

AMTA Stakeholder Survey May 31, 2018 EXECUTIVE SUMMARY

Overview

The transition of a long-tenured executive is a pivotal period for an organization. The most successful transitions pay attention to the strategic opportunities and challenges on the organization's horizon and consider how these strategic and near-term priorities inform the experience, skills, and personal attributes desired in the new executive. AMTA's Stakeholder Committee launched a survey to gather broad-based input to support AMTA's executive director transition.

AMTA's social media and direct email to MT-BC's generated a tremendous response to the Stakeholder survey: 1,687 total respondents, including professional members, nonmembers and students. Just over half of the respondents identified as professional members, and a quarter as past members. 67% of respondents were clinicians.

The aggregated results reflect significant alignment across all stakeholders. **85% of respondents agree/strongly agree that the work AMTA is advancing is relevant to the music therapy profession.**

About AMTA

The survey asked for input regarding the organization, including opportunities and threats. The summary results for respondents' perspective on the organization, with the most important or top priority listed first, include:

AMTA Work Most Valued: *Advocacy, Educational Materials/Publications, and Conferences.*

Opportunities to Support AMTA's Future: *Licensure/Recognition of MT-BC Status, Public Awareness of Music Therapy, and Legislative Presence.*

Threats to AMTA's Future: *Limiting Work (lack of recognition of MT-BC in healthcare/public education systems), Concerns Within the Music Therapy Community, and Economic Sustainability.*

About the Next Executive

The survey requested input on the priorities the new executive director will need to address, as well as the experience, skills, and personal attributes that AMTA needs in its new executive. Results, with the most important or top priority listed first, include:

Priorities for the New Executive: *Represent Music Therapy, Visibility/Brand, Advocacy.*

New Executive Experience: *Advocacy, Fiscal Management, Member Association Management, and Understanding of Therapy/Music Therapy.*

New Executive Skills: *Communication (strong written and verbal communication skills), Interpersonal Skills (relationship building and multidisciplinary project skills), Strategic Planning, Organizational Management, Budget Management and Board Development.*

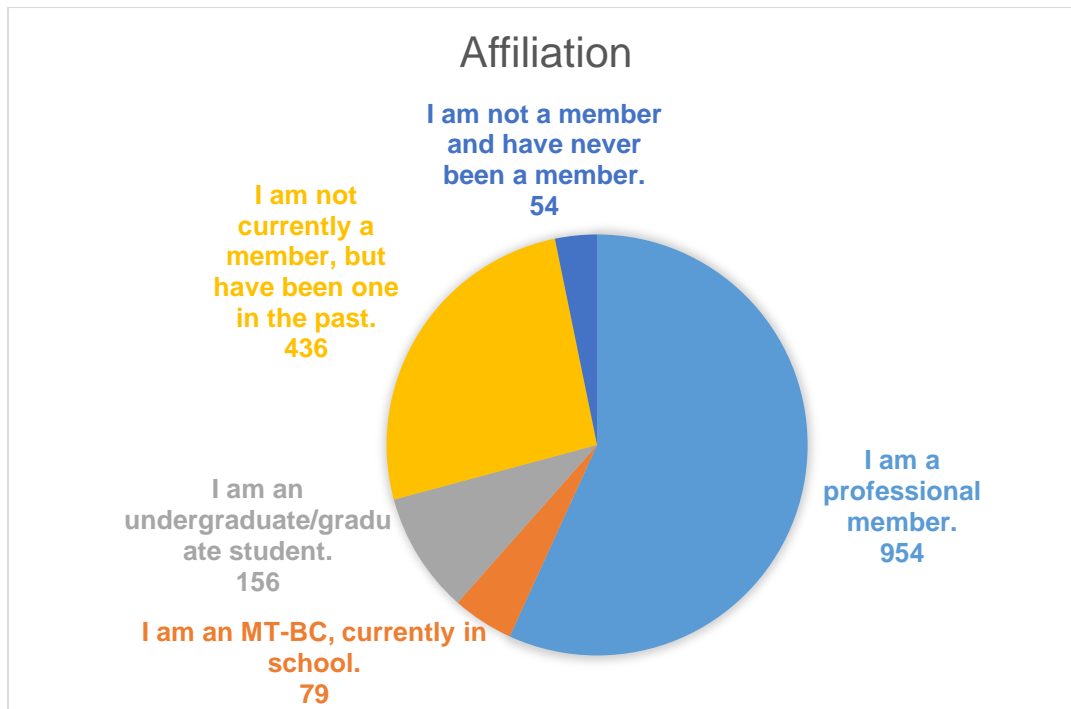
Personal Attributes: *Passion for AMTA's Work /Belief in the Intrinsic Therapeutic Value of Music, Transformational Leadership (able to make changes given new information), Innovative/Thinks Outside the Box, and Open-Minded/Willingness to Learn.*

Finally, respondents suggested over 80 different individuals as prospective candidates and nearly 100 individuals who might recommend candidates.

DETAILED SURVEY RESULTS

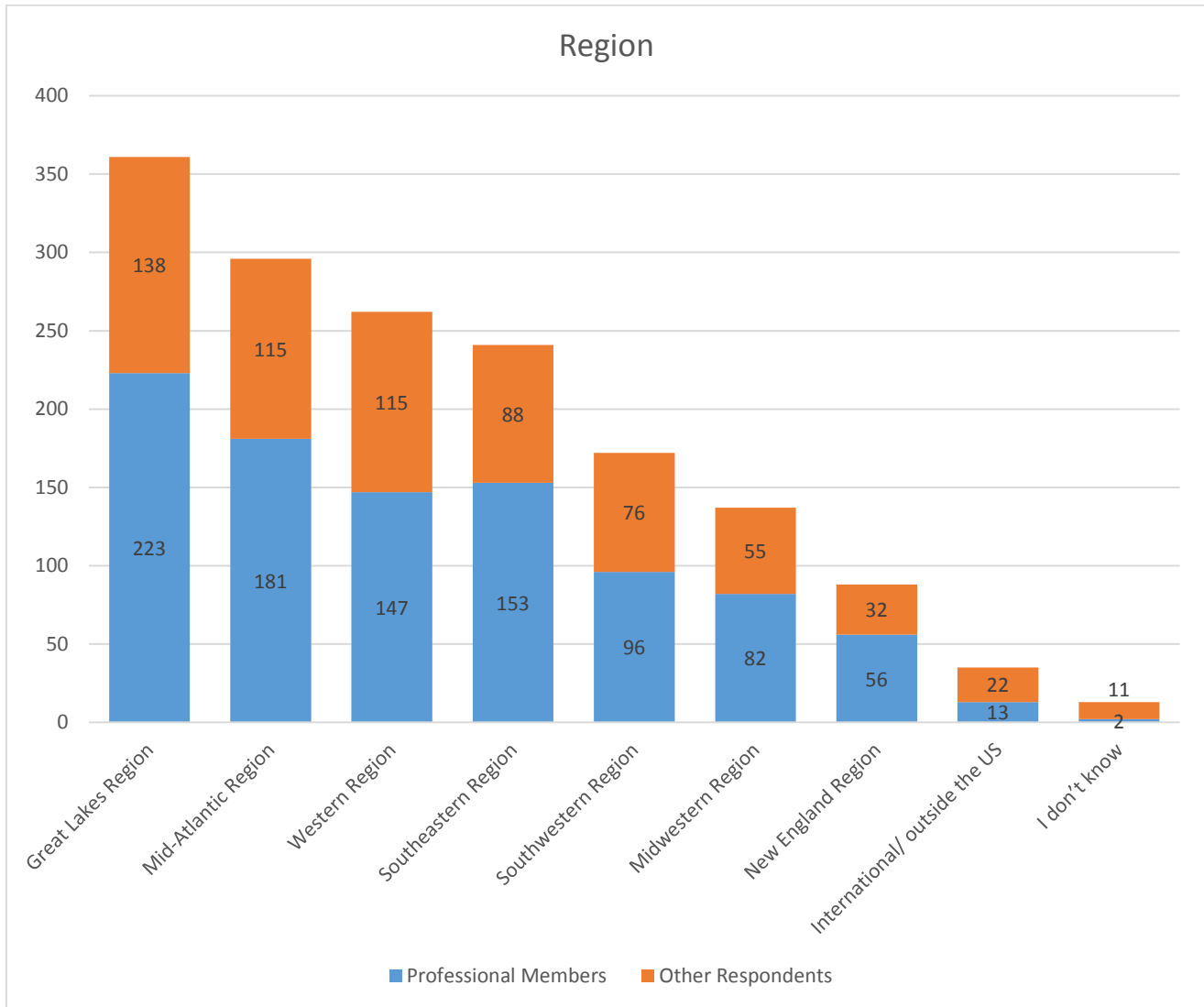
What is your affiliation with AMTA?

Of the 1,679 respondents, 56% are currently professional members and 26% have been members in the past. Only 3% of respondents have never been members. The rest of the respondents are undergraduate/graduate students (10%) and MT-BC's who are currently in school (5%).



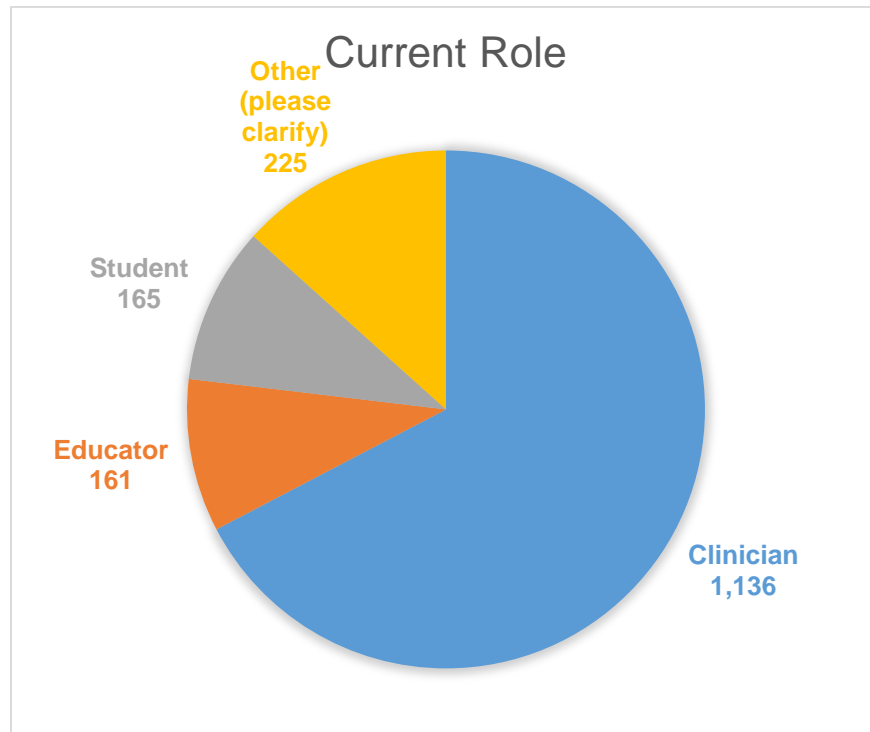
What region are you in?

All of the regions that AMTA serves, including international, are represented in the survey. The chart below shows the responses from professional members and all other respondents in each region.



How would you describe your current role?

The majority of respondents identify as clinicians (67%). The respondents who select “Other” self-identify as administrators, business owners, executives, consultants, musicians, transitioning professionals, and retirees. Some respondents who select “Other” consider themselves to be a combination of the three specified roles listed below.



Current Role: Other

- Nearly half of the respondents who select “other” identify as a combination of clinician, student, and educator roles.
- 40 respondents have administrative roles in their companies, ranging from support staff to managerial experience.
- 22 respondents are currently not in a music-related profession.
- 20 respondents are retired.
- 16 respondents are executives or businesses owners.
- 14 respondents are currently unemployed or in between jobs.

When you think about the “American Music Therapy Association,” what three words come to mind?

The top words respondents associate with AMTA are mostly descriptive of what AMTA provides for its members and for the broader profession: advocacy, support, education, professional, research, music, resources, journals, community, etc. One word that sticks out is “expensive,” a perception about AMTA. Professional members and all other respondents are aligned in the top words.



What do you value in AMTA? With a rank of “1” as most important, please prioritize the following from most important to least important.

When asked what they value in AMTA, professional members and all other respondents indicate that advocacy is most important, followed by educational materials and publications, and conferences. Members put a slightly higher emphasis on conferences, while others put a slightly higher emphasis on diversity and inclusion and building community. It is possible that the timing of the survey (immediately following the regional conferences) impacted member perspectives.

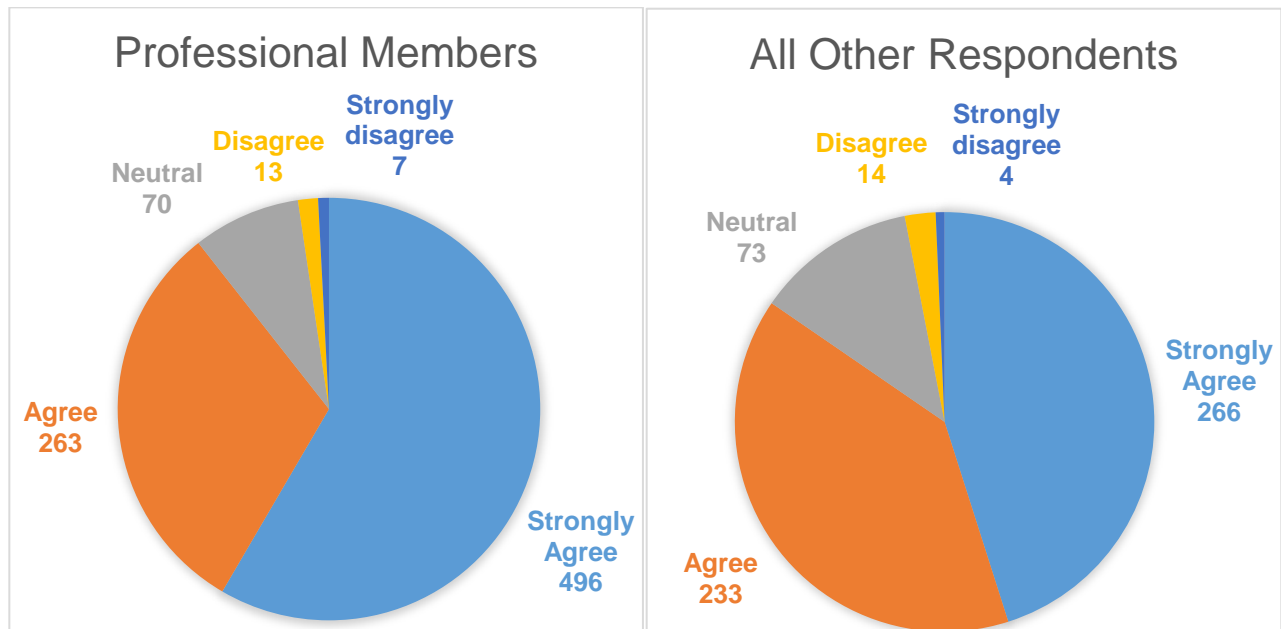
Explanations for “Other Quality” mention standardization/clear guidelines for music therapy education and CBMT, AMTA staff responsiveness and helpfulness, collaborations outside the music therapy profession and across industries, as well as AMTA leading the future for music therapy.

On a scale of 1 to 9, with 1 being the most important, respondents value each of the following qualities of AMTA as follows:

| Quality | All | Professional Members | All Other Respondents |
|--|------|----------------------|-----------------------|
| Advocacy: Providing a voice for music therapy in the marketplace/government affairs | 2.11 | 2.05 | 2.18 |
| Educational Materials and Publications: Journals, books, E-courses and online resources | 4.06 | 4.06 | 4.04 |
| Conferences: Networking opportunities (regional and national) | 4.06 | 3.94 | 4.25 |
| Research: AMTA’s dedication to research and evidence-based practice | 4.34 | 4.31 | 4.37 |
| Member Services: Scholarships and grants, job postings, referrals, guidelines for delineating the practice of music therapy | 4.57 | 4.48 | 4.66 |
| Building Community: Providing support and assistance (e.g., disaster outreach), connecting people to services, bringing people together | 4.87 | 5.00 | 4.69 |
| Diversity and Inclusion: Opportunities to explore diversity while promoting inclusiveness | 5.96 | 6.10 | 5.79 |
| Leadership and Service Opportunities: Promoting personal growth while giving back to the profession | 6.22 | 6.19 | 6.27 |
| Other: (please explain below) | 8.33 | 8.28 | 8.44 |

The work done by AMTA is relevant to the music therapy profession.

Professional members and all other respondents share similar perceptions of AMTA’s work and its relevance. Of the 879 professional members who respond to this question, 86% agree and strongly agree that AMTA is relevant to the music therapy profession, while of the 590 other responses, 85% agree and strongly agree.



With a rank of “1” as most important, please prioritize the three greatest EXTERNAL OPPORTUNITIES that you think will support the future success and stability of the association.

For All Survey Respondents

Respondents generally agree about the external opportunities that will support AMTA’s future success and stability. The majority of respondents consistently rank licensure/recognition of MT-BC status, public awareness of music therapy, and legislative presence as their top three, closely followed by professional opportunities for music therapy and visibility of AMTA. Diversity and inclusion and funding opportunities appear in the top 3 with a lower frequency.

| Opportunity (All respondents) | #1 | #2 | #3 | How many people put this in the top 3 | Weighted Avg. Score (out of 100) |
|---|-----|-----|-----|---------------------------------------|----------------------------------|
| Licensure/Recognition of MT-BC Status: Protection in all states | 405 | 288 | 189 | 882 | 24 |
| Public Awareness of Music Therapy: Identification as a profession serving clients | 288 | 275 | 218 | 781 | 20 |
| Legislative Presence: Representation at federal and state levels | 175 | 234 | 196 | 605 | 15 |
| Professional Opportunities for Music Therapy: Increasing employment for MT-BCs | 188 | 170 | 236 | 594 | 14 |
| Visibility of AMTA: Expanding music therapy’s presence (e.g., partnership between the National Institutes of Health and Kennedy Center Music, “Sound Health: Music and the Mind” series; National Memorial Day Concert; Creative Forces; National Endowment for the Arts (NEA); Military Healing Arts Network, etc.) | 135 | 159 | 243 | 537 | 12 |
| Funding Opportunities: Diversifying funding opportunities | 91 | 146 | 136 | 373 | 9 |
| Diversity and Inclusion: Increasing diversity and inclusion in our profession and practices | 84 | 88 | 112 | 284 | 7 |

Weighted average calculation: Assign three points for every #1 ranking, 2 points for every #2, and 1 point for every #3 ranking that an opportunity received, add the points and dividing that sum by the total number of possible points an opportunity could receive. If every survey respondent unanimously identified one opportunity as being the #1 priority, then the weighted average score would be 100. The sum of the weighted average scores equals 101 (rounding issue).

Comparing Professional Members and All Other Respondents

Professional members and other respondents rank the three greatest external opportunities for AMTA in the same order: licensure/recognition of MT-BC status, public awareness of music therapy, and legislative presence.

| Opportunity | Percentage of all respondents who consider this a top 3 priority | Percentage of members who consider this a top 3 priority | Percentage of all others who consider this a top 3 priority |
|---|--|--|---|
| Licensure/Recognition of MT-BC Status: Protection in all states | 65% | 66% | 65% |
| Public Awareness of Music Therapy: Identification as a profession serving clients | 58% | 59% | 56% |
| Legislative Presence: Representation at federal and state levels | 45% | 40% | 50% |
| Professional Opportunities for Music Therapy: Increasing employment for MT-BCs | 44% | 46% | 42% |
| Visibility of AMTA: Expanding music therapy's presence (e.g., partnership between the National Institutes of Health and Kennedy Center Music, "Sound Health: Music and the Mind" series; National Memorial Day Concert; Creative Forces; National Endowment for the Arts (NEA); Military Healing Arts Network, etc.) | 40% | 41% | 38% |
| Funding Opportunities: Diversifying funding opportunities | 28% | 28% | 26% |
| Diversity and Inclusion: Increasing diversity and inclusion in our profession and practices | 21% | 20% | 23% |

With a rank of “1” as most important, please prioritize the three greatest EXTERNAL THREATS to the ongoing success and stability of AMTA.

For All Survey Respondents

Respondents agree that limiting work (lack of recognition of MT-BC in healthcare/public education systems) is the top external threat to the ongoing success and stability of AMTA, followed by music therapy community, economic sustainability and mislabeling music therapy. A much smaller number of respondents perceive challenging social and political climate and membership as top threats. While “expensive” is a word respondents associate with AMTA, “increased expenses” scored lower with a weighted average score of 9.

| Threat (All respondents) | #1 | #2 | #3 | How many people put this in the top 3 | Weighted Avg. Score (out of 100) |
|---|-----|-----|-----|---------------------------------------|----------------------------------|
| Limiting Work: Lack of recognition of MT-BC in healthcare/public education systems | 268 | 249 | 227 | 744 | 19 |
| Concerns Within the Music Therapy Community: e.g., burnout, student debt load, employment, diversity, etc. | 235 | 227 | 200 | 662 | 17 |
| Economic Sustainability: Funding for competitive salaries | 235 | 223 | 177 | 635 | 16 |
| Mislabeling Music Therapy: Misidentification of the use of music, labor substitutes | 204 | 198 | 228 | 630 | 15 |
| Legislative Blocking by Related Professions: Impacting ability to achieve recognition | 145 | 199 | 168 | 512 | 12 |
| Increased Expenses: Required fees to maintain professional status and membership | 113 | 122 | 144 | 379 | 9 |
| Challenging Social and Political Climate: Which devalues individuals who are different | 95 | 57 | 86 | 238 | 6 |
| Membership: The imbalance in the numbers of MT-BCs and AMTA members | 65 | 81 | 110 | 256 | 6 |

Comparing Professional Members and All Other Respondents

Professional members and all other respondents rank the three greatest external threats for AMTA in the same order: limiting work, concerns within the music therapy community and economic sustainability. While membership ranked as a lower concern, other respondents rate this the lowest (12%) threat. Other respondents also perceive increased expenses as a higher threat to the ongoing success and stability of AMTA (36% compared to 25% for professional members).

| Threat | Percentage of all respondents who consider this a top 3 priority | Percentage of members who consider this a top 3 priority | Percentage of all others who consider this a top 3 priority |
|---|--|--|---|
| Limiting Work: Lack of recognition of MT-BC in healthcare/public education systems | 55% | 54% | 56% |
| Concerns Within the Music Therapy Community: e.g., burnout, student debt load, employment, diversity, etc. | 49% | 47% | 53% |
| Economic Sustainability: Funding for competitive salaries | 47% | 46% | 49% |
| Mislabeling Music Therapy: Misidentification of the use of music, labor substitutes | 47% | 47% | 46% |
| Legislative Blocking by Related Professions: Impacting ability to achieve recognition | 38% | 39% | 36% |
| Increased Expenses: Required fees to maintain professional status and membership | 28% | 25% | 32% |
| Membership: The imbalance in the numbers of MT-BCs and AMTA members | 19% | 24% | 12% |
| Challenging Social and Political Climate: Which devalues individuals who are different | 18% | 18% | 17% |

With a rank of “1” as the most important, please rank the top three priorities that the new executive will need to address during the first 12-18 months on the job.

For All Survey Respondents

In terms of top priorities, survey respondents prioritize the following: represent music therapy, visibility/brand and advocacy as the three top areas that the new executive will need to address during the first 12-18 months on the job. The least important areas are staff leadership, member services and fundraising.

| Priority (All respondents) | #1 | #2 | #3 | How many people put this in the top 3 | Weighted Avg. Score (out of 100) |
|--|-----|-----|-----|---|--|
| Represent Music Therapy: Understanding and articulating the training, the practice, and the benefits for patients/clients | 217 | 246 | 145 | 608 | 18 |
| Visibility/Brand: Advocating for the profession to increase public awareness and value | 205 | 190 | 204 | 599 | 17 |
| Advocacy: Developing awareness of legislative “hot topics” | 209 | 156 | 193 | 558 | 16 |
| Relationship Building: Becoming familiar with the broader music therapy community to draw upon expertise | 159 | 175 | 167 | 501 | 14 |
| Manage Multi-faceted Business: Gain facility in managing the functions of AMTA’s National Office (e.g., personnel, fiduciary, physical office, conferences, etc.) | 185 | 135 | 123 | 443 | 13 |
| Staff Leadership: Developing rapport with AMTA staff to promote a seamless transition | 96 | 106 | 92 | 294 | 8 |
| Member Services: Continuing and growing meaningful benefits | 60 | 103 | 143 | 306 | 8 |
| Fundraising: Cultivating new donors and diversify revenue streams | 45 | 66 | 98 | 209 | 5 |

Comparing Professional Members and All Other Respondents

Professional members and all other respondents agree on the top four priorities for AMTA’s new ED, although there are some variations in priority. Professional members ranked Represent Music Therapy as the top priority followed by Visibility/Brand, Relationship Building, and Advocacy. Other respondents identified Visibility/Brand as the top priority, followed by Advocacy, Represent Music Therapy, and Relationship Building. This suggests that professional members and other respondents agree that the external facing responsibilities of the new executive are important.

| Priority | Percentage of all respondents who consider this a top 3 priority | Percentage of members who consider this a top 3 priority | Percentage of all others who consider this a top 3 priority |
|--|--|--|---|
| Represent Music Therapy: Understanding and articulating the training, the practice, and the benefits for patients/clients | 52% | 52% | 51% |
| Visibility/Brand: Advocating for the profession to increase public awareness and value | 51% | 47% | 58% |
| Advocacy: Developing awareness of legislative “hot topics” | 48% | 44% | 54% |
| Relationship Building: Becoming familiar with the broader music therapy community to draw upon expertise | 43% | 45% | 39% |
| Manage Multi-faceted Business: Gain facility in managing the functions of AMTA’s National Office (e.g., personnel, fiduciary, physical office, conferences, etc.) | 38% | 42% | 30% |
| Member Services: Continuing and growing meaningful benefits | 26% | 24% | 30% |
| Staff Leadership: Developing rapport with AMTA staff to promote a seamless transition | 25% | 27% | 22% |
| Fundraising: Cultivating new donors and diversify revenue streams | 18% | 18% | 17% |

Experience, Skills, and Personal Attributes

The survey asked for input regarding the most essential experience, skills, and personal attributes that the organization needs in its next executive. Across responses, there was high alignment between professional members and all other respondents in each area. There was some variation in responses across the regions. The results below outline the overall responses and the variations in responses from each region.

EXPERIENCE

For All Survey Respondents

Advocacy experience is a clear priority for respondents who rank it as the top experience, followed by fiscal management, member association management and understanding of therapy/music therapy. Those who respond “other” as their #1 rank mention executive experience leading an organization and having a master’s degree as important.

| All Survey Respondents | Priority |
|---|----------|
| Advocacy: Political acumen regarding legislative matters, professional standards, and issues that arise | 2.82 |
| Fiscal Management: Understanding best practices related to budget, investments, and compliance | 3.37 |
| Member Association Management: Keen awareness of potential threats (e.g. political, cultural, individual or group competitors) that impact member-based associations | 3.87 |
| Understanding of Therapy/Music Therapy: Not a clinician but strong grasp of awareness of therapy/music therapy | 4.09 |
| Nonprofit Management: Familiarity with functions of 501(c)(3) nonprofit organizations of similar size | 4.17 |
| Therapist/Music Therapist: Clinician or trained therapist | 4.24 |
| Staff Management: Directed an in-office and virtual staff of comparable size | 5.24 |
| Other | 7.51 |

Scale: 1 = Highest Priority; 8 = Lowest Priority

Comparing the Regions

Respondents from all regions, with the exception of those from New England, list Advocacy as the top priority for experience the next Executive Director must have. Respondents from New England emphasize Fiscal Management as their top priority. New England respondents also prioritized nonprofit management experience higher than other regions. International respondents rate experience as a (music) therapist lower than other respondents, giving it an average priority score closer to 5.

SKILLS

For All Survey Respondents

Respondents agree that strong communication skills are essential for AMTA’s next ED, followed by interpersonal skills, strategic planning, organizational management, budget management and board development. Lower priority skills include fundraising, change management, contracts negotiation, publications management and other. Those who respond “other” as their #1 rank mention leadership skills (ability to delegate and promote professional growth), marketing skills (enhancing an organization’s visibility in the community) and cultural competency (awareness of and responsiveness to cultural dynamics).

| All Survey Respondents | Priority |
|--|-----------------|
| Communication: Strong written and verbal communication skills; a persuasive and passionate communicator and articulate spokesperson | 2.71 |
| Interpersonal Skills: Ability to build positive relationships with members, legislators, donors; excellent interpersonal and multidisciplinary project skills | 3.31 |
| Strategic Planning: Ability to envision a strategic direction and develop plans | 4.41 |
| Organizational Management: Ability to coach staff, manage, and develop high-performance teams; empower and engage volunteers | 4.57 |
| Budget Management: Ability to develop/monitor/manage large budget | 4.73 |
| Board Development: Success working with or on a Board of Directors; ability to cultivate existing and new board member relationships and navigate board transitions | 4.75 |
| Fundraising: Ability to diversify revenue streams, build relationships with funders and oversee grant opportunities | 5.91 |
| Change Management: Expertise in process improvement | 6.95 |
| Contracts Negotiation: Ability to negotiate contracts and agreements | 8.28 |
| Publications Management: Able to build and expand relationships with publishers, authors | 8.88 |
| Other: (please explain) | 10.74 |

Scale: 1 = Highest Priority; 11 = Lowest Priority

Comparing the Regions

Respondents from all regions, with the exception of International, agree that communication is the top skill for AMTA’s next Executive Director. International respondents (2% of total respondents) indicate board development as the top priority, giving it a score of 2.71. International respondents also rate strategic planning higher than interpersonal skills. Southwest respondents rate budget management as the third most important skill, giving it a score of 4.22.

PERSONAL ATTRIBUTES

For All Survey Respondents

Respondents rank passion for the work of AMTA/belief in the intrinsic therapeutic value of music as the highest priority for the personal attributes of the next ED, followed by transformational leadership, innovative/thinks outside the box and open-minded/willingness to learn. Those who respond “other” as their #1 rank mention visionary, integrity, humility and factual/research-based.

| Personal Attributes | Priority |
|--|-----------------|
| Passion for the work of AMTA/Belief in the intrinsic therapeutic value of music | 3.10 |
| Exhibits transformational leadership; is able to make changes given new information | 4.11 |
| Innovative/thinks outside the box | 4.42 |
| Open-minded/willingness to learn | 4.95 |
| Composed under pressure | 5.30 |
| Displays empathy and care | 5.43 |
| Works effectively in collaboration with diverse groups of people | 5.47 |
| Entrepreneurial and adaptable | 5.73 |
| Able to diffuse conflict | 6.07 |
| Other: | 9.74 |

Scale: 1 = Highest Priority; 10 = Lowest Priority

Comparing the Regions

Most respondents rank passion for the work highest. However, International respondents ranked exhibiting transformational leadership as the most important personal attribute. According to respondents from the Great Lakes, Southeastern, and Southwestern regions, composure under pressure is a more desirable attribute than open-mindedness/willingness to learn. Also, respondents from New England and from the Midwest concur that entrepreneurial thinking and adaptability should be ranked as the fifth most important attribute, and that displaying empathy should be ranked eighth.

Is there something that the American Music Therapy Association provides that no other similar organization provides?

The 258 professional members who completed this question highlight AMTA's unrivaled advocacy efforts, along with its standing as the most notable association for MT-BC's. Another common theme is how AMTA unites music therapists from across the profession, and treats everyone with respect. The 96 other respondents to this question focus on the tangible products that AMTA produces, including research and printed materials, as well as the opportunities that AMTA provides, such as conferences and scholarships. Common themes include:

- A resource for music therapists to support the work done across the industry.
- Advocacy for music therapy across government at the national level.
- Printed publications to educate members.
- Invaluable research that is centralized within AMTA.
- Disaster relief for members.

Next Steps for the Search Process

- 102 respondents suggested 86 different candidates for Raffa to contact.
- 123 respondents provided the names of nominators for the position.
- 189 respondents gave suggestions of which resources to use to post the position announcement. Popular suggestions include social media, the AMTA website, Indeed, and LinkedIn.