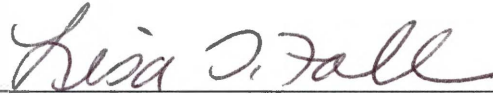


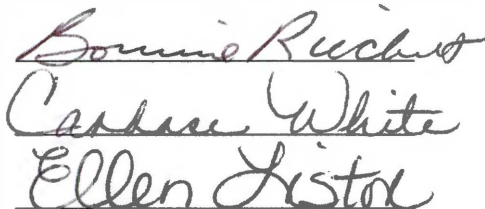
To the Graduate Council:

I am submitting herewith a thesis written by Kathleen Kinser entitled "Assessing Membership Relations Programs: A National Investigation of Communication, Evaluation and Feedback Techniques at Zoological Parks and Aquariums." I have examined the final paper copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Communications.

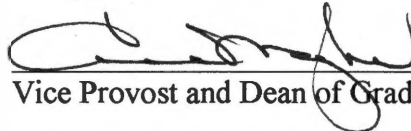


Lisa T. Fall, Major Professor

We have read this thesis
and recommend its acceptance:



Accepted for the Council:



Vice Provost and Dean of Graduate Studies

Assessing Membership Relations Programs:

**A National Investigation of Communication, Evaluation and Feedback Techniques
at Zoological Parks and Aquariums**

**A Thesis Presented for the Masters of Science Degree
The University of Tennessee, Knoxville**

**Kathleen Jane Kinser
August 2002**

Thesis
2002
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Abstract

Membership departments at zoological parks and aquariums are constantly working to retain existing members by employing various communication tactics such as exclusive membership events, public service announcements and members-only magazines and newsletters. Communication tactics must be evaluated to display public relations success and financial accountability within organizational systems, and member relations departments must employ two-way communications to survive within organizational and organization-public systems.

The primary purpose of this study, conducted in cooperation with the American Zoo and Aquarium Association (AZA) and The University of Tennessee Communications Research Center, is to examine member relations, communication and evaluation tactics employed among zoos and aquariums accredited by AZA. This study employs an Internet-based survey that was distributed to all zoos and aquariums that have membership departments and societies and are members of AZA. The total population for this study was 160. The total number of zoological societies that responded to the questionnaire was 73, thus the response rate for this study was 45.6 percent.

Data reveal that the most dominant communication tactics used to retain members are Internet Web sites, renewal mailings and newspaper media releases, and the most dominant evaluation techniques employed to measure the effectiveness of communication tactics within membership departments and societies are number of people who participate in events and activities, number of telephone calls to membership hotlines and departments, and the number of people who renew their memberships.

Further, in functioning within organizational and organization-public systems, membership departments and societies most often incorporate two-way communication techniques via means of membership hotlines and telephone calls, comments from Web site submissions and inquiry surveys.

Results further reveal that membership departments and societies use Internet Web sites more than nine times per year across all budget and membership sizes. In addition, it was found that there is a significant difference between channels of distribution of communication tactics and number of household memberships. Only in zoos and aquarium with high membership sizes were the majority of communication tactics disseminated from membership departments as opposed to public relations, marketing or communication departments.

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Chapter 1

Introduction

Membership departments at zoological parks and aquariums are constantly working to retain existing members by employing various communication tactics such as exclusive membership events, public service announcements and members-only magazines and newsletters. In addition, zoos and aquariums have different levels of membership, which may result in differences in their ability to use specific communication tactics and methods for evaluating the effectiveness of these tactics.

Departmental responsibilities at zoological parks and aquariums in the United States also differ. Some zoos and aquariums have public relations practitioners working directly within their membership departments, where others separate the two entities. As a result, member relations tactics geared toward the retention of members may not be directly executed from the membership department.

According to Walter K. Lindenmann, specialist in public relations research and measurement,

Research is the key to any successful public relations, communications and/or marketing efforts, not only in the business world, but also in the non-profit and government sectors. Without research, those who administer public relations, public affairs, promotional, and related communications programs and activities for their organizations would be operating in the dark, without any guidance or clear sense of direction (2001, www.instituteforpr.com).

The theoretical framework for this study is a combination of systems theory and public relations evaluation methods (McElreath, 1977). Communication tactics must be evaluated to enhance public relations success and financial accountability within an organizational system. The primary purpose of this study, conducted in cooperation with the American Zoo and Aquarium Association (AZA) and The University of Tennessee Communications Research Center, is to examine member relations, communication and evaluation tactics employed among zoos and aquariums accredited by AZA. The rationale behind measurement and evaluation is to help practitioners make better, more informed decisions. Based on the results of this study, recommendations for communications and membership managers will be suggested.

Chapter 2

Literature Review

Conceptualizing Public Relations Evaluation

Evaluation is an increasing concern among public relations practitioners as they strive to demonstrate financial accountability. According to the Public Relations Society of America (PRSA), the elements of public relations are broad in scope, ranging from counseling, research and publicity to media, employee and member relations, the latter of which is directly relevant to this study.

Further, PRSA states that one of the management functions public relations encompasses is “researching, conducting and evaluating, on a continual basis, programs of action and communication” (2002, www.prsa.org). One of the most accepted public relations models for public relations programming is John E. Marston’s RACE model. “These letters stand for a sequence of words used in attacking a public relations problem—Research, Action, Communication, and Evaluation” (Marston, 1963, p. 161). Marston’s Research and Evaluation steps are directly relevant to this study.

Member relations, defined by PRSA, is represented by “responding to concerns and informing and motivating an organization’s members and their families” (2002, www.prsa.org). Member relations is related to systems theory, first postulated by biologist Ludwig von Bertalanffy (1968), because systems theory, in relation to organizations, focuses on the dynamics of relationships (Melcher, 1975).

According to Scott M. Cutlip, Allen H. Center, & Glen M. Broom,

A system is a set of interacting units that endures through time within an established boundary by responding and adjusting to change pressures from the environment to achieve and maintain goal states (2000, p. 229).

There are two types of systems- closed and open. Closed systems are insensitive to their environments and do not change in response to them. Open systems, such as the ones that public relations function within, adjust and adapt to their changing environments and publics (Cutlip, Center, & Broom, 2000, p. 234).

In relating organizational functions to systems theory, emphasis is placed on integrating all activities toward accomplishing the overall objectives of the organization, and an efficient subsystem's, or department's, performance is important (Johnson, Kast, & Rosenzweig, 1964). Thus, the public relations function within organizational systems is to constantly and efficiently accomplish the goals, or mission, of its organization.

Further, member relations serves a function within an organizational system by symmetrically interacting with an organization's members to respond and adjust to pressures. "Maintenance strategies that are symmetrical in nature generally are more effective than asymmetrical strategies" (Grunig, 2002, p. 6). Cutlip, Center, & Broom state, "In the case of public relations, the set of interacting units includes the organization and the publics with which it has or will have relations. They are somehow mutually affected or involved" (2000, p. 229). In accomplishing organizational goals, Cutlip, Center, & Broom also state "... mutually dependent relationships are established and maintained between organizations and their publics" (2000, p. 228) "that, like consumers, affect organizational survival and growth" (Broom & Dozier, 1983, p. 6).

The various roles of public relations are further discussed by James Hutton: “It is quite conceivable that an organization’s public relations activities can be pro-active and reactive, oriented toward image and substance, and client-centered and public-centered—all in the same day” (1999, p. 205).

Member relations departments serve roles in both their organizational systems and in organizational-public systems. In member relations departments, “publics and abstractions are defined...applying the systems approach” to produce an “organization-public system” (Cutlip, Center, & Broom, 2000, p. 229). “At the level of organization-public systems, the attributes of linkages among the participants describe the relationships within the system as well as the structures of the system,” and relationships can be dependent, independent and intervening variables in the creation of theory about organization-public systems (Broom, Casey, & Ritchey, 1997, p. 94). The Institute for Public Relations Research and Education (IPRRE) outlines four outcomes that are good indicators of successful organization-public systems-- control mutuality, trust, satisfaction and commitment (1999, pp. 18-20).

According to James E. Grunig, control mutuality is the “degree to which parties in a relationship are satisfied with the amount of control they have over a relationship. Although some degree of power imbalance is natural in organization-public relationships, the most stable, positive relationships exist when organizations and publics have some degree of control over the other” (2002, p. 2). Trust, commitment and satisfaction are also central to organizations and publics when evaluating organization-public systems.

Further, because “organization-public systems exist in changing environments, they must be capable of adapting their goals and relationships to accommodate change pressures from their complex and dynamic settings” (Cutlip, Center, & Broom, 2000, p. 229). They must practice two-way communication (IPRRE, 1999, p. 11) to effectively function within the system.

Also supported by Craig Fleisher and Darren Mahaffy, organizational theorists recognize that public relations and communications subsystems serve key functions within many organizations. They are integrated into organizational decision making systems and their larger environments (1997). “The value of public relations to an organization and society exists in the relationships developed with strategic publics...” (Grunig, 2002, p. 5). Grunig states that the purest indicator of success of the public relations management function is found within the degree to which a public believes that it has a communal relationship with an organization (2002).

When organizations do not practice two-way communications and do not change in response to environmental pressures, relationships become dysfunctional, unmanageable, non-purposive, and attaining mutually beneficial goals is no longer possible (Cutlip, Center, & Broom, 2000, p. 231). Research on relationships between organizations and their members enable them to change in response to their environment, thus enabling them to fulfill their role within their organizational and organizational-public systems.

A study conducted by Linda Childers Hon found that among 32 public relations practitioners and 10 top executives, there was a clear understanding of “how public relations feeds into the strategic goals of their organization. Most interviewees did not see public relations as an isolated function. Instead, they can articulate clearly how the ultimate success of the organization is inextricable linked to effective communication” (1997, p. 33). The links between public relations and the attainment of goals of an organization display the public relations function within organizational systems.

Research and Evaluation

IPRRE defines public relations evaluation: “Any and all research designed to determine the relative effectiveness of a public relations program, strategy, or activity, by measuring the outputs and/or outcomes of that program against a public predetermined set of objectives” (1997, p. 2).

Lindenmann offers his definition of public relations research: “An essential tool for fact and opinion gathering; a systematic effort aimed at discovering, confirming and/or understanding; through objective appraisal; the facts or opinions pertaining to a specified problem or problems” (1995, p. 3). Objective appraisals help identify public relations functions within organizational systems because they display the roles public relations has in the success and growth of organizational systems.

Marston offers 10 common objectives of research: To probe the basic attitudes of groups; to measure the true opinions of groups; identification of leaders of opinion; reducing public relations costs by concentrating upon valid targets; testing themes and media before placing all bets upon them; timing; ascertaining the strength of the opposition; achieving two-way communication; revealing trouble before it happens; opinion research as a weapon in itself (1963).

Although the basic aspects of defining evaluation are somewhat universal throughout public relations literature, the means of measuring public relations activities differ. "Evaluation in public relations appears to be both a matter of establishing a body of knowledge that would form a basis from which to evaluate and a matter of acknowledging occupational interests in judgments about effectiveness" (Piecarka, 2000, p. 214).

Walter G. Barlow and Lisa Richter state that measurable public relations activities can be either positive or protective. Activities that are positive are "proactive efforts to gain higher stock prices, sale of more products or services, preferred ratings from financial institutions..." Protective activities are "defensive, crisis management efforts to minimize damage to a corporation's or an organization's reputation, and overall, the building and maintenance of a progressively more positive reputation." (2000, p. 3). Both activities serve functions within an organizational system because they contribute to the organization's existence, survival and growth in ways such as sales, profits and relationships with key publics.

In judging the effectiveness of evaluation methods and public relations practices, Katharine Delhay Paine offers 10 uses for public relations evaluation: Find a reason for flagging sales; put a halt to market share slippage; turn around a company; making better decisions and saving some money along the way; help the board make better decision; save a program that works; help establish leadership positioning; more effectively allocate resources; manage your agencies better; getting to say “I told you so” (when public relations activities have been changed due to other departments and the change results in less coverage, fewer messages communicated and incorrect positioning) (2001).

Outcomes vs. Outputs

According to IPRRE’s component of public relations evaluation as measuring outputs and/or outcomes, measuring how messages are perceived and how they yield behavioral changes are at the heart of suggested evaluation techniques, forming a basis for which tools to use in evaluating public relations effectiveness within an organizational system.

IPRRE offers seven guiding principles to consider for public relations measurement and evaluation. Among those principles is to differentiate between outputs and outcomes. IPRRE defines outputs as short-term and surface-level measurements and outcomes as far-reaching, resulting in more outcomes than outputs (1997). It is far more important to measure public relations outcomes than outputs (Lindemann, 1997; Freitag, 1998; Richter & Drake, 1993). According to Hon, “Measuring the outcomes of public relations programs provide data needed to demonstrate that public relations helps organizations and clients meet their performance goals” (1997, p. 32) and display accountability within organizational systems.

Yet, there is no one, simple, all-encompassing tool or technique that can be applied to evaluate public relations effectiveness (IPRRE, 1997; Lindemann, 1995; Paine, 1994; Cowlett, 2000; Hon, 1997). Further, IPRRE's fourth guiding principle states that usually a combination of different measurement techniques are needed (1997). In addition, Alan R. Freitag's 12 Measurement Tenets include mixing measurement tools and mixing qualitative and quantitative assessments when performing public relations research (1998).

IPRRE outlines standards for measuring public relations outputs and outcomes. Techniques for measuring outputs include media content analysis, cyberspace analysis, trade show and event measurement and public opinion polls. Techniques for measuring outcomes include awareness and comprehension measurements, recall and retention measurements, attitude and preference measurements and behavior measurements (1997).

"If public relations is to be accepted by management, play a larger role in the communications mix, and concomitantly command larger budgets, it is important to shift the emphasis from the output mentality, which dominates the profession, to one of outcome. When public relations effectiveness is associated with output, the low level of measurement is evident" (Kirban, 1983, p. 22). In addition, Lloyd Kirban states that measuring output has limitations because it cannot measure the cost-effectiveness of programs and program elements, and it cannot measure the reasons behind a program's effectiveness (1983). Demonstrating effectiveness within organizational systems further displays and solidifies the public relations role within systems.

In Lindenmann's "effectiveness yardstick" model, he outlines three basic levels of measurement. Level 1, the most basic or lowest level of research, measures *outputs* by the total amount of media exposures, placements and impression. Researchers use methods such as content analysis and simple public opinion polls. Level 2 measures *outgrowths* by measuring retention, comprehension, awareness and perceptions. Researchers employ methods such as focus groups, extensive polling on key issues, and interviews. Level 3, the most advanced level of research, measures *outcomes* by measuring behavior, attitude and opinion changes. Researchers can measure the most advanced level of outcomes by pre- and post-testing, experimental research, psychographic analysis and communication audits (1993).

Freitag also offers a spectrum of potential measurement approaches, placing outcomes and outputs at different ends of the spectrum. Dividing the spectrum into seven sections, they are: production, distribution, coverage, impressions, advertising value, systematic content analysis and goal/objective achievement. Outputs are measured by number of public relations products generated, number of media outlets receiving products, number of brochures distributed or direct mail letters sent to target publics. On the opposite end of the spectrum, outcomes are measured by content analysis, placement and prominence or news stories, surveys, focus groups and product testing (1998).

The fifth guiding principle IPRRE offers for public relations measurement and evaluation is to be "wary of attempts to precisely compare public relations effectiveness to advertising effectiveness" (1997, p. 3). According to the literature, means of performing evaluation and research in public relations via advertising value equivalencies (AVEs) have numerous flaws.

During the genesis of public relations evaluation, Robert K. Marker explains his “hallway space equivalency” method in measuring clippings by totaling column inches of publicity and converts them into lineal feet of hallway space (1977, p. 52). AVEs are a similar method to “hallway space equivalency” in measuring the value of publicity because it is neither descriptive, accurate nor effective.

In Marker’s 1977 article, he supports AVEs, claiming that it is appropriate to compare space and time costs to advertising costs with the understanding that publicity is not a substitute for advertising. “It helps the marketing people apply some dollar measurement against public relations, the same way they do with all other selling costs” (1977, p. 22).

A common understanding among today’s literature regarding AVEs is that although they may look good on paper, AVEs are less than perfect and do not accurately portray the public relations role within an organizational system. IPRRE stresses that advertising and public relations are different, and their different functions must be taken into consideration. Advertising message placements can be controlled, where public relations message placements usually cannot be controlled (IPRRE, 1997; Wilcox, Ault, Agee, & Cameron, 2000). AVEs can serve as an impressive statistic, yet with advertising, the organization exercises complete control over the content (Freitag, 1998; Cowlett, 2000; Wilcox, Ault, Agee, & Cameron, 2000). Advertisements are also less read than news articles. Further, AVEs do not engender good media relations (Wilcox, Ault, Agee, & Cameron, 2000), and they “do not in any way evaluate how well the message has been received and understood” (Kolah, 2001, p. 18).

Evaluating how messages have been received and understood entails obtaining feedback from audiences, or the organization's environment, as an important aspect of the public relations function within an open organizational system. "Any communication effort, regardless of the method used, will suffer from lack of feedback and benefit from its availability" (Robinson, 1969, p. 29).

According to Cutlip, Center, & Broom, an open system's survival and growth depends on interchange with its environment, and feedback enables proper adjustments to be made within the system's structure and processes. "Systems, then, can adjust and adapt their goals, structures, and processes, depending on the kind and amount of feedback" (2000, p. 236).

Mark McElreath offers further insight into the open and closed system models and their environments. "The increasing emphasis on the environment and its relationship to the organization demands that more factors be considered in public relations evaluations" (1977, p. 135).

Further, evaluative research for closed systems ignore

unintended audiences and how the public relations program affects and is affected by other organizational activities and the environment.... an evaluation using an open-system approach will consider how the organizational units affect the operation of the public relations program, how unintended audiences may be affected by the program and most importantly, how the effectiveness of the program relates to the overall effectiveness of the organization (1977, pp. 133-34).

Marc-Andre Charlebois advises that thorough public relations evaluation involves reviewing processes and outcomes. The evaluation process is much like outputs. It asks questions such as: Was there a plan? Was it followed? Was the budget adequate? According to Charlebois, “evaluating outcomes can be difficult or impossible to measure because of the inaccuracy of measuring tools or the absence of a proper baseline against which to compare results” (1995, p. 16).

Benchmarking

“The absence of a proper baseline,” or proper benchmarking, is addressed by Paine. She establishes six rules for a benchmark program: define the objectives, establish criteria for success, determine a benchmark, select a system to measure outputs or outcomes, compare results to objectives, draw actionable conclusions and deliver on time (i.e., determine a good benchmarking period).

In determining a benchmark, Paine states that one can either use a specific time period or other companies an organization competes with or admires. Competitive benchmarking is the most valuable benchmarking technique, and the most expensive. Paine further states, “The true measure of a communication department is whether or not its efforts... achieve their objectives” (1994, p. 43).

In regards to system theory, proper benchmarking can also enable a communication department to determine if it is successfully serving its role within an organizational system. Charles A. Lubbers emphasizes the importance of benchmarking prior to program implementation. He states that the goal of benchmarking is to look for “attributes and synergies of another system to enhance your organization or campaign” (1995-96, p. 32).

Lindemann also includes benchmarking as one public relations need for conducting research (1995, p. 3). Daniel H. Baer states, “It’s next to impossible to accurately assess public relations results without the benefit of benchmark studies” (1983, p. 9).

Additional Evaluation Techniques

Measuring outputs and outcomes for accountability in an organizational system offers more methods than AVEs and benchmarking. In measuring outputs, or production, one can count the number of news releases, feature stories, photos and letters produced in a given time. “Public relations professionals, however, do not believe that this evaluation is very meaningful because it emphasizes quantity instead of quality” (Wilcox, Ault, Agee, & Cameron, 2000, p. 194).

In measuring message exposure, the most widely used methods of evaluating public relations outputs are compiling press clippings and radio and television mentions (Wilcox, Ault, Agee, & Cameron, 2000). Measuring media impressions, or how many people may have been exposed to a message, is another method of measuring outputs. “A cyberspace version of media impressions is the number of people reached via an organization’s World Wide Web site or home page” (Wilcox, Ault, Agee, & Cameron, 2000, p. 196). Other methods include content analysis, number of people who inquire about information, number of people who attend an event, and cost-effectiveness, or the cost of reaching each member of an audience (Wilcox, Ault, Agee, & Cameron, 2000).

Methods for measuring outcomes, according to Wilcox, Ault, Agee, & Cameron, include survey research, communication audits, pilot tests and split messages, meeting and event attendance and newsletter readership. Communication audits analyze all aspects of an organization's communication. Methods such as focus groups, mail and telephone surveys may be employed (2000). "The most common qualitative methods that could be used for assessing relationships are interview and focus groups. Both help public relations professionals grasp what motivates people and explain what people may think and do in their own terms" (Grunig, 2002, p. 3).

Wilcox, Ault, Agee, & Cameron also state pilot tests and split messages are used to pre-test messages before going national. The success of meetings and event attendance can be measured by having participants complete evaluation forms at the end of the meetings or event. Newsletter readership is used to determine reader perceptions; the degree to which stories are balanced; the kinds of stories that have high reader interest; additional topics that should be covered; credibility of the publication; and the extent to which it is meeting organizational objectives. Methods used to measure readership include content analysis, readership surveys, readership recall, readability formulas and advisory boards (2000).

Lindenmann states, "Truly effective planning and program development cannot be done in the dark or in a vacuum. Research has to become an integral part of the entire public relations process. If it doesn't, public relations professionals may find that they are talking only to themselves" (1983, p. 16).

A review of the literature displays how financial accountability within organizational and organizational-public systems is important to public relations. Measuring outcomes, or impact, is far more valuable than measuring outputs. In addition, to successfully function within open systems, public relations departments must employ two-way communications by using feedback methods to react and adjust to their environments.

Research Questions

Based on the review of the literature, the following research questions will be pursued:

- RQ1: What are the most frequently used communication tactics employed among AZA accredited zoo and aquarium membership departments?
- RQ2: What evaluation techniques are employed to measure the effectiveness of the communication tactics?
- RQ3: Overall, what is the most frequently reported department responsible for disseminating these communication tactics?
- RQ4: What is the responsible department (i.e., membership, public relations, marketing/communications) for disseminating the top three most frequently employed communication tactics?
- RQ5: How do zoos/aquariums incorporate two-way communication techniques in their member relations programs?
- RQ6: What is the relationship between communication tactics and budget size?
- RQ7: What is the relationship between communication tactics and membership size?

RQ8: What is the relationship between the responsible department and membership size?

RQ9: What is the relationship between evaluation techniques and budget size?

RQ10: What is the relationship between evaluation techniques and membership size?

Chapter 3

Method

Research Population

This study's population consists of AZA accredited zoological parks and aquariums. AZA upholds the highest zoological and aquarium industry standards in the nation. The total number of zoo and aquarium facilities that are accredited members of AZA at the time of the study was more than 200. Further, more than one zoo or aquarium may operate under the same membership society, so a membership from a society may include membership to more than one zoo and aquarium. For this study, the population constitutes the number of aquarium and zoological societies in the United States to avoid replication. The total population was 160.

Method

This study employed an Internet-based survey. The instrument used was an online questionnaire.

Operationalization of the Variables

The primary variables under investigation are communication tactics, evaluation techniques, responsible departments and feedback methods. Communication methods consist of 20 tactics. Levels of use consist of: 1-2 times per year, 3-4 times per year, 5-6 times per year, 7-8 times per year, 9+ times per year and N/A (see Table A.1).

The communication tactics were selected based on previous studies (Fall, 2000; Fall & Knutson, 2001) and because they constitute tactics that membership departments may use in communicating with and retaining members. This list of tactics was reviewed by various zoo professionals prior to the dissemination of the questionnaire.

Responsible departments are the departments primarily responsible for disseminating communication tactics. The departments under examination were membership, public relations, marketing/communications and other.

Feedback methods represent ways membership departments measure the effectiveness of their communication tactics to adjust them to suite the needs of their members. This variable regards two-way communication within a system, and if/how membership departments interact with their constituents. Feedback methods consist of 14 techniques (see Table A.2).

Evaluation techniques represent ways membership departments measure, or track, the effectiveness of the top three communication tactics they use. Evaluation methods consist of 17 techniques, and overall use is measured (i.e., used or not used) (see Table A.3).

Secondary variables under examination include budget size and number of household memberships. Membership department budgets are defined as the total amount of money allotted in 2001 for communication programming. Respondents were instructed to exclude funds specifically allocated for new member recruitment programming and annual special events/fundraisers. Total membership is defined as the total number of household memberships as of Dec. 31, 2001.

Data Collection

Prior to launching the study, each zoological park, aquarium, or membership manager in the population was sent an electronic mail message requesting him or her to complete an online questionnaire. Steps taken to administer the questionnaire included sending an initial message to the public relations, marketing and development listserv of AZA to state the purpose of the survey and inform listserv members that their zoo or aquarium would receive the survey link via an electronic mail message within a week. The second phase entailed sending all membership managers and directors in the population an electronic mail message that included a brief explanation of the study and the link to the questionnaire.

The researcher then sent follow-up electronic mail messages to the zoological park and aquarium managers who had not submitted a questionnaire to remind them to complete the survey by the designated deadline. Again, the link to the online questionnaire was included in the electronic mail correspondence.

After the deadline passed, the researcher sent a second wave of questionnaires to the zoo and aquarium managers who had not yet submitted a completed questionnaire. This message explained that the deadline had been extended by two weeks and that each zoo and aquarium manager still had the opportunity to complete the questionnaire. Another follow-up electronic mail message was sent to the second wave of zoo and aquarium managers, reminding them to complete the survey by the extended deadline (see Appendix B).

The total number of zoo and aquarium membership managers who responded to the questionnaire was 73, representing a response rate of 45.6 percent. Six questionnaires were not included in the study due to incomplete responses. “Response rates range from 7 to 44 percent for Web surveys” (Schonlau, Fricker, & Elliott, 2001, p.20), so the response rate obtained for this study is higher than general response rates reported for Web surveys.

Treatment of Data

Data from the online questionnaire were directly sent to the researcher’s University of Tennessee electronic mail account. A final follow-up thank you message was then sent to all zoo and aquarium managers who completed the questionnaire, explaining that results from the study would be made available to them via electronic upon completion of the study (see Appendix B). As the questionnaires were received, the data were coded and entered into an SPSS program so statistical tests could be conducted.

Questionnaire

When designing the Internet questionnaire (see Appendix C), the researcher referred to survey literature (Dillman, Tortora, & Bowker, 1998, pp. 7-14). Dillman guidelines consist of the following principles:

1. Begin the questionnaire with a question that is easily comprehended.
2. Present each question in a conventional format similar to format normally used on paper questionnaires.
3. Limit line length to decrease the likelihood of a long line of prose being allowed to extend across the screen of the respondent’s browser.

4. Provide specific instructions on how to take each necessary computer action for responding to the questionnaire.
5. Provide computer operation instructions as part of each question where the action is to be taken, not in a separate section prior to the beginning of the questionnaire.
6. Construct web questionnaires so they scroll from question to question.
7. Be cautious about using question structures that have known measurement problems on paper questionnaires (i.e., open-ended questions).

The questionnaire was pre-tested by Judy Scoonover, membership manager of Knoxville Zoological Gardens, Jane Ballentine, public affairs director of AZA, and various communications professionals.

Chapter 4

Data Analysis

Profile of the Respondents

Among the 73 respondents, the majority of people who completed the questionnaire work in membership departments (64.2%), followed by respondents who work in “other” departments (26.9%); titles include directors and assistants. The majority of respondents are from the East North Central (20.9%) and Pacific (19.5%) divisions as designated by the United States Census. A total of 48 organizations reported their budget size, which ranges from \$1,000 to \$500,000 with a mean of \$76,116.54. All organizations reported their membership size, which ranges from 581 to 71,917 with a mean of 16,959.39 (see Table 1).

Table 1. Profile of the Respondents

Descriptor Variables	Percent
U.S. Census Division:	
East North Central	20.9
Pacific	19.4
West North Central	13.4
Middle Atlantic	11.9
West South Central	9.0
South Atlantic	9.0
Mountain	7.5
East South Central	4.5
Other- Not within U.S. Census Division	3.0
New England	1.5
Respondent Job Positions:	
Membership	64.2
Other	26.9
Marketing/Communications	9.0

Addressing the Research Questions

RQ1: What are the most frequently used communication tactics employed among AZA accredited zoo and aquarium membership departments?

The most frequently used communication tactics (used 9+ times per year) are Internet Web sites (56.5%), renewal mailings (40.6%) and newspaper media releases (30.4%) More than 25 percent of respondents rate media relations tactics (i.e., newspaper, radio and television media releases) among their top five most used communication methods. In contrast, no marketing/communications tactics (i.e., brochures and all forms of direct mail) are cited as being used nine or more times by more than 10 percent of respondents (see Table 2).

RQ2: What evaluation techniques are employed to measure the effectiveness of the communication tactics?

Results display that the most frequently used evaluation techniques to measure the effectiveness of the top three most used communication tactics include calculating number of people who participate in events/activities (57.3%), number of calls to membership hotlines or department (49.2%) and number of people who renew their memberships (47.4%). Although Internet Web sites are reported as the most frequently used communication tactic, only one fourth of respondents report that they evaluate the success of their communication tactics by the number of people who visit their Internet Web site. Further, on average, no more than a quarter of respondents report that they use the majority of evaluation tactics to measure success of the top three most used communication tactics (see Table 3).

Table 2. Percent of Communication Tactics Used Nine or More Times Per Year

Communication Method	Communication Type	Used 9+ Times Per Year (%)
Internet Web Site	New Media	56.5
Renewal Mailings	Membership	40.6
Media Release- Newspaper	Public Relations	30.4
Media Release- Radio	Public Relations	26.8
Media Release- Television	Public Relations	26.8
Unpaid Public Service Announcements-Radio	Public Relations	19.0
Flyer for General Membership Publicity	Membership	11.7
Paid Advertising- Newspaper	Advertising	10.2
Solicitation Brochure	Marketing/ Communications	10.0
Members-Only Newsletter	Membership	9.1
Unpaid Public Service Announcements- Television	Public Relations	8.8
E-mails	New Media	7.5
Paid Advertising- Radio	Advertising	7.0
Open Forums	Membership	6.5
Paid Advertising- Television	Advertising	5.3
Direct Mail-Other	Marketing/Communications	4.8
Members-Only Event	Membership	3.1
Direct Mail-Multiple Mailings	Marketing/Communications	1.8
Direct Mail-Flyer	Marketing/Communications	1.7
Members-Only Magazine	Membership	1.7
Complimentary Members-Only Promotional Items	Membership	1.6
Direct Mail-Brochure	Marketing/Communications	0.0
Direct Mail-Postcard	Marketing/Communications	0.0

Table 3. Frequency of Use of Evaluation Methods for Top Three Most Used

Communication Tactics

Evaluation Method	Most Used Communication Tactic (%)	2nd Most Used Communication Tactic (%)	3rd Most Used Communication Tactic (%)	Mean (%)
# of People Who Participate in an Event/ Activity	63.6	59.1	49.2	57.3
# of Calls to Member Hotlines or Department	62.1	39.4	46.2	49.2
# of People who Renew Their Memberships	53.0	47.0	43.1	47.4
# of People who Act in Desired Fashion	40.9	33.3	35.4	36.5
Surveys	36.4	22.7	20.0	26.4
Newsletter/Magazine Readership Study	30.3	21.2	6.2	19.2
# of People Who Visit Web Site	28.8	21.2	27.7	25.9
Vary Membership Application for Identification Purposes	24.2	19.7	18.5	20.8
Telephone/E-mail/Mail Opinion Polls	24.2	19.7	24.6	22.8
Event/Activity Comment Cards	16.7	16.7	16.9	16.8
Media Clippings	12.1	10.6	16.9	13.2
# of Times Org. Reported in a Good/ Bad Light In Media	10.6	15.2	13.8	13.2
Focus Groups	10.6	3.0	9.2	7.6
Measure Value of Clippings in Terms of Advertising Dollars	7.6	10.6	9.2	9.1
Monitor Comments on Members-Only Listserv	6.1	6.1	3.1	5.1
Monitor Comments on Online Chat Rooms	4.5	1.5	1.5	2.5
Monitor Comments on Members-Only Discussion Group	3.0	1.5	3.1	2.5

RQ3: Overall, what is the most frequently reported department responsible for disseminating these communication tactics?

Overall, the most frequently department responsible for disseminating various communication tactics is the membership department (47.3%). In contrast, only 15 percent of respondents report that the public relations department is the overall responsible department for disseminating communication tactics (see Table 4).

RQ4: What is the responsible department (i.e., membership, public relations, marketing/communications) for disseminating the top three most frequently employed communication tactics?

Based on the results, the responsible department for disseminating the Internet Web site is equally split between the membership department and the marketing/communications department (30.6%). Respondents also report that “other” departments (25.8%) are more responsible for Internet Web sites than are public relations departments (12.9%) (see Table 4).

The responsible department for disseminating renewal mailings is the membership department (86.2%). Less than 15 percent of respondents report that marketing/communications, public relations and other departments are responsible for disseminating renewal mailings (see Table 4). However, nearly half of respondents cite public relations departments as responsible for disseminating newspaper media releases (see Table 4).

Table 4. Overall Responsible Departments for Disseminating Communication Tactics

Responsible Department	Communication Tactics (%)			
	Overall	Web Site	Renewal Mailings	Newspaper Releases
Membership	47.3	30.6	86.2	15.1
Marketing/Communications	29.2	30.6	7.7	30.2
Public Relations	15.4	12.9	1.5	49.1
Other	8.1	25.8	4.6	5.7

RQ5: How do zoos/aquariums incorporate two-way communication techniques in their member relations programs?

Based on the results, zoos and aquariums most often incorporate two-way communication techniques in their membership programs by using membership hotlines/telephone calls (69.7%), comments from Web site submissions (69.7) and inquiry surveys (53.0%). Only these three feedback techniques are used by more than half of respondents. Although Web sites are the most used communication tactic, less than 5 percent of respondents report using Web-based feedback techniques (i.e., comments posted on members-only listservs, chat rooms and discussion boards) (see Table 5).

RQ6: What is the relationship between communication tactics and budget size?

Before chi-square tests were conducted to address the remaining research questions, membership department budgets were divided into three categories: low (\$0-20,000), moderate (\$20,001-136,627) and high (\$136,628-500,000). The number of household memberships were also divided into three categories: low (0-4,200 households), medium (4,201-20,000 households) and high (20,001-71,917 households).

Table 5. Frequency of Use of Two-way Communication Techniques

Feedback Technique	Percent
Membership Hotline/Telephone Calls	69.7
Comments From Web Site Submissions	69.7
Inquiry Surveys	53.0
Follow-up Surveys	48.5
Event/Activity Feedback Cards	30.3
Telephone/E-Mail/Mail Opinion Polls	27.3
Focus Groups	22.7
Members-Only Publications Submissions	22.7
Magazine Feedback Cards	15.2
Newsletter Feedback Cards	13.6
Open Board Meetings	12.1
Comments Posted On Members-Only Listserv	3.0
Comments Posted On Online Chat Rooms	1.5
Comments Posted On Members-Only Discussion Group	0.00

Additionally, the frequency of use of communication tactics were divided into four categories: less frequently (1-4 times per year), somewhat frequently (5-8 times per year), frequently (9+ times per year) and N/A (Not Applicable).

Although no statistical significance was found among the data related to this question, one primary pattern exists. The frequency of use of Internet Web sites is not affected by budget; the majority of organizations use Internet Web sites frequently (9+ times per year) across all budget sizes (see Table 6).

RQ7: What is the relationship between communication tactics and membership size?

There is a significant relationship between membership size and use of flyers χ^2 (6, $N=60$) =15.08, $p<.05$: zoos and aquariums with low memberships (0-4,200 households) use flyers less frequently (1-4 times per year) (80%). Further, across all membership levels, flyers are used less frequently (1-4 times per year) (see Table 7).

Table 6. Frequency of Use of Internet Web Sites in Relation to Budget Sizes

Frequency of Use (%)	Budget Size		
	Low (\$0-20,000)	Moderate (\$20,001-136,627)	High (\$136,628-500,000)
Less Frequently (1-4 times per year)	20.0	12.5	13.3
Somewhat Frequently (5-8 times per year)	33.3	6.3	20.0
Frequently (9+ times per year)	40.0	62.5	53.3
N/A (Not Applicable)	6.7	18.8	13.3

Table 7. Relationship Between Use of Flyers and Membership Size

Frequency of Use (%)	Membership Size		
	Low (0-4,200)	Medium (4,201-20,000)	High (20,001-71,917)
Less Frequently (1-4 times per year)	80.0	52.6	33.3
Somewhat Frequently (5-8 times per year)	10.0	15.8	9.5
Frequently (9+ times per year)	0.0	21.1	14.3
N/A (Not Applicable)	10.0	10.5	42.9

There is a significant relationship between membership size and use of other forms of direct mail $\chi^2 (4, N=42) = 11.26, p < .05$: zoos and aquariums with low memberships (0-4,200 households) do not use other forms of direct mail (86.7%). Further, across all membership sizes, the majority of respondents report that they do not use other forms of direct mail (see Table 8).

There is a significant relationship between membership size and use of television media releases $\chi^2 (4, N=61) = 15.48, p < .05$: zoos and aquariums with medium memberships (4,201 to 20,000 households) use television media releases less frequently (1-4 times per year) (82.4%). Further no respondents with low (0-4,200) or high (20,001-71,917) memberships use television media releases frequently (9+ times per year) (see Table 9).

RQ8: What is the relationship between the responsible department and membership size?

Overall, there is a significant relationship between membership size and responsible department for disseminating communication tactics $\chi^2 (6, N=974) = 15.09, p < .05$: membership department managers are more responsible for disseminating communication tactics at zoos and aquariums with high memberships (20,001-71,917 households) (53%). As membership size increases, membership departments are increasingly more responsible, where marketing/communications and public relations departments are less responsible (see Table 10).

Table 8. Relationship Between Use of Other Forms of Direct Mail and Membership Size

Frequency of Use (%)	Membership Size		
	Low (0-4,200)	Medium (4,201-20,000)	High (20,001-71,917)
Less Frequently (1-4 times per year)	6.7	18.2	56.3
Somewhat Frequently (5-8 times per year)	0.0	0.0	0.0
Frequently (9+ times per year)	6.7	0.0	6.3
N/A (Not Applicable)	86.7	81.8	37.5

Table 9. Relationship Between Use of Television Media Releases and Membership Size

Frequency of Use (%)	Membership Size		
	Low (0-4,200)	Medium (4,201-20,000)	High (20,001-71,917)
Less Frequently (1-4 times per year)	31.8	82.4	68.2
Somewhat Frequently (5-8 times per year)	0.0	0.0	0.0
Frequently (9+ times per year)	0.0	5.9	0.0
N/A (Not Applicable)	68.2	11.8	31.8

Table 10. Overall Responsible Departments in Relation to Membership Size

Responsible Department (%)	Membership Size		
	Low (0-4,200)	Medium (4,201-20,000)	High (20,001-71,917)
Membership	40.0	49.1	53.0
Public Relations	17.0	13.0	16.2
Marketing/Communications	34.2	29.1	24.1
Other	8.8	8.9	6.7

Individually, there is a significant relationship between membership size and responsible department for disseminating select communication tactics χ^2 (4, $N=20$) =13.00, $p<.05$: membership department managers are more responsible for disseminating other forms of direct mail at zoos and aquariums with high memberships (20,001-71,917 households) (100%). Further, the majority of respondents cite membership departments as the responsible departments for other forms of direct mail across all membership sizes. No respondents report that other departments are responsible for other forms of direct mail at any membership size (see Table 11).

RQ9: What is the relationship between evaluation techniques and budget size?

Before chi-square tests were conducted to address questions 9 and 10, evaluation techniques were divided into three categories: outputs, outgrowths or outcomes as determined by Lindenmann's effectiveness yardstick model (1993).

There is a significant relationship between the use of coding membership applications for identification purposes and the size of membership budgets χ^2 (2, $N=48$) = 6.541, $p<.05$: zoos and aquariums with moderate (\$20,001-136,627) budgets do not code membership applications for identification purposes to evaluate the success of their programs (87.5%). Further, the majority of organizations with low (\$0-20,000) budgets do not code membership applications for identification purposes (81.3%), and use is equally split between organizations with high (\$136,628-500,000) budgets (50%) (see Table 12).

Table 11. Departments Responsible for Other Forms of Direct Mail in Relation to Membership Size

Responsible Department (%)	Membership Size		
	Low (0-4,200)	Medium (4,201-20,000)	High (20,001-71,917)
Membership	60.0	60.0	100.0
Public Relations	40.0	0.0	0.0
Marketing/Communications	0.0	40.0	0.0
Other	0.0	0.0	0.0

Table 12. Relationship Between Use of Coding Membership Applications for Identification Purposes and Budget Size

Evaluation Technique: Coding Membership Applications for Identification Purposes (%)	Budget Size		
	Low (\$0-20,000)	Moderate (\$20,001- 136,627)	High (\$136,628- 500,000)
Use	18.8	12.5	50.0
Do Not Use	81.3	87.5	50.0

RQ10: What is the relationship between evaluation techniques and membership size?

Out of 20 evaluation techniques tested, data reveal that four techniques significantly relate to membership size: First, there is a significant relationship between calculating the number of people who participate in an event or activity and organization membership size $\chi^2 (2, N=65) = 7.42, p < .05$: zoos and aquariums with low memberships (0-4,200 households) calculate the number of people who participate in an event or activity as a method to evaluate the success of their programs (72.7%). The majority of respondents with medium (4,201-20,000 households) (60.9%) and high (20,001-71,917 households) (65%) memberships do not calculate the number of people who participate in an event or activity to evaluate the success of their programs (see Table 13).

Second, there is a significant relationship between calculating the number of calls to the membership hotline and organization membership size $\chi^2 (2, N=65) = 9.71, p < .05$: zoos and aquariums with high memberships (20,001-71,917 households) use the number of calls to the membership hotline or department as a method to evaluate the success of their programs (75%). On the contrary, the majority of respondents with low (0-4,200 households) (68.2%) and medium (4,201-20,000 households) (65.2%) memberships do not use the number of calls to the membership hotline or department as a method to evaluate the success of their programs (see Table 13).

Third, there is a significant relationship between calculating the value of media clippings in terms of advertising dollars and organization membership size χ^2 (2, $N=66$) =5.99, $p<.05$: all zoos and aquariums with high memberships (20,001-71,917 households) do not calculate the value of media clippings in terms of advertising dollars (AVEs) as a method to evaluate the success of their programs (100%). Further, the majority of respondents do not calculate the value of media clippings in terms of advertising dollars regardless of membership size (see Table 13).

Finally, there is a significant relationship between using surveys and membership size χ^2 (2, $N=65$) =7.33, $p<.05$: zoos and aquariums with low memberships (0-4,200 households) do not use surveys as a method to evaluate the success of their programs (90.9%). Further, the majority of respondents do not use surveys regardless of membership size (see Table 13).

Table 13. Relationships Between Evaluation Techniques and Membership Size

Membership Size	Evaluation Techniques (%)							
	# of People Who Participate		Hotlines/Telephone Calls		Surveys		AVEs	
	Use	Do Not Use	Use	Do Not Use	Use	Do Not Use	Use	Do Not Use
Low (0-4,200)	*72.7	27.3	31.8	68.2	22.7	77.3	9.1	*90.9
Medium (4,201-20,000)	39.1	60.6	34.8	65.2	8.7	91.3	13.0	87.0
High (20,001-71,917)	35.0	65.0	*75.0	25.0	0.0	*100.0	40.0	60.0

* $p<.05$

Chapter 5

Summary and Conclusions

Membership departments at zoos and aquariums must function within organizational and organization-public systems for survival and growth. The use of interpersonal feedback tactics such as membership hotlines, telephone calls and inquiry surveys can assist in measuring control mutuality, trust, satisfaction and commitment -- the four outcomes that indicate successful organization-public systems (IPRRE, 1999). As membership loyalty increases, organization-public systems are strengthened. Thus, as the frequency of use and types of interpersonal techniques increase, organization-public systems strengthen.

Literature states that calculating the number of people who participate in events or activities is an output measurement. However, within member relations, it is an outcome measurement because it displays that members have acted in a desired fashion by attending member events and activities while displaying loyalty and commitment to the organization.

Findings from the study lead to four conclusions. First, membership departments use Internet Web sites more frequently than any other tactic, regardless of budget or membership size. Second, consistent with the public information model of communications where press releases and other one-way communication techniques are used to disseminate organizational information (Grunig, 1992; Grunig & Hunt, 1984), nearly half of the respondents cite public relations departments as the responsible department for disseminating newspaper media releases.

Third, evaluation techniques measuring outputs are used more often than those measuring outcomes, and nearly 10 percent of membership departments are using AVEs to evaluate their communication tactic's effectiveness. Among the reported evaluation techniques that measure outcomes (i.e., number of membership renewals and people who act in the desired fashion), these tactics may be considered easier measurement tools than other methods used for measuring outcomes.

Finally, membership departments function within their organizational and organization-public systems most often by incorporating the following interpersonal techniques: membership hotlines and telephone calls, comments from Web site submissions, and inquiry surveys. Interpersonal techniques offer opportunities for two-way communication between organizations and their members, thereby enhancing the four outcomes that serve as good indicators of successful organization-public systems: control mutuality, trust, satisfaction and commitment (IPRRE, 1999).

Implications and Recommendations

This study offers findings in the member relations area, which has not previously been studied. Not only do the results expand upon academic knowledge in the public relations and member relations field, but other areas as well, including organizational communication, system theory, advertising, marketing and sales. The study also provides an indication of the types of communication tactics and evaluation methods being used; hence, these methods should be addressed and taught in the classroom. Further, as the use of Internet and e-mail surveys increases and becomes more widespread, researchers should expand their studies to investigate ways to enhance survey response rates and instruments designed to be administered via these mediums.

Findings from this study may also be useful for practitioners within membership departments other than zoos and aquariums. Other professionals representing public relations, member relations, sales and advertising within organizations that offer memberships to key constituents may also find results from this study useful.

Four recommendations are derived from this study:

The first recommendation is for membership departments at zoos and aquariums to use this study as a benchmark. By providing information about what other zoos and aquariums are incorporating in their member relations programs, individual membership departments can better determine how they “measure up” to competition and can adjust their programs accordingly.

Second, this study provides the frequency of use of communication tactics and evaluation techniques zoos and aquariums are using to retain members, thus enabling communication managers among zoos and aquariums to identify, strengthen and adjust their programs to best fit their individual needs based on individual membership and budget sizes.

The third recommendation supports the literature; public relations practitioners should cease using AVEs as a measurement tool. Results demonstrate that zoos and aquariums across the country are using AVEs to measure communication tactic effectiveness, although the literature strongly opposes such use. One reason for the use of AVEs may be that zoos and aquariums offering memberships are non-profit organizations, thus they do not have money to hire professionals with higher education levels. As a result, employees of these organizations may not be aware that using AVEs is not the most effective method of measurement.

The fourth recommendation for practitioners is to actively use Internet Web sites, renewal mailings and membership hotlines to retain members. Results illustrate the high frequency use of Internet Web sites, renewal mailings and membership hotlines to retain members across all budget and membership sizes, thus encouraging the use of these mediums as membership retention tools regardless of how big or small membership rosters or financial budgets may be.

Ironically, many zoo and aquarium managers are not utilizing the Internet to its full capacity as a two-way medium or an evaluation technique (i.e., messages posted on discussion boards, listservs and chat rooms, e-mail, number of people who visit the Web site). Less than one-third of managers reported that they are using the techniques as evaluation tools.

Further, results display the high frequency use of evaluation techniques measuring outputs rather than outcomes even though literature indicates that measuring outcomes is more valuable than measuring outputs. As a result, practitioners can be better equipped to identify evaluation techniques which measure their organizational goals best because they will be able to identify which tactics other organizations with similar budgets and membership sizes are using.

Limitations of the Study

As with other studies, this one had limitations. Although the researcher called each zoo and aquarium to verify the appropriate electronic mail account of which to send the questionnaire, the researcher was told by membership managers to first send the questionnaire to their director to obtain approval. As a result, some directors completed the questionnaire rather than membership managers, thus potentially affecting the accuracy of the reported results because directors do not always view departmental tasks and frequencies of use of communication tactics and feedback methods the same as membership managers.

This study also has limited generalization to AZA organizations offering memberships to key constituents. A future study may employ a random sample for generalization to the population.

Finally, the timeframe in which the questionnaire was distributed took place during the months directly before the summer season. As a result, membership departments may have been preparing for the summer season, thus potentially inhibiting the response rate. If the questionnaire had been distributed during the winter months, which represents a slower visitation period among the sample, a higher response rate may have been obtained.

Suggestions for Future Research

This study opens the door to future research in the member relations and tourism field. Not only does this study provide a model for future research regarding member relations at zoos and aquariums, but also for other industries such as theme parks, attractions, clubs and other organizations offering memberships or annual passes. Another future study may also examine the effectiveness of the communication and feedback methods employed within organizations with key constituents.

If this study is repeated, researchers should also investigate respondent education levels, academic backgrounds, and formal professional experience of respondents, thus providing additional demographic data for further proposition testing.

In summary, member relations is related to public relations because it must function within open systems for survival and growth. Within the framework of member relations, membership managers must obtain feedback to adjust to variations within their organization-public systems, and they must foster relationships that strengthen trust, satisfaction and loyalty among members.

Because literature on how member relations functions within systems is so scarce, this study opens the door to many new possibilities. Not only can practitioners use this study as a benchmark in developing and adjusting their communication programs, but they can also use it as a catalyst for further studies in the member relations field.

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Appendices

Appendix A

Table A.1. Frequency of Use of Communication Methods

Communication Method	Percent					
	1-2 times per year	3-4 times per year	5-6 times per year	7-8 times per year	9+ times per year	N/A
Solicitation Brochure	40.0	16.7	1.7	0.0	10.0	31.7
Flyer For General Membership Publicity	28.3	26.7	10.0	1.7	11.7	21.7
Direct Mail-Flyer	37.3	11.9	1.7	0.0	1.7	47.5
Direct Mail-Brochure	40.7	6.8	0.0	0.0	0.0	52.5
Direct Mail-Postcard	20.7	13.8	6.9	1.7	0.0	56.9
Direct Mail-Multiple Mailings	23.2	3.6	7.1	1.8	1.8	62.5
Direct Mail-Other	23.8	4.8	0.0	0.0	4.8	66.7
Members-Only Event	48.4	21.9	14.1	3.1	3.1	9.4
Complimentary Members- Only Promotional Items	47.5	11.5	0.0	0.0	1.6	39.3
Media Release- Newspaper	14.3	14.3	12.5	7.1	30.4	21.4
Media Release- Radio	17.9	10.7	12.5	5.4	26.8	26.8
Media Release- Television	14.3	7.1	10.7	5.4	26.8	35.7
Members-Only Magazine	13.8	22.4	20.7	1.7	1.7	39.7
Members-only Newsletter	4.5	40.9	18.2	6.1	9.1	21.2
Paid Advertising-Newspaper	23.7	8.5	8.5	6.8	10.2	42.4
Paid Advertising- Television	17.5	5.3	1.8	3.5	5.3	66.7
Paid Advertising-Radio	15.8	8.8	5.3	5.3	7.0	57.9
Unpaid Public Service Announcements-Radio	17.2	10.3	3.4	5.2	19.0	44.8
Unpaid Public Service Announcements-Television	12.3	7.0	5.3	5.3	8.8	61.4
Internet Web Site	8.1	4.8	8.1	6.5	56.5	16.1
Open Forums	35.5	8.1	4.8	8.1	6.5	37.1
Renewal Mailings	15.6	26.6	6.3	3.1	40.6	7.8
E-mails	0.0	1.5	0.0	0.0	7.5	91.0

Table A.2. Frequency of Use of Feedback Techniques

Feedback Technique	Percent
Membership Hotline/Telephone Calls	69.7
Comments From Web Site Submissions	69.7
Inquiry Surveys	53.0
Follow-up Surveys	48.5
Event/Activity Feedback Cards	30.3
Telephone/E-Mail/Mail Opinion Polls	27.3
Focus Groups	22.7
Members-Only Publications Submissions	22.7
Magazine Feedback Cards	15.2
Newsletter Feedback Cards	13.6
Open Board Meetings	12.1
Comments Posted On Members-Only Listserv	3.0
Comments Posted On Online Chat Rooms	1.5
Comments Posted On Members-Only Discussion Group	0.00

Table A.3. Evaluation Methods

Evaluation Method	Evaluation Type
# of People Who Participate in Event/Activity	Output
# of Calls to Membership Hotline, # of Telephone Calls to Dept.	Output
# of People who Renew Their Memberships	Outcome
# of People who Act in Desired Fashion	Outcome
Surveys	Outgrowth
Newsletter/Magazine Readership Study	Outgrowth
# of People Who Visit Web Site	Output
Vary Membership Application for Identification Purposes	Output
Telephone/E-mail/Mail Opinion Polls	Output
Event/Activity Comment Cards	Output
Media Clippings	Output
# of Times Your Org. Was Reported in a Good/Bad Light In Media	Output
Focus Groups	Outgrowth
Measuring Value of Clippings in Terms of Advertising Dollars	Output
Monitor Comments Posted on Members-Only Listserv	Outgrowth
Monitor Comments Posted on Online Chat Rooms	Outgrowth
Monitor Comments Posted on Members-Only Discussion Group	Outgrowth

Appendix B

Schedule

March 12	Pre-message sent to AZA Listserv
March 24	1 st message sent to individual membership departments
April 1	2 nd message sent to individual membership departments
April 7	3 rd message sent to individual membership departments
April 17	4 th message sent to individual membership departments

Pre-message

Subject: Membership Study in Cooperation With AZA

Message:

In cooperation with AZA and the University of Tennessee Communications Research Center, I am conducting a national study of communication strategies, tactics, evaluation, and feedback techniques to determine how membership departments communicate with existing members.

IF YOUR ZOO OR AQUARIUM OFFERS MEMBERSHIPS, I WILL BE SENDING AN E-MAIL TO YOUR MEMBERSHIP DEPARTMENT ON MARCH 24 WITH THE INTERNET ADDRESS OF THE QUESTIONNAIRE. It will take only 10 minutes to complete and submit online, and your input will be greatly valued.

You will also be assured anonymity and confidentiality of all the information you provide.

Based on the results of the study, recommendations for communication and membership managers will be suggested. Results of the study will also be made available to you upon completion of the study.

Thank you,
Kathleen Kinser
Communications Graduate Student
University of Tennessee, Knoxville
Kkinser1@utk.edu
Kkinser1@msn.com
Phone: (865) 579-4816

1st Message

Subject: National Membership Study In Cooperation With AZA

Message:

The following study focuses on communication methods and member relations. If these activities are NOT employed in your department, please route this e-mail message to the appropriate person. If you do so, please respond to this e-mail and indicate the NAME of the person to which you are forwarding the survey.

In cooperation with the American Zoo and Aquarium Association (AZA) and the University of Tennessee Communications Research Center, your zoo/aquarium's membership department has been selected to participate in a national study. This study examines communication strategies, tactics, evaluation, and feedback techniques to determine how membership departments communicate with existing members. Based on the results of the study, recommendations for communication and membership managers will be suggested.

If you are interested, results from the study will be available upon completion of the study.

You are ASSURED anonymity and confidentiality of the information you provide. This information will ONLY be available to the two primary researchers listed below. Any data gathered will ONLY be reported in the aggregate so that neither you nor your organization will be individually identified or associated with the information you provide.

Participation in this study is voluntary. If you choose not to participate, simply respond to this e-mail by typing the message, "I choose not to participate." We will then remove your name and organization from the survey list. However, completing the online questionnaire and submitting it indicates your voluntary agreement to participate.

TIMEFRAME: This questionnaire takes about 10 minutes to complete.

DEADLINE: Please submit it no later than FRIDAY, APRIL 5, 2002.

QUESTIONNAIRE: To complete the short questionnaire, please click on the following address: <http://web.utk.edu/~kkinser1/questionnaire>

If you have any questions related to the study, please contact me at (865) 579-4816 or via e-mail at kkinser1@utk.edu

Thank you for taking the time to participate in this study,

Kathleen Kinser
Communications Graduate Student
University of Tennessee, Knoxville
Kkinser1@utk.edu
Kkinser1@msn.com
(865) 579-4816

Lisa T. Fall
Assistant Professor, Public Relations
UT Communications Research Center
lfall@utk.edu
(865) 974-8155

2nd Message

Subject: Don't Forget National Membership Study In Cooperation With AZA

Message:

Please do not forget that we would like to receive all completed National Membership Study questionnaires by **THIS FRIDAY, APRIL 5**. Your zoo/aquarium's participation is extremely valuable to us!

Please click on the following address to complete the short questionnaire:

<http://web.utk.edu/~kkinser1/questionnaire>

In cooperation with the American Zoo and Aquarium Association (AZA) and the University of Tennessee Communications Research Center, your zoo/aquarium's membership department has been selected to participate in a national study. This study examines communication strategies, tactics, evaluation, and feedback techniques to determine how membership departments communicate with existing members. Based on the results of the study, recommendations for communication and membership managers will be suggested.

If you are interested, results from the study will be available upon completion of the study.

You are **ASSURED** anonymity and confidentiality of the information you provide. This information will **ONLY** be available to the two primary researchers listed below. Any data gathered will **ONLY** be reported in the aggregate so that neither you nor your organization will be individually identified or associated with the information you provide.

Participation in this study is voluntary. If you choose not to participate, simply respond to this e-mail by typing the message, "I choose not to participate." We will then remove your name and organization from the survey list. However, completing the online questionnaire and submitting it indicates your voluntary agreement to participate.

TIMEFRAME: This questionnaire takes about 10 minutes to complete.

DEADLINE: Please submit it no later than **FRIDAY, APRIL 5, 2002**.

QUESTIONNAIRE: To complete the short questionnaire, please click on the following address:

<http://web.utk.edu/~kkinser1/questionnaire>

If you have any questions related to the study, please contact me at (865) 579-4816 or via e-mail at kkinser1@utk.edu

Thank you for taking the time to participate in this study,

Kathleen Kinser

Communications Graduate Student
University of Tennessee, Knoxville

Kkinser1@utk.edu

Kkinser1@msn.com

(865) 579-4816

Lisa T. Fall

Assistant Professor, Public Relations
UT Communications Research Center

lfall@utk.edu

(865) 974-8155

3rd Message

Subject: Extended National Membership Study In Cooperation With AZA

Message:

We have extended the National Membership Study in cooperation with AZA to APRIL 19 because your zoo/aquarium's participation is extremely valuable to us! Please click on the following address to complete the short questionnaire:
<http://web.utk.edu/~kkinser1/questionnaire>

In cooperation with the American Zoo and Aquarium Association (AZA) and the University of Tennessee Communications Research Center, your zoo/aquarium's membership department has been selected to participate in a national study. This study examines communication strategies, tactics, evaluation, and feedback techniques to determine how membership departments communicate with existing members. Based on the results of the study, recommendations for communication and membership managers will be suggested.

If you are interested, results from the study will be available upon completion of the study.

You are ASSURED anonymity and confidentiality of the information you provide. This information will ONLY be available to the two primary researchers listed below. Any data gathered will ONLY be reported in the aggregate so that neither you nor your organization will be individually identified or associated with the information you provide.

Participation in this study is voluntary. If you choose not to participate, simply respond to this e-mail by typing the message, "I choose not to participate." We will then remove your name and organization from the survey list. However, completing the online questionnaire and submitting it indicates your voluntary agreement to participate.

TIMEFRAME: This questionnaire takes about 10 minutes to complete.

DEADLINE: Please submit it no later than FRIDAY, APRIL 19, 2002.

QUESTIONNAIRE: To complete the short questionnaire, please click on the following address: <http://web.utk.edu/~kkinser1/questionnaire>

If you have any questions related to the study, please contact me at (865) 579-4816 or via e-mail at kkinser1@utk.edu

Thank you for taking the time to participate in this study,

Kathleen Kinser
Communications Graduate Student
University of Tennessee, Knoxville
Kkinser1@utk.edu
Kkinser1@msn.com

Lisa T. Fall
Assistant Professor, Public Relations
UT Communications Research Center
lfall@utk.edu
(865) 974-8155 (865) 579-4816

4th Message

Subject: Please Do Not Forget National Membership Study

Message:

Your zoo/aquarium's participation in the National Membership Study is extremely valuable to us! Please do not forget to complete it by this Friday, April 19. It takes no more than 10 minutes to complete.

Please click on the following address to complete and submit the short questionnaire online: <http://web.utk.edu/~kkinser1/questionnaire>

In cooperation with the American Zoo and Aquarium Association (AZA) and the University of Tennessee Communications Research Center, your zoo/aquarium's membership department has been selected to participate in a national study. This study examines communication strategies, tactics, evaluation, and feedback techniques to determine how membership departments communicate with existing members. Based on the results of the study, recommendations for communication and membership managers will be suggested.

If you are interested, results from the study will be available upon completion of the study.

You are ASSURED anonymity and confidentiality of the information you provide. This information will ONLY be available to the two primary researchers listed below. Any data gathered will ONLY be reported in the aggregate so that neither you nor your organization will be individually identified or associated with the information you provide.

Participation in this study is voluntary. If you choose not to participate, simply respond to this e-mail by typing the message, "I choose not to participate." We will then remove your name and organization from the survey list. However, completing the online questionnaire and submitting it indicates your voluntary agreement to participate.

TIMEFRAME: This questionnaire takes about 10 minutes to complete.

DEADLINE: Please submit it no later than FRIDAY, APRIL 19, 2002.

QUESTIONNAIRE: To complete the short questionnaire, please click on the following address: <http://web.utk.edu/~kkinser1/questionnaire>

If you have any questions related to the study, please contact me at (865) 579-4816 or via e-mail at kkinser1@utk.edu

Thank you for taking the time to participate in this study,

Kathleen Kinser
Communications Graduate Student
University of Tennessee, Knoxville
Kkinser1@utk.edu
Kkinser1@msn.com
(865) 579-4816

Lisa T. Fall
Assistant Professor, Public Relations
UT Communications Research Center
lfall@utk.edu
(865) 974-8155

Thank You Message

Subject: Thank You For Participating In The National Membership Study

Message:

Thank you for participating in the national membership study. Your responses are valuable, and the results of the study will be made available to you upon its completion.

Again, thank you,
Kathleen Kinser
Communications Graduate Student
University of Tennessee, Knoxville
Kkinser1@utk.edu
Kkinser1@msn.com
(865) 579-4816

Lisa T. Fall
Assistant Professor, Public Relations
UT Communications Research Center
lfall@utk.edu
(865) 974-8155

Appendix C

Questionnaire

MEMBERSHIP QUESTIONNAIRE

1. Please indicate your job title:

2. Referring to the chart below, please rate the frequency of **USE** during the 2001 calendar year for the following members-only communication methods your membership department employs to generally communicate with existing members:

3. Referring to the chart below, please indicate in the far right column the department primarily responsible for each communication method (PLEASE CHECK ONLY ONE).

COMMUNICATION METHODS	1-2 times per year	3-4 times per year	5-6 times per year	7-8 times per year	9+ times per year	N/A	Dept. primarily responsible for comm. tactic (CHECK ONE)
Solicitation Brochure	☐	☐	☐	☐	☐	☐	☐ Membership
	☐	☐	☐	☐	☐	☐	☐ Public Relations
	☐	☐	☐	☐	☐	☐	☐ Marketing/Communications
	☐	☐	☐	☐	☐	☐	☐ Other
Flyer For General Membership Publicity (events, activities, etc.)	☐	☐	☐	☐	☐	☐	☐ Membership
	☐	☐	☐	☐	☐	☐	☐ Public Relations
	☐	☐	☐	☐	☐	☐	☐ Marketing/Communications
	☐	☐	☐	☐	☐	☐	☐ Other
Direct Mail-Flyer	☐	☐	☐	☐	☐	☐	☐ Membership
	☐	☐	☐	☐	☐	☐	☐ Public Relations
	☐	☐	☐	☐	☐	☐	☐ Marketing/Communications
	☐	☐	☐	☐	☐	☐	☐ Other
Direct Mail-Brochure	☐	☐	☐	☐	☐	☐	☐ Membership
	☐	☐	☐	☐	☐	☐	☐ Public Relations
	☐	☐	☐	☐	☐	☐	☐ Marketing/Communications
	☐	☐	☐	☐	☐	☐	☐ Other

Direct Mail-Postcard							Membership Public Relations Marketing/Communications Other
Direct Mail-Multiple Mailings							Membership Public Relations Marketing/Communications Other
Direct Mail-Other: Type Here							Membership Public Relations Marketing/Communications Other
Members-Only Event							Membership Public Relations Marketing/Communications Other
Complimentary Members-Only Promotional Items (pens, mugs, stickers, etc.)							Membership Public Relations Marketing/Communications Other
Media Release-Newspaper							Membership Public Relations Marketing/Communications Other
Media Release-Radio							Membership Public Relations Marketing/Communications Other

Media Release-Television	☐	☐	☐	☐	☐	☐	☐ Membership ☐ Public Relations ☐ Marketing/Communications ☐ Other
Members-Only Magazine	☐	☐	☐	☐	☐	☐	☐ Membership ☐ Public Relations ☐ Marketing/Communications ☐ Other
Members-Only Newsletter	☐	☐	☐	☐	☐	☐	☐ Membership ☐ Public Relations ☐ Marketing/Communications ☐ Other
Paid Advertising- Newspaper	☐	☐	☐	☐	☐	☐	☐ Membership ☐ Public Relations ☐ Marketing/Communications ☐ Other
Paid Advertising- Television	☐	☐	☐	☐	☐	☐	☐ Membership ☐ Public Relations ☐ Marketing/Communications ☐ Other
Paid Advertising- Radio	☐	☐	☐	☐	☐	☐	☐ Membership ☐ Public Relations ☐ Marketing/Communications ☐ Other
Unpaid Public Service Announcements-Radio	☐	☐	☐	☐	☐	☐	☐ Membership ☐ Public Relations ☐ Marketing/Communications ☐ Other

Unpaid Public Service Announcements-Television							Membership Public Relations Marketing/Communications Other
Internet Web Site							Membership Public Relations Marketing/Communications Other
Open Forums (opportunities for interaction with zoo staff/board of directors, etc.)							Membership Public Relations Marketing/Communications Other
Renewal Mailings (renewal letters/forms mailed to members or in magazines)							Membership Public Relations Marketing/Communications Other
Other: Type Here							Membership Public Relations Marketing/Communications Other
Other: Type Here							Membership Public Relations Marketing/Communications Other
Other: Type Here							Membership Public Relations Marketing/Communications Other

4. Referring to the chart above, please indicate the **top 3 most used** communication methods (in rank order) for communicating with existing members.

1st (used the most)

2nd

3rd

5. Referring to the **top 3 most used** communication methods you identified in question 4, use the chart below to indicate **ALL** methods used to track or measure the overall effectiveness of each.

PLEASE CHECK ALL THAT APPLY.

MEASUREMENT METHODS	1st Comm. Method	2nd Comm. Method	3rd Comm. Method
# Of People Who Participate In Event/Activity	☐	☐	☐
Event/Activity Comment Cards	☐	☐	☐
# Of People Who Visit Web Site	☐	☐	☐
# Of Calls To Membership Hotline, # Of Telephone Calls To Dept.	☐	☐	☐
Media Clippings (amount, column inches, placements, # of people who were exposed to message)	☐	☐	☐
# Of Times Your Org. Was Reported In A Good/Bad Light In The Media	☐	☐	☐
Measuring Value Of Clippings In Terms Of Advertising Dollars (i.e. this article would be worth \$500 if we had purchased it)	☐	☐	☐
Vary Membership Application For Identification Purposes (change UPC codes/blackplates, color of paper, etc.)	☐	☐	☐
Telephone/E-mail/Mail Opinion Polls	☐	☐	☐
Surveys	☐	☐	☐
Focus Groups	☐	☐	☐
Monitor Comments Posted On Online Chat Rooms (open to general public)	☐	☐	☐
Monitor Comments Posted On Members-Only Listserv (comments posted via e-mail)	☐	☐	☐

Monitor Comments Posted On Members-Only Discussion Group (comments posted via Web site)	☐	☐	☐
Newsletter/Magazine Readership Study (to determine what members want and don't want to read about, etc.)	☐	☐	☐
# Of People Who Renew Their Memberships	☐	☐	☐
# Of People Who Act In Desired Fashion (donate \$, time, etc.)	☐	☐	☐
Other: Type Here	☐	☐	☐
Other: Type Here	☐	☐	☐
Other: Type Here	☐	☐	☐

6. Please indicate ALL communication methods you use for members to provide **FEEDBACK** (whether positive or negative) regarding membership benefits and programs.

PLEASE CHECK ALL THAT APPLY.

- ☐ Inquiry Surveys (for membership suggestions on creating events, benefits, etc.)
- ☐ Follow-up Surveys (for membership suggestions on past events, benefits, etc.)
- ☐ Focus Groups
- ☐ Telephone/E-Mail/Mail Opinion Polls
- ☐ Comments From Web Site Submissions
- ☐ Magazine Feedback Cards
- ☐ Newsletter Feedback Cards
- ☐ Event/Activity Feedback Cards
- ☐ Members-Only Publications Submissions (i.e., letters to the editor, articles written by members, etc.)
- ☐ Membership Hotline/Telephone Calls
- ☐ Open Board Meetings
- ☐ Comments Posted On Online Chat Rooms (open to general public)
- ☐ Comments Posted On Members-Only Listserv (comments posted via e-mail)
- ☐ Comments Posted On Members-Only Discussion Group (comments posted via Web site)
- Other:
- Other:
- Other:

7. Please indicate your zoo/aquarium membership department's TOTAL budget for communication programming (i.e., public relations, advertising, promotions, etc.) during the 2001 calendar year (Jan.-Dec.).

Do NOT include funds specifically allocated for NEW member recruitment programming.

Do NOT include funds specifically allocated for annual special events/fundraisers.

Total budget: \$

8. Please indicate the name of your zoo/aquarium:

9. Please indicate your zoo/aquarium's total number of memberships as of Dec. 31, 2001:

Circumstances	Percentage of respondents (%)
1. Yes, always	100
2. Yes, most of the time	95
3. Yes, some of the time	85
4. Yes, only in extreme cases	75
5. Yes, only in cases of self-defense	65
6. Yes, only in cases of capital offenses	55
7. Yes, only in cases of serious crimes	45
8. Yes, only in cases of minor crimes	35
9. No, never	25
10. No, only in cases of capital offenses	15

Thank you for taking the time to complete this questionnaire. Your input is greatly appreciated.

Submit

Submit

Appendix D

Zoos and Aquariums in the Population

Abilene Zoological Gardens
Alameda Park Zoo
Albuquerque Biological Park
Alexandria Zoological Park
Aquarium of Pacific in Long Beach
Arizona-Sonora Desert Museum
Assiniboine Park Zoo
Audubon Aquarium of the Americas
Audubon Zoo
The Baltimore Zoo
Beardsley Zoological Gardens
Bergen County Zoological Park
Binder Park Zoo
Birch Aquarium at Scripps Institution of Oceanography
Blank Park Zoo
Boonshoft Museum of Discovery
Bramble Park Zoo
Brandywine Zoo
BREC's Baton Rouge Zoo
Brevard Zoo
Bronx Zoo, Central Park Wildlife Center, New York Aquarium, Prospect Park Zoo
Queens Wildlife Center
Brookfield Zoo
Brookgreen Gardens
Buffalo Zoological Gardens
Cabrillo Marine Aquarium
Cameron Park Zoo
Cape May County Park Zoo
Capron Park Zoo
Caribbean Gardens, the Zoo in Naples
Central Florida Zoological Park
Chaffee Zoological Gardens of Fresno
Chahinkapa Zoo
Charles Paddock Zoo
Chehaw Wild Animal Park
Cheyenne Mountain Zoo
Cincinnati Zoo & Botanical Garden
Cleveland Metroparks Zoo
Colorado's Ocean Journey
Columbus Zoo and Aquarium
Cosley Zoo
Dakota Zoo
Dallas Aquarium at Fair Park, Dallas Zoo

Dallas World Aquarium
Denver Zoological Gardens
Detroit Zoological Park, Belle Isle Aquarium, Belle Isle Zoo
Dickerson Park Zoo
El Paso Zoo
Ellen Trout Zoo
Elmwood Park Zoo
Emporia Zoo
Erie Zoo
The Florida Aquarium
Folsom Children's Zoo & Botanical Gardens
Fort Wayne Children's Zoo
Fort Worth Zoo
Fossil Rim Wildlife Center
Franklin Park Zoo
Gladys Porter Zoo
Glen Oak Zoo
Great Plains Zoo and Delbridge Museum
Greenville Zoo
Happy Hollow Zoo
Henry Vilas Zoo
Henson Robinson Zoo
Honolulu Zoo
Houston Zoological Gardens
Hutchinson Zoo
Indianapolis Zoo
Jackson Zoological Park
Jacksonville Zoological Gardens
John Ball Zoological Garden
John G. Shedd Aquarium
Kansas City Zoological Park
Lake Superior Zoological Gardens
Lee Richardson Zoo
Lincoln Park Zoo
Lion Country Safari
The Living Desert
Los Angeles Zoo
Louisville Zoological Garden
Lowry Park Zoo
Memphis Zoo
Mesker Park Zoo
Miami Metrozoo
Micke Grove Zoo
Miller Park Zoo
Mill Mountain Zoo

Milwaukee County Zoological Gardens
Minnesota Zoological Garden
Monterey Bay Aquarium
Montgomery Zoo
Mystic Aquarium
National Aquarium in Baltimore
National Aviary in Pittsburgh, Inc.
New England Aquarium
New Jersey State Aquarium
North Carolina Aquarium at Fort Fisher, at Pine Knoll Shores, at Roanoke Island
North Carolina Zoological Park
North Eastern Wisconsin (NEW) Zoo
Northwest Trek Wildlife Park
Oakland Zoo
Oglebay's Good Zoo
Oklahoma City Zoological Park
Omaha's Henry Doorly Zoo
Oregon Coast Aquarium
Oregon Zoo
Palm Beach Zoo at Dreher Park
Philadelphia Zoological Garden
The Phoenix Zoo
Pittsburgh Zoo & Aquarium
Point Defiance Zoo & Aquarium
Potawatomi Zoo
Potter Park Zoological Gardens
Pueblo Zoo
Racine Zoological Gardens
Rainforest & Aquarium at Moody Gardens, Inc.
Reid Park Zoo
Riverbanks Zoo
Riverside Zoo
Roger Williams Park Zoo
Roosevelt Park Zoo
Rosamond Gifford Zoo at Burnet Park
Ross Park Zoo
Sacramento Zoo
Saint Louis Zoological Park
Salisbury Zoological Park
San Antonio Zoological Gardens & Aquarium
San Diego Zoo and Wild Animal Park
San Francisco Zoological Gardens
Santa Ana Zoo
Santa Barbara Zoological Gardens
Seattle Aquarium

Sedgwick County Zoo
Seneca Park Zoo
Sequoia Park Zoo
Smithsonian National Zoological Park
Staten Island Zoo
Steinhart Aquarium
St. Paul's Como Zoo
Sunset Zoological Park
Tautphaus Park Zoo
Tennessee Aquarium
Texas State Aquarium
The Texas Zoo
The Toledo Zoo
The Wilds
Topeka Zoological Park
Tulsa Zoo and Living Museum
Utah's Hogle Zoo
Utica Zoo
Virginia Zoological Park
Waikiki Aquarium
Warner Park Zoo
Western North Carolina Nature Center
Wildlife Safari
Woodland Park Zoological Gardens
The ZOO
ZOOAMERICA- North American Wildlife Park
Zoo Atlanta
ZooMontana

Vita

Kathleen Jane Kinser was born in Knoxville, Tenn., Oct. 19, 1979. She was raised in Oak Ridge, Tenn. and attended elementary school at Woodland Elementary School and junior high school at Jefferson Junior High School. She graduated from Oak Ridge High School in 1998.

She then attended Roane State Community College and received an Associate of Arts in 1999. She attended the University of Tennessee, Knoxville, and received a B.S. in communications, majoring in journalism with a concentration in public relations in 2001.

She is currently pursuing a M.S. in communications at the University of Tennessee, Knoxville.

