



World Federation of Music Therapy
Federación Mundial de Musicoterapia

Strategic Planning 2014-2017 Report

In January 2013, the WFMT Council made a commitment to initiate work on the organization's strategic plan. The organizational leadership recognized the changes and growing needs of the profession of music therapy and determined to best address these required further exploration, inquiry, and intention to guide the direction of the organization. This report provides a summary of the WFMT strategic plan progress for the 2014-2017 term. Brief notes are indicated on the goals outlined for this three year term.

Background

In order to facilitate the strategic planning process, a strategic planning workgroup (SPW) was formed. The SPW included seven WFMT council members (Interim President, Past President, Secretary/Treasurer, Clinical Practice Commission Chair, Public Relations Commission Chair, and two Regional Liaisons). Ms. Maite Barbe, Public Relations Chair, facilitated and guided the strategic planning process due to her experience and expertise in this area. The SPW held one-hour-long monthly Skype meetings over an eighteen-month period and worked on tasks via e-mail to complete the strategic planning process.

The process was completed in five phases. These included:

Phase I: Determining the initial work plan

Phase II: Reviewing the mission, vision, and values of the WFMT

Phase III: Development of surveys and data collection

Phase IV: Analyzing the data and determining the emerging priorities

Phase V: Defining the core strategies and goals for the strategic plan.

For more information and in-depth summary of the process you can read the following article published in *Music Therapy Today* (Open Access – journal edition available under 2015 in the [Past Issues page](#) on our website or through [this direct link](#)

Heiderscheit, A., Kern, P., Clements-Cortés, A., Gadberry, A., Milford, J., & Spivey, J. (2015). Advancing the World Federation of Music Therapy (WFMT) Organization: Strategic planning process. *Music Therapy Today*, 11(2), 25-41.

Strategic Planning Priorities

The following were the broad strategic planning priorities that were identified. Several goals and tasks were set in each of the areas to be accomplished in the 2014-2017 term.

Produce data based information
Build community awareness
Expand use of technology for networking
Demonstrate leadership as a leading knowledge based organization
Develop revenue streams
Provide ongoing educational opportunities online
Maintain online accounting system
Establish presence at conferences around the world
Increase collaboration among council members
Establish volunteer opportunities

Top 10 Accomplishments

1. Fact sheets on a number of countries were updated. These provide information on academic programs, music therapy associations, publications, and conferences, as well as contacts.
2. New Music Therapy Videos on Research were published.
3. A Global Music Therapy Day was launched in July 2016, and each year forward an annual celebration will take place.
4. Established a WFMT presence at International Conferences related to music therapy.
5. Strengthened links with member organizations
6. Published Monthly Membership E-mails- WFMT Monthly BUZZ.
7. Planning of the 2017 World Congress of Music Therapy (WCMT).
8. Updated the Research and Ethics FAQ.
9. Planned and organized special events to celebrate WFMT 30th Anniversary.
10. Produced resources to assist countries where music therapy is less developed based on outstanding development examples of the profession in other countries, and in comparison with other allied health professions.

WFMT STRATEGIC PLAN GOAL AREAS AND SPECIFIC TASKS

INFORMATION

Goal 1: Produce Data Based Information

- a) Demonstrate in graphic form the number of music therapists who provide clinical music therapy services in the 8 global regions of the WFMT. This was an action for the WFMT Clinical Commission.

ACCOMPLISHED: A large research study survey of all WFMT members and music therapists was completed by WFMT Clinical Commission Chair, Dr. Daniel Tague, and a former WFMT Past-President, Dr. Petra Kern in May 2016. These researchers will present the survey study findings at the WCMT 2017 and are planning to write a formal paper for the WFMT journal, *Music Therapy Today*.

- b) Identify other relevant information and make it available publicly. This was an action for the WFMT Research Commission and WFMT Council.

ACCOMPLISHED: Regular updates were provided on the WFMT website throughout the 2014-2017 term.

- c) Ensure that timely, accurate and useful information is available at all times. This was an action for the WFMT Public Relations Chair, and WFMT Council.

ACCOMPLISHED: WFMT Regional Liaisons provided blog updates, alongside revisions and updates to the WFMT fact sheets in the 8 global regions of the WFMT.

Goal 2: Build Community Awareness

- a) Write and send press releases to community stakeholders within the 8 WFMT global regions. This was an action for the WFMT Public Relations Commission and WFMT Council.

ACCOMPLISHED: Press releases were sent throughout the 2014-2017 term.

- b) Make key documents (e.g., WFMT brochure, poster, press releases) available in various languages. This was an action for the WFMT Public Relations Commission and Regional Liaisons.

ONGOING & ACCOMPLISHED: WFMT Brochures are being translated alongside other documents with the help of volunteer translators. The WFMT Council determined several languages as a priority to start with in this process, namely: French, German, Italian, Spanish, Portuguese, Korean, Japanese, Chinese, & Russian. A call for

volunteers to assist in this process was posted on the WFMT website and WFMT social media platforms. A banner has also been created for the WCMT 2017.

- c) Create a video(s) of quality music therapy with various populations (What is music therapy like in your region of the world?). This was an action for the WFMT Public Relations Chair, Regional Liaisons, and Executive Assistant.

ONGOING & ACCOMPLISHED: Several videos have been prepared and are on the WFMT YouTube site regarding research and music therapy in Poland. Additional videos are in the plans. Thank you to volunteer Dr. Katrina McFerran for her assistance in this strategic planning item.

- d) Launch a music therapy day/week. This was an action for the WFMT Public Relations Chair and Regional Liaisons.

ONGOING & ACCOMPLISHED: The first day was launched at the European Congress of Music Therapy in July 2016. The next day will be July 4, 2017 at the WCMT, in Tsukuba, Japan. This is an item for the 2017-2020 to consider continuing.

- e) Investigate potential partnerships. This was an action for the WFMT Public Relations Chair and all WFMT Council. A small workgroup was formed to begin this process by devising guidelines. By the end of 2016 two documents were prepared for the Council to review regarding partnerships. More work is required as well as volunteers for this workgroup.

ONGOING: This task is recommended to be carried forward for the 2017-2020 Council to determine if this is a priority to continue working on.

- f) Plan and organize special events to celebrate WFMT 30th Anniversary. This was an action item for the WFMT Public Relations Commission, President and Secretary.

ACCOMPLISHED: A number of special events were planned including a Contributions Project, Treasured Memories Project, Song Contest, Social Media Blasts, etcetera. The hashtag #WFMT30Rocks was used throughout the year to celebrate and spread the word.

Goal 3: Expand the use of technology for networking opportunities

- a) Create a forum to review software and hardware through Skype meetings and blogs. This was an action for the WFMT President and Executive.

ONGOING & ACCOMPLISHED: The WFMT Council has been using Adobe Connect platform to achieve successful meetings online.

Goal 4: Demonstrate leadership as a leading knowledge-based organization

- a) Present examples of world leading music therapy training courses. This was an action for the WFMT Accreditation and Training & Education Commissions.

ONGOING & ACCOMPLISHED: Updates were provided for the following WFMT global regions: Europe, Asia, & North America. It is recommended that the 2017-2020 Council continue with updates.

- b) Provide a 'straight to the point' FAQ for general public on music therapy evidence, links to trusted sources and reputable research database and journals. This was an action for the WFMT Research & Education Commissions.

ACCOMPLISHED: A new updated Research FAQ was prepared in consultation with commission committee members, approved by WFMT Council and posted in 2016 on the WFMT website.

- c) Produce information resources to assist countries where music therapy is less developed based on outstanding development examples of the profession in other countries, and in comparison with other allied health professions. This was an action for the Public Relations Chair and WFMT President.

ONGOING & ACCOMPLISHED: As of December 2016 two videos were created with the assistance of Dr. Katrina McFerran and more are planned for 2017. See goal 2c) above "Build Community Awareness". Further the WFMT Public Relations Chair created a PowerPoint on the Worldwide Development of Music Therapy in a number of countries in January 2017.

- d) Investigate and apply for membership with WHO and UN. It was determined by the WFMT Council that this was not a priority as there did not appear to be a clear benefit at present to spend time to investigate this for the 2014-2017 given the other work of Officers.
- e) Develop and provide figures on the music therapy industry with regular updates. This was an action item for the WFMT Public Relations Commission.

ACCOMPLISHED The large survey conducted by WFMT Clinical Commissioner, Dr. Daniel Tague and a former WFMT Past-President, Dr. Petra Kern accomplished this task. See goal 1a) above.

- f) Focus website/emails content on outstanding examples of music therapy practice, training, education, research and business development. This was an action for the WFMT President and all Council.

ONGOING & ACCOMPLISHED: This goal was achieved in a number of ways: WFMT monthly buzz e-mails and Presidents Presents blogs reflected these items; People (WFMT members and general public) were invited to share their conferences on the global calendar of events; & It is further reflected in the work on commissions and other areas of our strategic plan.

REVENUE

Goal 1: Create fundraising events

- a) Organize one concert in each region and have percentage donated to WFMT within the 2014-2017 term. This was an action for the WFMT Regional Liaisons. After multiple times reviewing this task, it was not feasible for the WFMT to complete during the 2014-2017 terms.

- b) Recruit potential “patron members”. This was an action for the WFMT Secretary/Treasurer.

ONGOING: A number of potential patron members were approached; however no new patron members joined the WFMT during the 2014-2017. This is an ideal revenue stream and it is recommended that the new 2017-2020 Council determine if this is a priority to continue to focus upon.

- c) Increase Individual Memberships. This was an action for the WFMT President & Secretary/Treasurer.

ONGOING & ACCOMPLISHED: There were numerous invitations to generate new Individual and Organizational Memberships in the WFMT. These were posted for example in the President Presents blogs, the Monthly Buzz e-mails and on social media. Highlights and benefits of membership were disseminated.

- d) Ads/Sponsorship for the *Music Therapy Today* Journal. This was an action for the WFMT President, Past-President, & Publications Chair.

ONGOING & ACCOMPLISHED: An advertising package was created in July 2015 and posted on the WFMT Website. Individuals and organizations were approached and invited to sponsor and/or advertise. As with Patron Memberships there was very little response or support gained. This is an ideal revenue stream and it is recommended that the new 2017-2020 Council determine if this is a priority to continue to focus upon.

Goal 2: Provide approved ongoing education opportunities online

- a) Offer online Continuing Professional Development (CPD) opportunities for a fee inviting world experts to speak on specialized topics (i.e. technology and Apps for therapeutic applications, creating music therapy assessment tools). This was an action for the WFMT Education Commission. Due to other priorities in the WFMT Education Commission portfolio, this task was not possible.

REVISIONS ACCOMPLISHED: In place of providing this, spotlight sessions at the WCMT will be recorded and posted on the WFMT website after the congress free of charge. A volunteer from the WCMT will record and edit the videos.

- b) Assess education needs within regions and organize commissions and regional liaison to offer yearly webinars for a fee. This was an action for the Education and Training Commission Chair. Due to other priorities in the WFMT Education Chair portfolio, this task was not possible.
- c) Plan and organize one yearly online 'Open day' for the Council to offer consultation for \$20 as a service trial incentive to members. This could then develop into an hourly rate basis for students, members and non-members. This was an action for the WFMT Public Relations Chair and all Council. After multiple times looking at this item, it was decided that it is not realistic and that there is confusion as to what Council members would consult about.
- d) Provide online access for a fee to the opening ceremony and spotlight sessions during the 2017 WCMT. This was an action for the WFMT Education and Training & WCMT Commission Chairs. As agreement forms were already signed with speakers for the WCMT 2017 with no indication of a fee being charged, it was decided that this item was not appropriate for this Council term. It is recommended that the 2017-2020 review and carry forward this item for the WCMT 2020

Goal 3: Maintain an online accounting system

- a) Provide full online membership submission whilst ensuring that the system works reliably at all times. This was an action for the WFMT Secretary/Treasurer.

ACCOMPLISHED: January 1, 2015.

- b) Implement WFMT website to an automated membership renewal system online. This was an action for the WFMT Secretary/Treasurer.

ACCOMPLISHED: Created a tiered system where WFMT members (by default) of a member organization have access to basic privileges in contrast to individual members (financial) who are entitled to special benefits.

- c) Access, compare and review membership fees each term. This was an action item for the WFMT Secretary/Treasurer and WFMT Bylaws Workgroup.

ACCOMPLISHED: In suggesting WFMT Bylaw revisions to be voted upon at the WFMT Business Meeting in July 2017, new membership categories were proposed and fees were reviewed.

Goal 4: Develop products and resources to generate revenue streams

- a) Provide rostered international internships & access members' needs and necessary resources to develop a plan to introduce new products. These were action items for the WFMT Clinical Commission, Public Relations and Regional Liaisons. Upon further review by Council it did not fit with officers to be charging for products we created this term. The goal is to provide as much as possible to all our members at no charge. A survey was prepared and sent to all Individual WFMT members & the Contact person for the WFMT Organizational Members for their feedback on the 2014-2017 Council work and future desires.

VISIBILITY AND COLLABORATIONS

Goal 1: Establish presence at conferences around the world

- a) Maintain active presence of WFMT Council members at booth/table during major conferences each year. This was an action item for the WFMT President, Past-President & Secretary/Treasurer.

ONGOING & ACCOMPLISHED: WFMT Council had a booth at the American Music Therapy Association Conference in 2015 and also brought promotional items along to a number of conferences throughout the 8 global regions. In addition to this, the WFMT President gave a number of conference inaugurations and sent greetings and recorded video messages to be played at conferences and educational events in the 8 global regions. It is recommended this type of presence be continued by the 2017-2020 WFMT Council.

- b) Continue holding WFMT Council roundtables/posters at major conferences each year. This was an action item for the WFMT President, Past-President & Secretary/Treasurer.

ONGOING & ACCOMPLISHED: WFMT Council held roundtables and presentations as a group at a number of conference including: 2014, 2015 and 2016 AMTA; 2016 ECMT; 2016, OCMT; 2017 WCMT. In addition to this, many WFMT Council members presented at various conference about the work of the organization at conferences throughout the 8 global regions over the 3 year term. It is recommended this type of presence be continued by the 2017-2020 WFMT Council.

- c) Create a poster about WFMT and PowerPoint slides for Council members to use at international national/regional/local conferences each year. This was an action

item for the WFMT Publications Chair, President, Secretary/Treasurer, & Global Crisis Commissions Chair.

ACCOMPLISHED: A PowerPoint template was created and has been used for WFMT Council related presentations. It was determined a poster was not a priority this term.

- d) Update and ensure distribution of WFMT brochures/flyers and call for papers in the journal at major conferences each year. This was an action item for the WFMT President, Secretary/Treasurer and Public Relations Chair.

ACCOMPLISHED: The brochure has been updated and is being translated into a number of languages with the assistance of volunteers. Calls for paper submissions to the WFMT journal *Music Therapy Today* have been circulated at conferences, Monthly Buzz e-mails, President Present's blogs and social media.

- e) Produce a short movie to introduce the WFMT to students and universities offering a music therapy degree program. This was an action item for the Public Relations Chair and the Executive Assistant.

ACCOMPLISHED: This movie was posted on the WFMT YouTube channel and website in February 2017.

- f) Offer annual student seminars organized by the WFMT and ASD at various universities around the world. This was an action item for the WFMT Public Relations Commission and the Executive Assistant.

REVISION ACCOMPLISHED: It was determined this was not possible given other WFMT priorities; but in place the ASD organized a number of events for students at the WCMT 2017 including a free congress seminar, "Bridging the Gap".

Goal 2: Increase collaboration between Council Members and WFMT Members

- a) Strengthen links with member organizations by engaging on a personal level to discuss their needs in the perspective of our mission. This was an action item for the WFMT Regional Liaisons.

ACCOMPLISHED: WFMT Regional Liaisons sent personal emails to contacts and organizations to ensure meaningful communication strategies. A Memo of Understanding (MOU) was also developed between the WFMT and the AMTA (Australia) organization and can serve as a template for other MOUs. WFMT President established communications with a number of organization National Presidents to build collaborations and develop joint documents.

- b) Contribute to a monthly e-news letter sent out by the WFMT President to Members, via website and social media. This was an action item for the WFMT President.

ACCOMPLISHED: One Monthly Buzz e-mail was sent each month by the President during the 2014-2017 term. It is recommended this continue in the 2017-2020 term.

- c) Invite members' ideas, feedback and comments for the WFMT during an annual "virtual office hour" by all Council members. This was an action item for all WFMT Council. It was determined this was not a priority during the 2014-2017 term due to other WFMT priorities.
- d) Continue featuring "Members Profiles" each month. This was an action for WFMT Public Relations Chair.

ONGOING & ACCOMPLISHED: A posting was listed on the WFMT job/volunteer section of the WFMT website and via social media to invite volunteers to assist with this task. Volunteers have been secured, but people have been shy to be featured in this profile.

- e) Organize a member's survey to assess WFMT activities at the end of each term and provide results by the Congress. This was an action item for the WFMT Public Relations Chair and 2 Regional Liaisons.

ACCOMPLISHED: A WFMT Members Satisfaction survey was prepared and sent to all WFMT Members in spring 2017. A brief summary of the results will be shared at the WFMT Business Meeting at the WCMT 2017 time permitting, as well as on the WFMT website and via social media.

INTERNAL COMMUNICATIONS

Goal One: Implement and evaluate the Strategic Plan

- a) Review the strategic plan at the end of each term. This was an action item for the WFMT President and all Council.

ACCOMPLISHED: WFMT President provided quarterly updates to WFMT Council on the Strategic plan and has worked with Council to identify priorities and see the completion of items. In January 2017, the WFMT President prepared a strategic plan summary report and sent to all WFMT Council to send comments regarding progress. The final report will be provided to all WFMT members and presented at the WFMT Business meeting in July 2017.

Goal Two: Increase collaboration among Officers and all Council members

- a) Develop an effective WFMT Council orientation and transitioning package from one term to the next. This was an action for the WFMT President and all Council.

ONGOING & ACCOMPLISHED: The WFMT President initiated talks regarding Council transition planning in early 2016 in order to prepare the candidate & nomination forms as well as the slate of candidates which were all posted by January 1, 2017. A small workgroup was formed to develop a WFMT Council transition package to help orient the new 2017-2020 Council.

Goal 4: Increase Interaction among Regional Liaisons

- a) Hold an online meeting to assess regional engagement issues and needs to share with Commissions and develop new projects once a year.

ONGOING & ACCOMPLISHED: Regional Liaisons met online in 2015 and will meet in person at the WCMT 2017. They chose to continue their dialoguing and networking with each other over e-mail discussions and WFMT meetings to share their work, blogs and regional updates.

ACCOUNTABILITY

ONGOING

VOLUNTEERING

Goal 1: Establish volunteering opportunities

- a) Establish clear projects (including title, task description, competencies needed, and time involvement) and needs. This was an action for all WFMT Council.

ONGOING & ACCOMPLISHED: Regular projects asking for volunteers were posted during the term.

- b) Establish volunteering standards to ensure quality and competency and post them on the WFMT Job & Volunteering page. This was an action for the WFMT Secretary/Treasurer and small workgroup of Council volunteers.

ACCOMPLISHED: Guidelines were established and posted.

- c) Establish a volunteering evaluation and reward system to provide feedback on work progress and achievements. This was an action item for all WFMT Council.

ONGOING: Discussions have begun and it is encouraged the new 2017-2020 Council complete this task.

Goal 2: Attract and retain qualified and motivated volunteers

- a) Post and update all opportunities on the WFMT Job & Volunteering Centre as well as social media each month. This was an action item for all WFMT Council.

ONGOING & ACCOMPLISHED: Regular updates were provided. It is recommended this continue for the 2017-2020 WFMT term.

- b) Highlight volunteers' work on WFMT social media as soon as projects have been accomplished. This was an action item for all WFMT Council.

ACCOMPLISHED: Volunteers have been acknowledged in WFMT Monthly Buzz e-mail and social media. It is recommended this continue during the 2017-2020 term.

- c) Develop and implement a volunteering benefit package and advertise through social media. This was an action item for the WFMT Public Relations Commission. It was determined this was not a priority during the 2014-2017 term and is an item for the 2020 WCMT to consider offering Reduced Congress Fees, discounted WFMT merchandise, free meal at WCMT congress and/or official thank you at 2020 WCMT.

SUMMARY

The strategic plan provided an excellent outline of priorities and work to be accomplished in the WFMT 2014-2017 term. The majority of goals were accomplished and recommendations are provided for the next WFMT Council 2017-2020 members. It has been an honour to lead these initiatives with the dedicated WFMT Council the past three years. I believe the work accomplished has led to the continued development of the WFMT, as well as the global growth of music therapy as an art and a science.

This report is respectfully submitted by Amy Clements-Cortes



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