Conservation Professionals

		n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Regional conservation center/lab	Total number of paid conservation professionals	29	6.0	9.5	14.0	28.5	40.0
	Total number of unpaid conservation professionals	17	0.0	0.0	1.0	5.0	5.0
College/ university	Total number of paid conservation professionals	13	1.4	3.0	6.0	9.5	32.4
	Total number of unpaid conservation professionals	8	**	0.0	1.0	2.0	**
Government institution	Total number of paid conservation professionals	21	1.0	1.5	7.0	35.0	76.4
	Total number of unpaid conservation professionals	15	0.0	0.0	1.0	4.0	8.8

** = insufficient responses for tabulation.

Staffing levels trends over the past three years have not shown any significant gain or loss, with the average trend index remaining near 3.0 (this index is based on a 1 to 5 scale where 1 is “significant decrease” and 5 is “significant increase.” Values above 3.0 indicate some level of growth; values below 3.0 indicate a contraction). A similar situation is forecast for the next three years, as summarized in Exhibit 5.3 on the following page.

⁹ Respondents were asked to include all individuals (full- and part-time), including themselves, when indicating staffing levels. The category of unpaid conservation professionals was defined in the survey as “volunteers, interns, etc. who are primarily engaged in conservation work/activities.”



5.3: Staffing Trends

			The most common response for each metric is noted in bold .			Average trend index (*)	
			Decrease	Remain the same	Increase		Not sure/no response
Past three years	Total number of paid conservation professionals	Regional conservation center/lab	30.0%	30.0%	33.3%	6.7%	3.0
		University/college	7.7%	76.9%	15.4%	0.0%	3.1
		Government inst.	17.4%	65.2%	13.0%	4.3%	2.9
	Total number of unpaid conservation professionals	Regional conservation center/lab	16.7%	43.3%	16.7%	23.3%	3.0
		University/college	0.0%	76.9%	7.7%	15.4%	3.1
		Government inst.	4.3%	69.6%	8.7%	17.4%	3.1
	Total number of paid staff	Regional conservation center/lab	30.0%	26.7%	30.0%	13.3%	3.1
		University/college	30.8%	53.8%	0.0%	15.4%	2.6
		Government inst.	26.1%	47.8%	21.7%	4.3%	2.9
Next three years	Total number of paid conservation professionals	Regional conservation center/lab	13.3%	60.0%	20.0%	6.7%	3.1
		University/college	15.4%	61.5%	23.1%	0.0%	3.0
		Government inst.	21.7%	56.5%	13.0%	8.7%	2.9
	Total number of unpaid conservation professionals	Regional conservation center/lab	6.7%	60.0%	16.7%	16.7%	3.1
		University/college	0.0%	84.6%	7.7%	7.7%	3.1
		Government inst.	0.0%	73.9%	4.3%	21.7%	3.1
	Total number of paid staff	Regional conservation center/lab	10.0%	66.7%	16.7%	6.7%	3.1
		University/college	38.5%	38.5%	15.4%	7.7%	2.8
		Government inst.	13.0%	47.8%	26.1%	13.0%	3.2

* = the average trend index is based on a 1 to 5 scale where 1 is “significantly decrease” and 5 is “significantly increase.” Not sure/no response values are excluded from average calculations.



B. Work Responsibilities

Job Titles

The respondents have a variety of job titles, with the following most commonly cited:

Regional Conservation Center/Lab:

- ▶ Assistant Conservator
- ▶ Conservation Technician
- ▶ Conservator
- ▶ Head/Manager

University/College:

- ▶ Assistant Professor
- ▶ Associate Professor
- ▶ Conservator
- ▶ Professor
- ▶ Lecturer
- ▶ Director/Head

Government Institution:

- ▶ Conservator
- ▶ Conservation Fellow
- ▶ Director
- ▶ Senior Conservator
- ▶ Scientist
- ▶ Supervisor

Work Activities

The respondents were asked to estimate the percentage of their time in a typical week or month that is spent on the following six general areas:

- ▶ Treatment and treatment-related actions/functions
- ▶ Conservation research
- ▶ Other conservation actions/functions: (e.g., surveys, preventive activities, etc.)
- ▶ Teaching/higher education activities: (e.g., classroom instruction, etc.)
- ▶ Administrative responsibilities
- ▶ All others

As summarized in Exhibit 5.4 on the following page, treatment actions/functions account for the greatest share of the respondents' time for those employed at regional conservation center/lab or a government institution. Teaching/higher education activities are top-ranked among those in a university/college setting.



5.4: Work Activities

All data are averages.

	Regional conservation center/lab	University/college	Government institution
Treatment and treatment-related actions/functions	63.6%	17.3%	30.1%
Conservation research	3.2%	16.9%	19.3%
Other conservation actions/functions	9.4%	6.9%	17.9%
Teaching/higher education activities	4.8%	36.2%	6.3%
Administrative responsibilities	18.1%	20.0%	25.0%
All others	0.9%	2.7%	1.3%
n=	30	13	23

Responsibilities

It is important when examining compensation issues to determine the “authority” level of the respondent, since this often impacts compensation to the same degree as factors such as education and experience. The survey explored this issue using three metrics: staff supervision, level of independent work, and departmental budget authority.

Nearly one-half of the respondents across all settings have staff supervision responsibilities (see Exhibit 5.5).

5.5: Staff Supervision Responsibilities

	Regional conservation center/lab	University/college	Government institution
No reporting staff	43.3%	46.2%	47.8%
1 reporting staff	13.3%	7.7%	17.4%
2 reporting staff	16.7%	15.4%	0.0%
3 reporting staff	6.7%	7.7%	8.7%
4-5 reporting staff	10.0%	7.7%	8.7%
6-10 reporting staff	3.3%	7.7%	8.7%
11 or more reporting staff	6.6%	7.7%	8.7%
n=	30	13	23



A large majority of the respondents in each setting say they usually work independently, especially those employed by a university/college (see Exhibit 5.6).

5.6: Level of Independent Work

	Regional conservation center/lab	University/college	Government institution
Usually work independently	76.7%	92.3%	73.9%
Usually work under the direction/supervision of someone else at my organization	20.0%	7.7%	26.1%
No response	3.3%	0.0%	0.0%
n=	30	13	23

Few of the respondents report that they are the final decision-maker when it comes to budgetary decisions for their department, but, with the exception of the regional conservation centers/labs, a majority have at least some level of input into budget issues (see Exhibit 5.7).

5.7: Departmental Budget Responsibilities

	Regional conservation center/lab	University/college	Government institution
Am the final (or only) decision-maker when it comes to budgetary issues for my department	10.0%	0.0%	8.7%
Have significant input or control over budgetary issues, but someone else has the “final say” for my department	23.3%	46.2%	26.1%
I have some input into budgetary issues for my department	6.7%	15.4%	26.1%
I have little or no input into budgetary issues for my department	60.0%	38.5%	39.1%
n=	30	13	23



C. Compensation

Overview

Virtually all of the respondents are paid an annual salary. The data from the three individuals who are compensated on an hourly basis were converted to the annual equivalent (based on the number of hours they reported working per week) to streamline the analysis. All are employed on a full-time basis.

Those in academia have the most arduous work week, reporting that they work a median of 45 hours per week in a “normal” week, and a median of 60 hours in a “heavy” week (see Exhibit 5.8).

5.8: Hours Worked

	Median hours worked in a “normal” work week		Median hours worked in a “heavy” work week	
		n=		n=
Regional conservation center/lab	37.5	30	45.0	24
University/college	45.0	13	60.0	13
Government institution	40.0	23	50.0	20

About three-quarters of those in the regional conservation center/lab and government institution settings, and 100% of those in the university/college setting report that their position is classified as exempt (e.g., they are not paid for overtime hours).

Compensation Data

While the compensation data for other settings are segmented by a variety of criteria, there are insufficient data to take the same approach with the regional conservation center/lab, university/college and government institution settings. Overall responses are summarized in Exhibit 5.9.

5.9: Compensation (Full-time Individuals)

	n=	10 th percentile	25 th percentile	50 th percentile (median)	75 th percentile	90 th percentile
Regional conservation center/lab	30	\$26,100	\$39,125	\$50,000	\$67,408	\$97,800
University/college	13	\$42,600	\$49,000	\$74,000	\$96,000	\$158,000
Government institution	23	\$34,150	\$46,240	\$62,000	\$85,000	\$106,137



Pay Increases

Between 33% and 48% of the respondents report that they received a pay increase in the past 12 months. The amount of the increase ranges from 1.5% to 10%, with a median of about 3% across all three settings (see Exhibit 5.10).

5.10: Received a Pay Increase in the Past 12 Months

		Regional conservation center/lab	University/ college	Government institution
Received a pay increase		33.3%	46.2%	47.8%
Amount received	Low	1.5%	2.0%	2.0%
	Median	3.0%	3.5%	3.0%
	High	10.0%	8.0%	5.0%
	n=	9	6	10
Did not receive a pay increase		56.7%	53.8%	39.1%
No response		10.0%	0.0%	13.0%
n=		30	13	23

Additional Cash Compensation

About one in five respondents received additional cash compensation¹⁰ from their employer beyond their base salary. This additional compensation is typically described as a bonus, performance/merit award, or honoraria, and spans a wide range (\$120 to \$25,000), as summarized in Exhibit 5.11).

5.11: Additional Cash Compensation Received

		Regional conservation center/lab	University/ college	Government institution
Received additional cash compensation		20.0%	23.1%	26.1%
Amount received	Low	\$120	\$3,000	\$260
	Median	\$475	\$5,000	\$1,800
	High	\$25,000	\$11,000	\$5,000
	n=	6	3	6
No		80.0%	76.9%	73.9%
n=		30	13	23

¹⁰ This additional compensation was defined in the survey to exclude the value of any benefits received or any monies earned outside of the organization.



Freelance Work

Freelance work¹¹ in 2008 or 2009 is quite common among those in the university/college setting, but somewhat rare for the other settings (see Exhibit 5.12).

5.12: Prevalence of Freelance Work by Museum Size

	Engaged in freelance conservation work in 2008 or 2009	Considering doing so	No freelance involvement	n=
Regional conservation center/lab	10.0%	16.7%	73.3%	30
University/college	61.5%	23.1%	15.4%	13
Government institution	26.1%	26.1%	47.8%	23

The small sample sizes makes it difficult to discern a clear picture of the monetary scope of this freelance work. Baseline metrics are outlined in Exhibit 5.13.

5.13: Freelance Financial Metrics

		n=	Median
Regional conservation center/lab	Hourly billing rate	2	**
	Gross income in 2008	3	\$1,000
	Expected gross income for 2009	3	\$1,200
University/college	Hourly billing rate	7	\$100.00
	Gross income in 2008	7	\$10,000
	Expected gross income for 2009	7	\$10,000
Government institution	Hourly billing rate	6	\$95.00
	Gross income in 2008	6	\$4,000
	Expected gross income for 2009	6	\$4,000

** = insufficient responses for tabulation.

¹¹ Freelance work was defined in the survey as taking on projects as an independent contractor, serving as a consultant, or other activities where the respondent is paid directly by the client and not through their [the respondent's] employer.



D. Benefits

Benefits Available

Nearly all respondents report that their employer offers a retirement plan of some sort, typically a defined contribution-type plan. Those in a university/college setting tend to report the greatest amount of benefits overall, but this may only be an artifact of the small sample size rather than an actual finding.

Retirement-specific benefits are summarized in Exhibit 5.14; general benefits are summarized in Exhibit 5.15 on the following page.

5.14: Retirement Plans

	Regional conservation center/lab	University/ college	Government institution
Traditional pension plan	0.0%	30.8%	30.4%
Profit sharing plan	0.0%	0.0%	0.0%
Defined contribution plan	90.0%	84.6%	65.2%
Not sure which plans are offered	3.3%	0.0%	4.3%
No plans offered	3.3%	0.0%	13.0%
No response	3.3%	0.0%	0.0%
n=	30	13	23

Note: Data do not sum to 100% since the respondents could select more than one choice.



5.15: Benefits Offered

	Regional conservation center/lab	University/ college	Government institution
Professional liability insurance	20.0%	7.7%	4.3%
Health insurance for myself	83.3%	76.9%	82.6%
Health insurance for spouse/partner/family	60.0%	84.6%	69.6%
Dental insurance (self OR family)	70.0%	92.3%	65.2%
Vision insurance (self OR family)	40.0%	92.3%	60.9%
Life insurance	63.3%	76.9%	52.2%
Short-term disability insurance	50.0%	61.5%	34.8%
Long-term disability insurance	33.3%	46.2%	34.8%
Child care/day care expenses	0.0%	0.0%	4.3%
AIC membership dues	43.3%	7.7%	8.7%
Other professional association membership dues	20.0%	15.4%	8.7%
AIC Annual Meeting fees (registration, travel, etc.)	46.7%	38.5%	39.1%
Other professional meeting fees	26.7%	30.8%	47.8%
Continuing education costs to pursue a degree	6.7%	38.5%	8.7%
On-going continuing education costs (non-degree)	33.3%	53.8%	17.4%
No response	3.3%	7.7%	8.7%
n=	30	13	23

Paid Time Off and Sabbaticals

Virtually all of the respondents report that they receive paid time off, which is usually organized as defined categories (e.g., vacation time, sick time, etc.). There is no appreciable difference in the amount of paid time off received across the three settings (see Exhibit 5.16 on the following page).



5.16: Paid Time Off

		Regional conservation center/lab	University/college	Government institution
Receive paid time off		100.0%	84.6%	100.0%
Categorized into defined types		66.7%	81.8%	78.3%
How paid time off is offered	Receive set number of days that can be used for any purpose	6.7%	0.0%	4.3%
	Both	26.7%	9.1%	8.7%
	No response	0.0%	9.1%	8.7%
Median number of days per year	Vacation	20	20	17
	Sick time	12	13	13
	Personal time	2	2	4
	Bereavement leave	3	3	4
	Paid time off (PTO) days	9	12	10

Sabbaticals are common among those in the university/college setting, cited by nearly 70%. They are far less common in the other settings, cited by 22% or less. Baseline metrics for sabbatical length are provided in Exhibit 5.17, but are based upon only a small number of respondents.

5.17: Sabbaticals

	Regional conservation center/lab	University/college	Government institution
Employer offers sabbaticals	16.7%	69.2%	21.7%
Median number of years employed to qualify	5.0	6.5	
Median length of sabbatical (in days)	66	95	<i>Insufficient data for analysis.</i>
n= (*)	3	8	

* = the sample size refers to the number of respondents who provided details regarding sabbatical qualifications and length.



Appendix A: Survey Instrument

Note: This is a paper representation of an online form. As such, some questions have been adjusted from their original format.

1. Please indicate the country where you are located (e.g., your "work address"):
 - US
 - Canada
 - Other
2. Please indicate the state/province where you are located (e.g., your "work address"): _____
3. Are you a member of AIC?
 - Yes, I am a current AIC member
 - No, but I was a member in the past
 - No, I have never been a member
 - Not sure

For purposes of this survey, "conservation" is defined as including examination, documentation, treatment, preventive care, research, and education.

4. Please indicate your present level of involvement in the conservation field:
 - Conservation work is my primary (or only) profession, and is the main source of my income
 - I am involved in conservation work, but only as a secondary occupation or side-line business. Conservation work is NOT my primary source of income at present [SKIP TO SECTION A]
 - I am involved in the conservation field, but do not perform conservation work professionally
 - I have no involvement in the conservation field

Section A: 1) Approximately, how much of your total income for the following time periods was (or will be) generated from conservation work?

Total 2008 income (percentage from conservation work): _____%

Total 2009 income (expected percentage from conservation work): _____%

2) In addition to conservation work, please indicate the other fields/occupations in which you are involved that provide you with income: _____

For the remainder of this survey, please limit your answers to encompass just your conservation work.

5. Please indicate which of the following areas you consider to be your areas of specialization in your conservation work:

<input type="checkbox"/> Archaeological objects	<input type="checkbox"/> Ethnographic objects	<input type="checkbox"/> Site conservation
<input type="checkbox"/> Architecture	<input type="checkbox"/> Natural history	<input type="checkbox"/> Textiles
<input type="checkbox"/> Books and paper	<input type="checkbox"/> Objects	<input type="checkbox"/> Wooden artifacts
<input type="checkbox"/> Conservation administration	<input type="checkbox"/> Paintings	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Conservation education	<input type="checkbox"/> Photographic materials	<input type="checkbox"/> I have no specialty areas
<input type="checkbox"/> Conservation science	<input type="checkbox"/> Preventive conservation	
<input type="checkbox"/> Electronic media	<input type="checkbox"/> Sculpture	
6. Which ONE area do you consider to be your MAIN area of specialization (e.g., you do most of your work in this area, spend the most amount of your time in this area, etc.)? _____



7. How many years of professional experience do you have in the conservation field?
- | | | | |
|--------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> Less than 1 | <input type="checkbox"/> 6 to 10 | <input type="checkbox"/> 21 to 25 | <input type="checkbox"/> 31 to 35 |
| <input type="checkbox"/> 1 to 2 | <input type="checkbox"/> 11 to 15 | <input type="checkbox"/> 26 to 30 | <input type="checkbox"/> 36+ |
| <input type="checkbox"/> 3 to 5 | <input type="checkbox"/> 16 to 20 | | |
8. What is your age?
- | | | | |
|-----------------------------------|-----------------------------------|-----------------------------------|--------------------------------------|
| <input type="checkbox"/> Under 25 | <input type="checkbox"/> 36 to 40 | <input type="checkbox"/> 51 to 55 | <input type="checkbox"/> 66 to 70 |
| <input type="checkbox"/> 26 to 30 | <input type="checkbox"/> 41 to 45 | <input type="checkbox"/> 56 to 60 | <input type="checkbox"/> 71 or older |
| <input type="checkbox"/> 31 to 35 | <input type="checkbox"/> 46 to 50 | <input type="checkbox"/> 61 to 65 | |
9. Are you:
- Male
 Female
10. Please indicate which of the following degrees you presently hold. Please do NOT include degrees you may be presently pursuing:
- No degree — self-taught
 No degree — apprenticeship program
 Bachelor's level in Conservation
 Bachelor's level in any field other than conservation
 Master's level in Conservation
 Master's level in any field other than conservation
 Ph.D. in Conservation
 Ph.D. in any field other than conservation
 Other: _____
11. Which of the following best describes your primary employment situation (e.g., the setting that accounts for the greatest share of your income)?

NOTE: Please read each choice carefully before making your selection.

- Conservation private practice/company — This category includes for-profit companies that are engaged in conservation activities as their PRIMARY line of business. It also includes those who are self-employed in the conservation profession.
- Other private practice/company — This category includes for-profit companies that are engaged in conservation activities, but as a SECONDARY line of business (for example, an architectural firm that engages in conservation activities, a vendor of supplies/materials for the conservation field, etc.). As above, it also includes those who are self-employed.
- Museum or historical society — university- or college-based
- Museum or historical society — all others
- Library or archive — university- or college-based
- Library or archive — all others
- Regional conservation center/lab
- University, college or other educational institution — NOTE: If you are employed at a museum or library at a university/college, select one of the above choices.
- Government institution (federal, state or local) that is NOT a museum, library, or any of the above choices
- Other non-profit organization not listed above
- All other settings



Primate Practice

This section of the survey was presented to only those who are in a private practice setting.

12. In what year was your company/firm founded? (If you are a “one person company” or an independent consultant, please indicate the date you first began offering your services.) _____

13. How is your company organized?
- Sole proprietorship/solo practitioner/independent contractor
 - General Partnership
 - Limited Partnership
 - Limited Liability Partnership (LLP)
 - Limited Liability Company (LLC)
 - Corporation (Chapter S)
 - Corporation (Chapter C)
 - Not sure/don't know
 - Other (please specify): _____

14. What level of ownership interest do you have in your company/firm?
- I own 100% of the company/firm or am a “one person” company or an independent contractor
 - I am a co-owner/partner in the company/firm
 - I am a shareholder in my company/firm and have no other ownership interest
 - I am an employee, and have no ownership interest in my company/firm
 - Other (please specify) _____

15. Does your company/firm have employees?
- Yes
 - No, I am the only employee [Skip to Q XX]

16. Please indicate the number of employees (full time and part time), including yourself, that are presently employed by your company/firm in the following categories: (If your company/firm has multiple locations, please indicate the total number of employees at all locations combined.)

Total number of employees: _____
 Total number of conservation professionals
 (e.g., employees who are primarily engaged in conservation work): _____

17. Please indicate what changes, if any, have occurred regarding your company’s total staff counts over the PAST three years:

	Significantly decreased	Somewhat decreased	Remained about the same	Somewhat increased	Significantly increased	Not sure
Total number of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of conservation professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. Looking three years into the FUTURE, what changes do you expect will occur regarding your company’s total staff counts?

	Will significantly decrease\	Will somewhat decrease	Will remain about the same	Will somewhat increase	Will significantly increase	Not sure
Total number of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of conservation professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Please indicate your company’s total gross revenue for 2008: Remember, all data provided is completely confidential and anonymous: \$ _____



20. Please indicate the percentage of your company's 2008 total gross revenue that was derived from the following functions:

Percentage from conservation services: _____%

Percentage from all other services/sources: _____%

21. What changes, if any, do you expect will occur regarding your company's total gross revenue for 2009 versus 2008?

- | | |
|---|---|
| <input type="checkbox"/> Increase by greater than 50% | <input type="checkbox"/> Decrease by greater than 50% |
| <input type="checkbox"/> Increase by 40–49% | <input type="checkbox"/> Decrease by 40–49% |
| <input type="checkbox"/> Increase by 30–39% | <input type="checkbox"/> Decrease by 30–39% |
| <input type="checkbox"/> Increase by 20–29% | <input type="checkbox"/> Decrease by 20–29% |
| <input type="checkbox"/> Increase by 10–19% | <input type="checkbox"/> Decrease by 10–19% |
| <input type="checkbox"/> Increase by 5–9% | <input type="checkbox"/> Decrease by 5–9% |
| <input type="checkbox"/> Increase by less than 5% | <input type="checkbox"/> Decrease by less than 5% |
| <input type="checkbox"/> Increase, but am unsure as to how much | <input type="checkbox"/> Decrease, but am unsure as to how much |
| <input type="checkbox"/> Remain about the same | <input type="checkbox"/> Not sure |

22. Please indicate all the client types that your company provided conservation services for in the past 12 months:

- | | |
|--|--|
| <input type="checkbox"/> Corporate collections | <input type="checkbox"/> Federal government (OTHER THAN museums or libraries) |
| <input type="checkbox"/> Art galleries | <input type="checkbox"/> State governments (OTHER THAN museums or libraries) |
| <input type="checkbox"/> Auction houses | <input type="checkbox"/> Local/municipal governments (OTHER THAN museums or libraries) |
| <input type="checkbox"/> Insurance companies/agencies | <input type="checkbox"/> Foreign governments (OTHER THAN museums or libraries) |
| <input type="checkbox"/> All other for-profit companies (describe below) | <input type="checkbox"/> Non-profits (other than those listed above) |
| <input type="checkbox"/> Museums/historical societies | <input type="checkbox"/> All others (describe below) |
| <input type="checkbox"/> Libraries/archives | |
| <input type="checkbox"/> Colleges/universities (OTHER THAN museums or libraries) | |
| <input type="checkbox"/> K-12 schools | |
| <input type="checkbox"/> Individuals/private collections (e.g., "consumers") | |

23. Which client type accounted for the GREATEST share of your company's conservation revenue in the past 12 months? _____

24. Approximately what percentage of your company's total conservation revenue in the past 12 months was for the client type indicated above?

- | | | | |
|---------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> Less than 5% | <input type="checkbox"/> 31% to 40% | <input type="checkbox"/> 61% to 70% | <input type="checkbox"/> 91% to 95% |
| <input type="checkbox"/> 6% to 10% | <input type="checkbox"/> 41% to 50% | <input type="checkbox"/> 71% to 80% | <input type="checkbox"/> 96% to 99% |
| <input type="checkbox"/> 11% to 20% | <input type="checkbox"/> 51% to 60% | <input type="checkbox"/> 81% to 90% | <input type="checkbox"/> 100% |
| <input type="checkbox"/> 21% to 30% | | | |

25. Which client type accounted for the SECOND greatest share of your company's conservation revenue in the past 12 months? _____

26. Approximately what percentage of your company's total conservation revenue in the past 12 months was for the client type indicated above?

- | | | | |
|---------------------------------------|-------------------------------------|-------------------------------------|---|
| <input type="checkbox"/> Less than 5% | <input type="checkbox"/> 31% to 40% | <input type="checkbox"/> 71% to 80% | <input type="checkbox"/> 96% to 99% |
| <input type="checkbox"/> 6% to 10% | <input type="checkbox"/> 41% to 50% | <input type="checkbox"/> 81% to 90% | <input type="checkbox"/> 100% |
| <input type="checkbox"/> 11% to 20% | <input type="checkbox"/> 51% to 60% | <input type="checkbox"/> 91% to 95% | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> 21% to 30% | <input type="checkbox"/> 61% to 70% | | |



27. Please indicate the hourly billing rate (i.e., the rate charged to a client) for the following functions provided by your company/firm. Please provide rates as of January 2009.

Note: Many times, billing rates differ from client-to-client. Please enter the “typical” or “average” rate charged by your firm for each of the following.

- a. Treatment work by a senior conservator/company principal:
- b. Treatment work by an associate conservator:
- c. Treatment work by an assistant conservator:
- d. Treatment work by a conservation technician:
- e. Written report/assessment:
- f. Examination (no treatment):
- g. Surveys or assessments:
- h. Estimate for treatment:
- i. Administrative work/office time:
- j. Travel time:
- k. Other (please describe below)

Response choices for each of the above functions:

- | | |
|---|--|
| <input type="checkbox"/> Do not offer this service/function | <input type="checkbox"/> \$121 to \$140 per hour |
| <input type="checkbox"/> Offer, but do not charge for this service/function | <input type="checkbox"/> \$141 to \$160 per hour |
| <input type="checkbox"/> Offer, but do not charge by the hour for this service/function | <input type="checkbox"/> \$161 to \$180 per hour |
| <input type="checkbox"/> \$40 or less per hour | <input type="checkbox"/> \$181 to \$200 per hour |
| <input type="checkbox"/> \$41 to \$60 per hour | <input type="checkbox"/> \$201 to \$220 per hour |
| <input type="checkbox"/> \$61 to \$80 per hour | <input type="checkbox"/> \$221 to \$240 per hour |
| <input type="checkbox"/> \$81 to \$100 per hour | <input type="checkbox"/> \$241 to \$260 per hour |
| <input type="checkbox"/> \$101 to \$120 per hour | <input type="checkbox"/> \$261 to \$280 per hour |
| | <input type="checkbox"/> \$281 or more per hour |

28. What is your company/firm’s typical or customary DAILY rate (as of January 2009) for providing conservation services? If you do not offer a daily rate, please enter “NONE”: \$ _____

29. Please indicate if your firm charges less than normal rates for any of the following situations or clients:

	Always charge standard rate	Sometimes charge lower rates	Usually charge lower rates	Always charge lower rates
Unsuccessful treatments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partially successful treatments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-profit clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please describe any other situation(s) where you typically charge less than your standard rate(s):

30. What is your full job title? _____



31. Please indicate the percentage of your work time that you typically spend on the following functions. Please note the following:

- Everyone’s responsibilities vary from day-to-day and month-to-month. Please estimate the time you typically spend on each of these functions in a typical week or month.
- These are broad, generalized categories that address most activities encountered by those in the conservation field. Please try to use the four defined categories as best as possible before selecting the “other” category.
- Your responses must total to 100%. Please enter whole numbers only (no decimal points, percentage signs, or other non-numeric characters).

Treatment and treatment-related actions/functions: _____%

Conservation research: _____%

Other conservation actions/functions: (e.g., surveys, preventive activities, etc.) _____%

Teaching/higher education activities: (e.g., classroom instruction, etc.) _____%

Administrative responsibilities: _____%

All others (please describe below): _____%

32. How many years of experience do you have in your CURRENT position? Please include the time at your current company, plus time at any other places where you have worked in the same position you presently hold:

- | | | |
|---|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 6-10 years | <input type="checkbox"/> 21-30 years |
| <input type="checkbox"/> 1-2 years | <input type="checkbox"/> 11-15 years | <input type="checkbox"/> 30+ years |
| <input type="checkbox"/> 3-5 years | <input type="checkbox"/> 16-20 years | |

33. How many people report to you? Include both paid staff (full- and part-time) plus unpaid positions (volunteers, interns, etc.)

- | | | | |
|-------------------------------|----------------------------|-------------------------------|---------------------------------------|
| <input type="checkbox"/> None | <input type="checkbox"/> 2 | <input type="checkbox"/> 4-5 | <input type="checkbox"/> 11-20 |
| <input type="checkbox"/> 1 | <input type="checkbox"/> 3 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> More than 20 |

34. Do you typically perform your conservation work independently, or are you usually under the supervision of a more senior staff person

- I usually work independently
- I usually work under the direction/supervision of someone else at my company

35. What level of control do you typically have over the budgetary process for your company? Examples include:

- Setting the budget for equipment/supply purchases.
 - Determining how much to spend on outsourcing services.
 - Setting or approving staff salaries/compensation.
- I am the final (or only) decision-maker when it comes to budgetary issues
 - I have significant input or control over budgetary issues, but someone else has the “final say”
 - I have some input into budgetary issues
 - I have little or no input into budgetary issues

36. How are you compensated for your work?

- I take a draw
 - 1) What was the total draw you took for 2008? Please do NOT include the value of any benefits, bonuses, or other monies received: \$_____
 - 2) What is your expected draw for 2009? Please do NOT include the value of any benefits, bonuses, or other monies received: \$_____
 - 3) In 2008 were you employed: Full-time (30 or more hours per week)
 Part-time (less than 30 hours per week)



{Question 36 continued}

I am paid an annual salary by my company

1) What was your total BASE salary as of January 2009? Please do NOT include the value of any benefits, bonuses, overtime, or other monies received. \$ _____

2) Are you employed: Full-time (30 or more hours per week)
 Part-time (less than 30 hours per week)

3) Did you receive a salary increase in the past 12 months? Yes No

IF YES: What percentage increase did you receive? _____%

When did you receive this increase? Month: _____ Year: _____

I am paid an hourly salary by my company

1) What was your BASE hourly salary as of January 2009? Please do NOT include the value of any benefits, bonuses, or other monies received. \$ _____

2) Approximately, how many hours do you work per week? _____

37. Is your position:

- Exempt (you are NOT paid for overtime)
- Non-exempt (you are paid for overtime)
- Not applicable — self-employed

38. How many hours do you work:

In a “typical” week: _____

In a “heavy” week: _____

39. Did you receive any additional cash compensation beyond your base salary (such as a bonus, overtime pay, etc.) in the past 12 months? Do NOT include the value of any benefits (such as health insurance, retirement plans, etc.) or any monies you earned outside of your company.

Yes No

IF YES: 1) What was the amount of this compensation? _____

2) Please describe what this compensation was (i.e., an annual bonus, a retention bonus, overtime pay, etc.): _____



Non Private Practice

This section of the survey was presented to only those who are NOT in a private practice setting.

40. Please give a very short (less than 10 word) description of your employer: _____

41. Which of the following best describes your institution's governing authority?

- Municipal/county/local government
- State/provincial government
- Federal government
- Tribal
- Private non-profit
- For-profit
- Other: _____

42. Please indicate the number of individuals (full- and part-time), including yourself, at your organization that fall within the following categories: (If your organization has multiple locations, please indicate the total number at all locations combined.)

Total number of paid conservation professionals: _____

Total number of unpaid conservation individuals/professionals: (e.g., volunteers, interns, etc. who are primarily engaged in conservation work/activities.) _____

43. How many people in total are employed by your organization at all locations? Include all full- and part-time staff, but exclude all unpaid individuals (such as interns, volunteers, etc.). If you do not have the exact number, please estimate as best as you can).

- Less than 10
- 10-25
- 26-50
- 51-75
- 76-100
- 101-250
- 251-500
- 501-1,000
- 1,000-2,500
- Greater than 2,500

44. Please indicate what changes, if any, have occurred regarding your organization's staff counts for the following categories over the PAST three years:

	Significantly decreased	Somewhat decreased	Remained about the same	Somewhat increased	Significantly increased	Not sure
Total number of paid conservation professionals:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of unpaid conservation individuals/professionals:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of paid staff:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

45. Looking three years into the FUTURE, what changes do you expect will occur regarding the following staff counts for your organization?

	Will significantly decrease	Will somewhat decrease	Will remain about the same	Will somewhat increase	Will significantly increase	Not sure
Total number of paid conservation professionals:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of unpaid conservation individuals/professionals:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total number of paid staff:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

46. What is your full job title? _____



47. Please indicate the percentage of your work time that you typically spend on the following functions. Please note the following:

- Everyone’s responsibilities vary from day-to-day and month-to-month. Please estimate the time you typically spend on each of these functions in a typical week or month.
- These are broad, generalized categories that address most activities encountered by those in the conservation field. Please try to use the four defined categories as best as possible before selecting the “other” category.
- Your responses must total to 100%. Please enter whole numbers only (no decimal points, percentage signs, or other non-numeric characters).

Treatment and treatment-related actions/functions: _____%

Conservation research: _____%

Other conservation actions/functions: (e.g., surveys, preventive activities, etc.) _____%

Teaching/higher education activities: (e.g., classroom instruction, etc.) _____%

Administrative responsibilities: _____%

All others (please describe below): _____%

48. How many years of experience do you have in your CURRENT position? Please include the time at your current organization, plus time at any other places where you have worked in the same position you presently hold:

- | | | | |
|---|-------------------------------------|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 3-5 years | <input type="checkbox"/> 11-15 years | <input type="checkbox"/> 21-30 years |
| <input type="checkbox"/> 1-2 years | <input type="checkbox"/> 6-10 years | <input type="checkbox"/> 16-20 years | <input type="checkbox"/> 30+ years |

49. How many people report to you? Include both paid staff (full- and part-time) plus unpaid positions (volunteers, interns, etc.)

- | | | | |
|-------------------------------|----------------------------|-------------------------------|---------------------------------------|
| <input type="checkbox"/> None | <input type="checkbox"/> 2 | <input type="checkbox"/> 4-5 | <input type="checkbox"/> 11-20 |
| <input type="checkbox"/> 1 | <input type="checkbox"/> 3 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> More than 20 |

50. Do you typically perform your conservation work independently, or are you usually under the supervision of a more senior staff person

- I usually work independently
- I usually work under the direction/supervision of someone else at my organization

51. What level of control do you typically have over the budgetary process for your department? Examples include:

- Setting the budget for equipment/supply purchases.
 - Determining how much to spend on outsourcing services.
 - Setting or approving staff salaries/compensation.
- I am the final (or only) decision-maker when it comes to budgetary issues for my department
 - I have significant input or control over budgetary issues, but someone else has the “final say” for my department
 - I have some input into budgetary issues for my department
 - I have little or no input into budgetary issues for my department

52. How are you compensated for your work?

- I am paid an annual salary by my company

1) What was your total BASE salary as of January 2009? Please do NOT include the value of any benefits, bonuses, overtime, or other monies received. \$ _____

2) Are you employed: Full-time (30 or more hours per week)
 Part-time (less than 30 hours per week)

3) Did you receive a salary increase in the past 12 months? Yes No
 IF YES: What percentage increase did you receive? _____%
 When did you receive this increase? Month: _____ Year: _____

- I am paid an hourly salary by my company



1) What was your BASE hourly salary as of January 2009? Please do NOT include the value of any benefits, bonuses, or other monies received. \$ _____

2) Approximately, how many hours do you work per week? _____

53. Is your position:

- Exempt (you are NOT paid for overtime)
- Non-exempt (you are paid for overtime)

54. How many hours do you work:

In a "typical" week: _____
In a "heavy" week: _____

55. Did you receive any additional cash compensation beyond your base salary (such as a bonus, overtime pay, etc.) in the past 12 months? Do NOT include the value of any benefits (such as health insurance, retirement plans, etc.) or any monies you earned outside of your organization.

- Yes
- No

IF YES: 1) What was the amount of this compensation? _____

2) Please describe what this compensation was (i.e., an annual bonus, a retention bonus, overtime pay, etc.): _____

56. In addition to your regular employment, do you engage in "freelance" work in the conservation field? This would include taking on projects as an independent contractor, serving as a consultant, or other activities where you are paid directly by the client and are NOT working for your organization.

- Yes, did so in 2008 or 2009
- No, but am considering doing so in the future
- No

IF YES: Please provide the following values for your freelance work:

- 1) What is your hourly billing rate as of January 2009? If your rate varies by type of project or client, please provide an overall average hourly rate. \$ _____
- 2) How much did you earn (GROSS income) from these activities in 2008? \$ _____
- 3) How much do you expect to earn (GROSS income) from these activities in 2009? \$ _____

The remainder of the survey was presented to all respondents

57. Which of the following retirement plans are offered by your company/organization? If you are self-employed or a solo practitioner, please indicate the type(s) of plans you have set up through your company.

- Traditional pension plan — a plan where your employer funds the plan WITHOUT any deduction from your pay
- Profit sharing plan — your employer funds the plan WITHOUT any deduction from your pay
- Defined contribution plan — these are plans such as a 401k, 403(b), a SIMPLE plan, a SEP-IRA, Keogh, etc. where monies are deducted from your pay to fund the account. Your employer may or may not match or add to these funds
- I'm not sure what plans are offered
- No plans are offered
- Other _____



58. Please indicate which of the following benefits are offered by your company/organization. If you are self-employed or a solo practitioner, please indicate the benefits you pay for using company funds:
- | | |
|---|---|
| <input type="checkbox"/> Professional liability insurance | <input type="checkbox"/> Child care/day care expenses |
| <input type="checkbox"/> Health insurance for myself | <input type="checkbox"/> AIC membership dues |
| <input type="checkbox"/> Health insurance for spouse/partner/family | <input type="checkbox"/> Other professional association membership dues |
| <input type="checkbox"/> Dental insurance (self OR family) | <input type="checkbox"/> AIC Annual Meeting fees (registration, travel, etc.) |
| <input type="checkbox"/> Vision insurance (self OR family) | <input type="checkbox"/> Other professional meeting fees |
| <input type="checkbox"/> Life insurance | <input type="checkbox"/> Continuing education costs to pursue a degree |
| <input type="checkbox"/> Short-term disability insurance | <input type="checkbox"/> On-going continuing education costs (non-degree) |
| <input type="checkbox"/> Long-term disability insurance | |

59. Please describe any other significant benefits (other than those already indicated) offered by your organization/company: _____

60. Do you receive paid time off? Examples are vacation time, sick time, annual leave, etc. It does NOT include holidays when your company/organization may be closed.
 Yes No

IF YES: 1) Is this paid time off:

- Categorized into defined types, such as “vacation time,” “sick time,” etc.
- I receive a set number of days that I can use for any purpose
- Both

2) How much paid time off do you receive per year in the following categories? Please enter “NA” if any of the categories are not applicable to your situation. If you accrue hours per pay period, please estimate the total number of days this would represent in a year (8 hours = 1 day)

Number of days per year for vacation: _____
Number of days per year for sick time: _____
Number of days per year for personal time: _____
Bereavement leave allocation (days per year): _____
Paid time off (PTO) days per year (NOT including any days specified above): _____

61. Does your company/organization offer sabbaticals for employees?
 Yes
 No

IF YES: 1) Please describe how sabbaticals are offered:

Number of years you have to be employed to qualify for your first sabbatical: _____
Typical length of the sabbatical (number of days): _____

62. Any suggestions you may have on how AIC could improve this survey would be appreciated. We would very much like your feedback concerning issues such as any questions you found difficult to answer, or any new topics you would like us to include in future surveys: _____