

# Strong AGO Chapter Leadership Matters

**Presented by:**

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# AGO Strategic Planning Team



# Strategic Plan Data Sources

- **Qualitative research interviews (31)**
  - Staff
  - Board
  - Key Stakeholders
- **Quantitative research – online surveys**
  - Chapter leaders
  - Young members – AGOYO
  - Independent/dual RCCO members
- **Membership and donor trends**
- **Financial trends/budget priorities**
- **2014 AGO Member survey**
- **Other relevant studies**



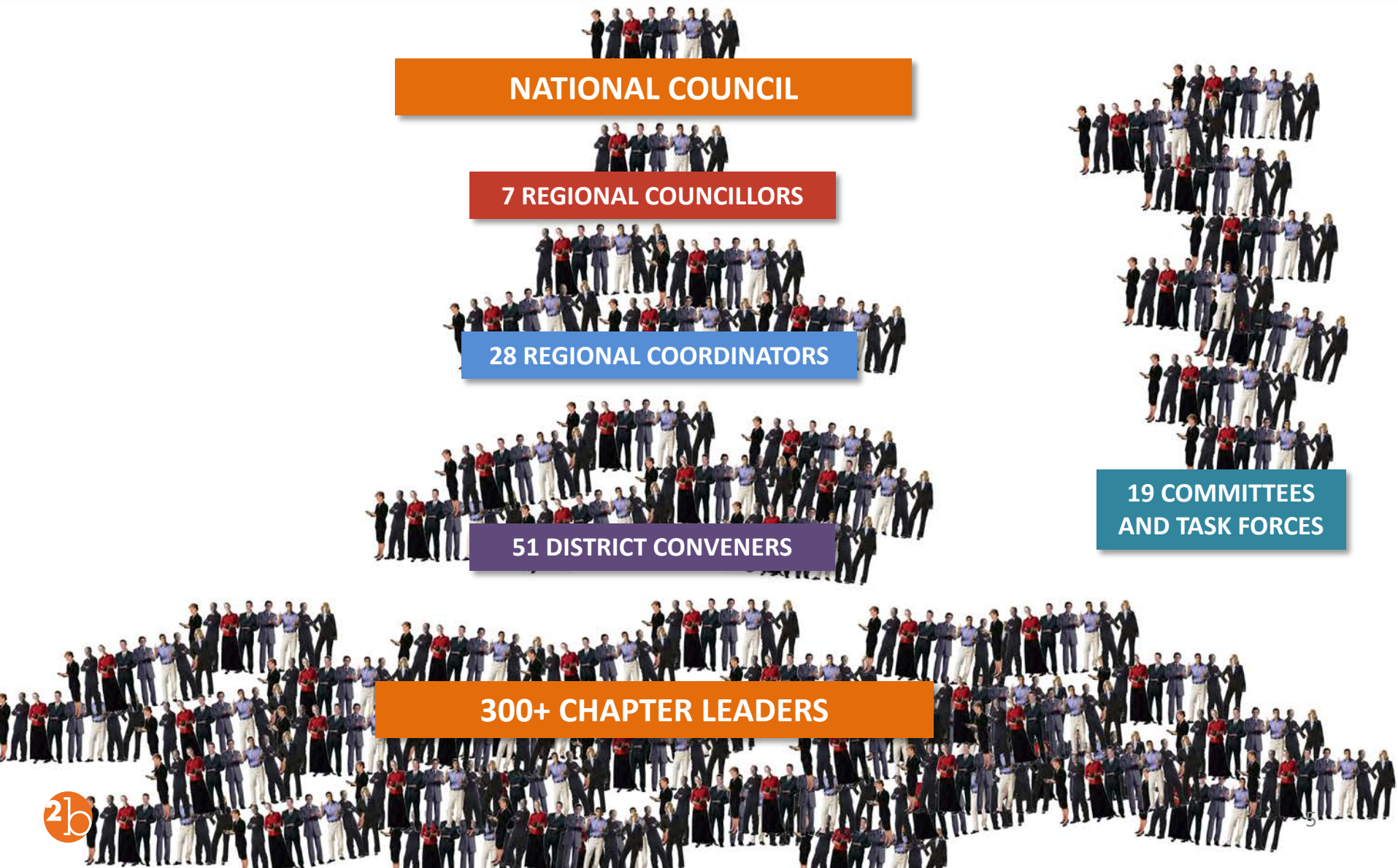
# About the AGO

## Insights from 2017 Strategic Planning Research





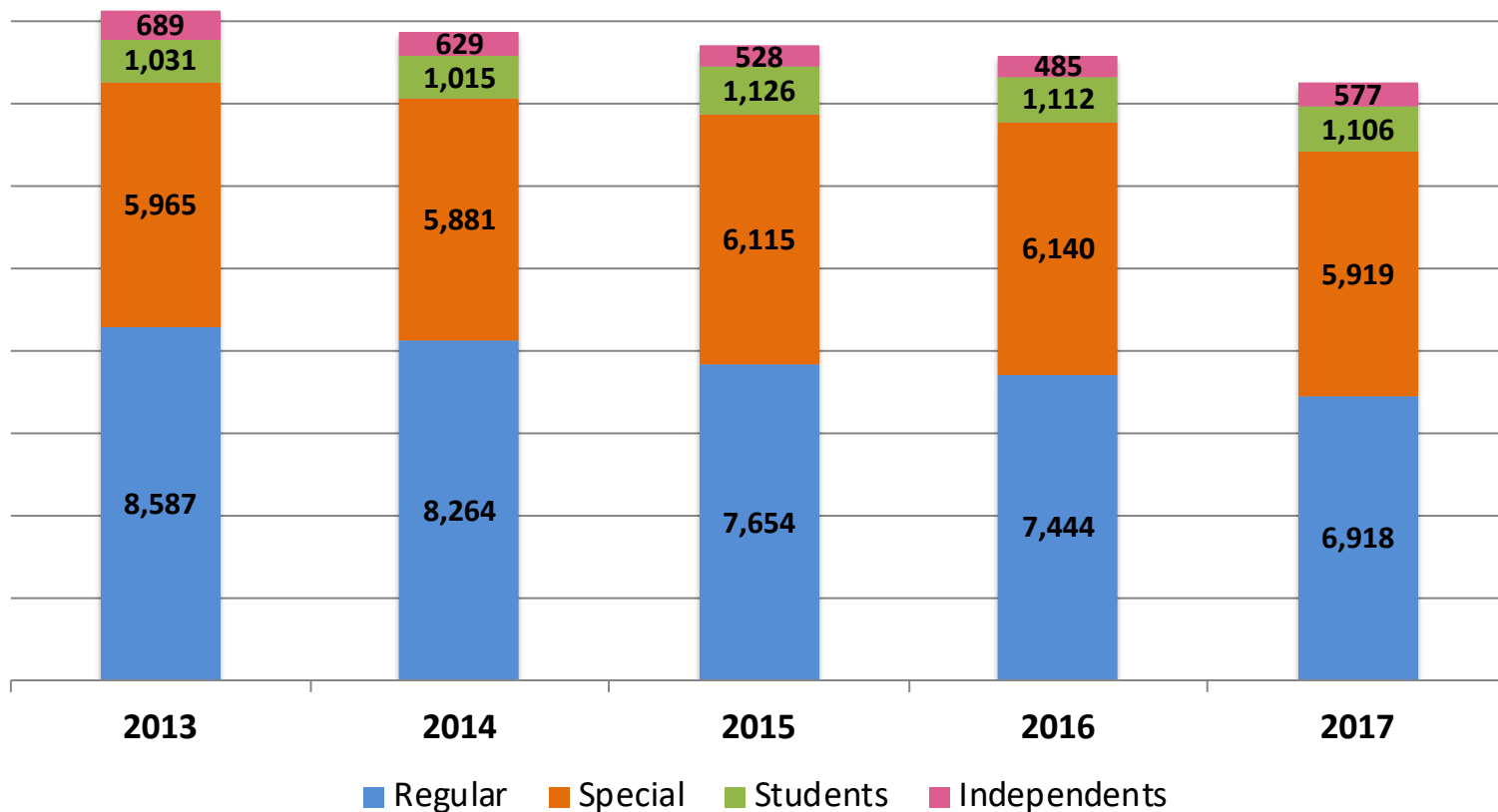
# Large Volunteer Structure



# 5-Year Membership Trends | Overall decline of 9%

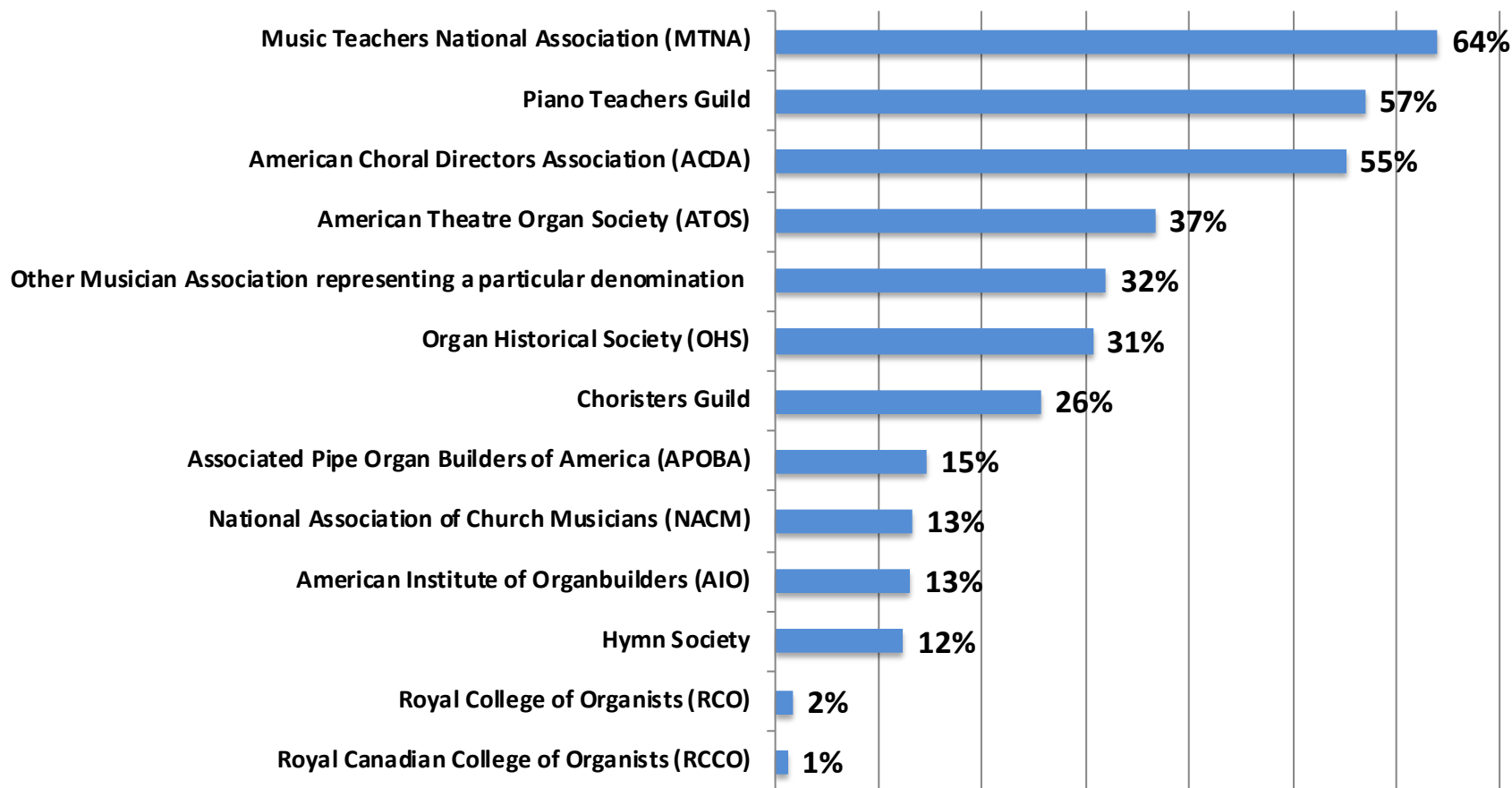
## Total 2017 Membership: 14,520

- Regular members have seen the largest drop – 20% (loss of 1,670)
- Special members have **remained steady**, with >1% decline)
- Student members have **increased by 7%**
- Independents have decreased by 17% (loss of 112)



# AGO shares the space with multiple peers | represent potential competitors/allies

## What music-related associations are active in your area?



Note: Organ Historical Society was mentioned by several as a newly focused, active competitor

Source: 2017 Surveys of Chapter Leaders

n=581



## Regarding RELIGION | AGO members continue to be overwhelmingly Christian

	Chapter Leaders	AGOYO	Ind/Dual
Christian/protestant	76%	54%	68%
Christian/Catholic	18%	30%	20%
No religion/secular	3%	8%	8%
Christian/LDS	2%	5%	4%
Unitarian	2%	0%	1%
Buddhism	1%	1%	0%
Prefer not to state	0%	5%	2%

*Source: 2017 Surveys of Chapter Leaders, AGOYOs and Independent/Dual RCCO members*

# However, America's Religious Identity is Changing

- The percent of white Christians in the US has declined by almost 50% in the past 50 years

	1996	2016
White Protestants	55%	30%
White Christians (other)	26%	13%
<b>TOTAL White Christians:</b>	<b>81%</b>	<b>43%</b>

- White Christians are aging: 59% of mainline Protestants and 62% of Catholics and Evangelicals are now over 50 years old

Note: Mormons are an exception – their numbers have held steady at 2% of US population; they are also younger – only 41% are age 50

*Source: 2016 PRRI survey reported in American Values Atlas*

# Perspectives on the AGO Leadership Survey Results





# Chapter Leader Survey Respondents

## **Sample size**

- 1,395 invitations sent to current and incoming chapter officers
- 664 completed responses received - Response rate: 49%

**Number of Chapters represented: 86% (261 of 304)**

## **Geographic Location: 99% of respondents live in the US**

- Southeast 18%
- Northeast 17%
- Great Lakes 16%
- MidAtlantic 15%
- West 14%
- North Central 11%
- Southwest 9%

## **Other Countries Represented:**

Albania, Algeria, Australia, China, Germany, Netherlands



# Chapter Leader Survey Respondents *(continued)*

## Years of Membership

■ Less than 10 years	18%
■ 11-20 years	24%
■ <b>21-40 years</b>	<b>39%</b>
■ <b>40+ years</b>	<b>17%</b>

## Leadership Role

■ Dean	30%
■ Treasurer	22%
■ Sub-Dean	17%
■ Newsletter Editor	14%
■ Secretary	13%
■ Registrar	10%
■ Committee Chair	6%
■ Membership Coord	6%
■ Education Coord	4%
■ Historian	3%
■ Secy-Treasurer	2%
■ Chaplain	2%
■ Auditor	1%

# Chapter Leader Survey Respondents *(continued)*

## GENDER

- Male 54%
- Female 46%

## ETHNIC BACKGROUND

- **White/Caucasian** 96%
- Asian/Pacific Islander 1%
- African American 1%
- Multiple races 1%
- Hispanic/Latino 0%
- Prefer not to state 2%

## AGE

- 29 or under 5%
- 30-39 9%
- 40-49 7%
- **50-64** 34%
- **65+** 45%

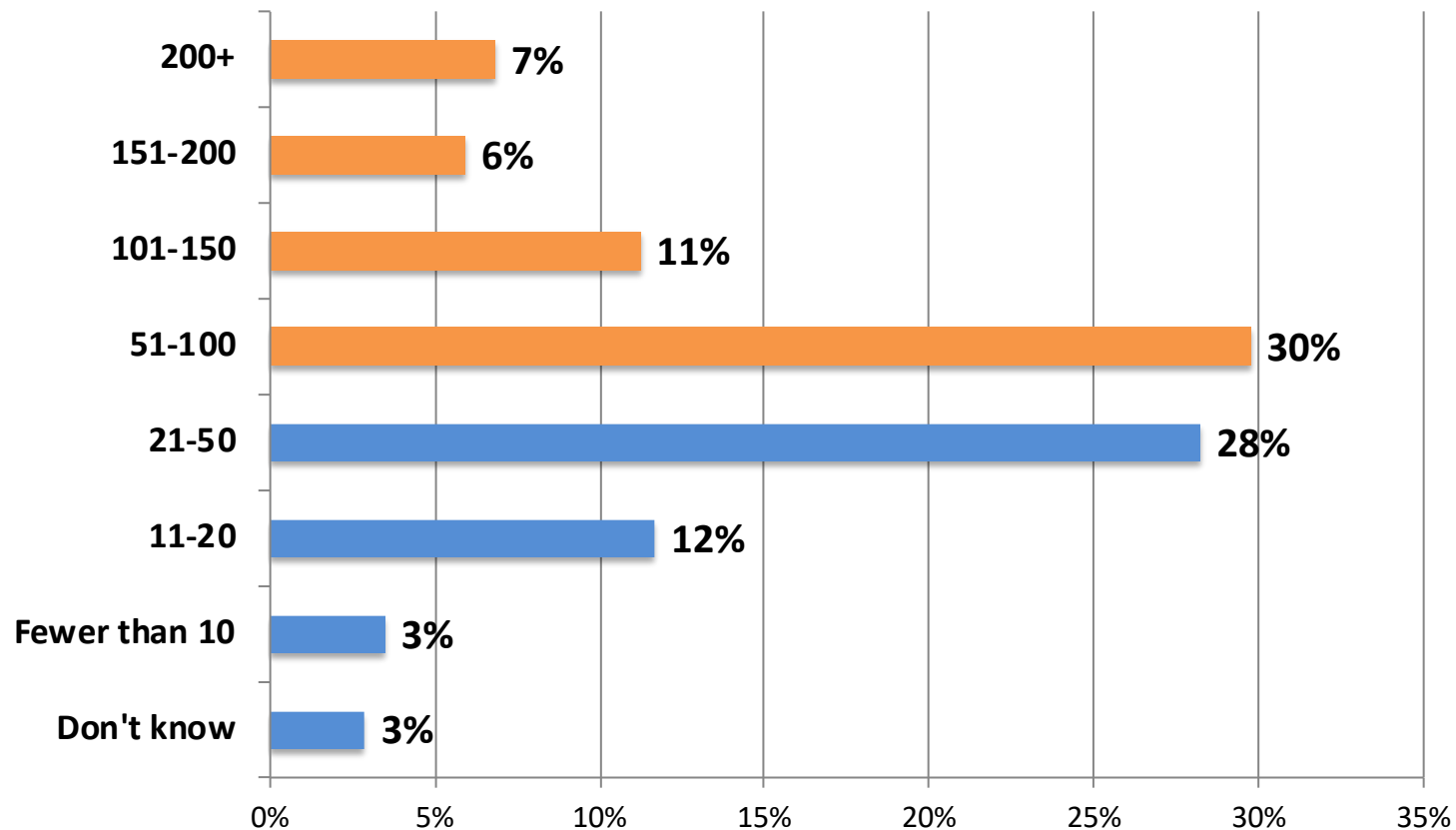
## PERSONAL RELIGIOUS AFFILIATION

- **Christian/Protestant** 76%
- **Christian/Catholic** 18%
- No religion/secular 3%
- Christian/LDS 2%
- Unitarian Universalist 2%
- Buddhism 1%

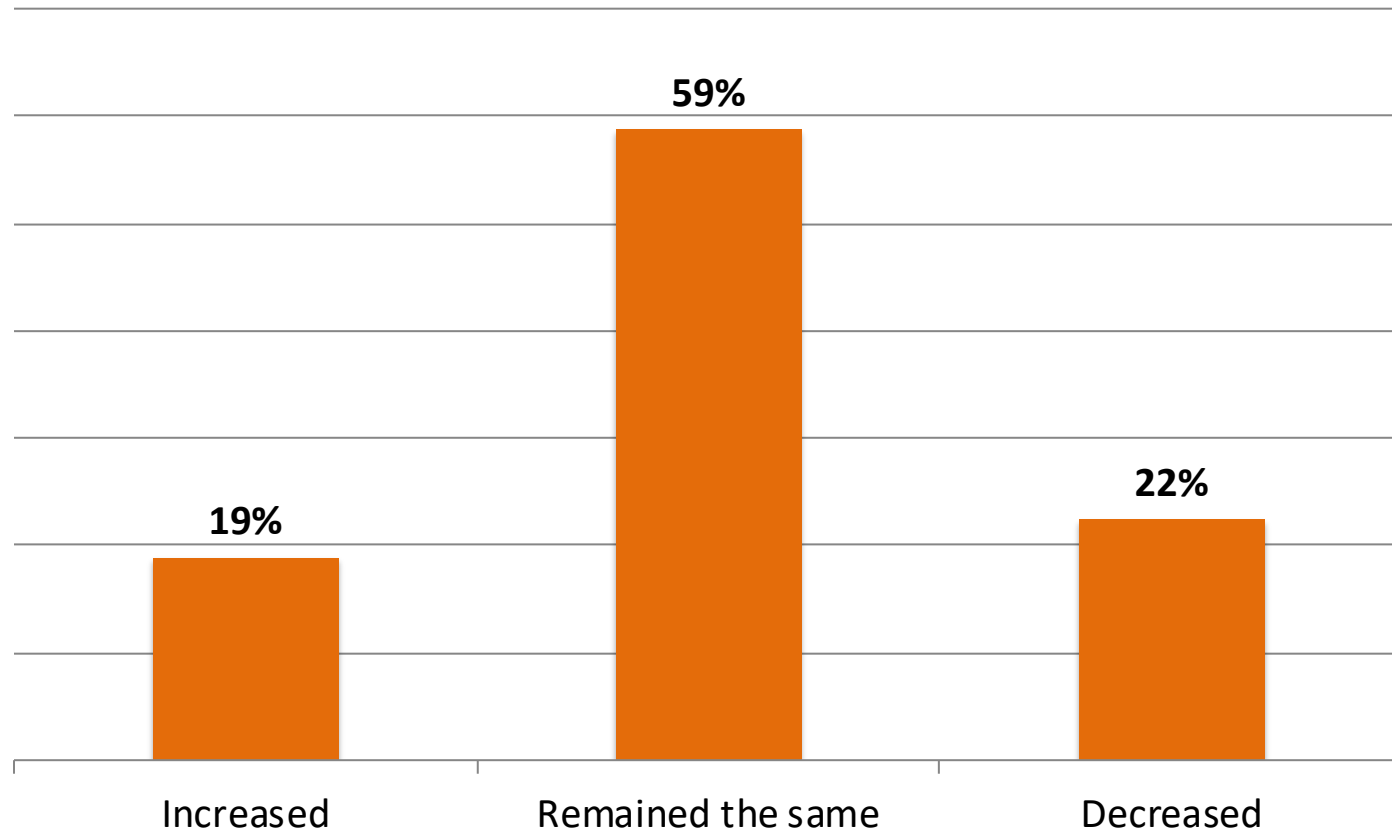


# More than half lead chapters with 50+ members

## Number of Members in Your Chapter

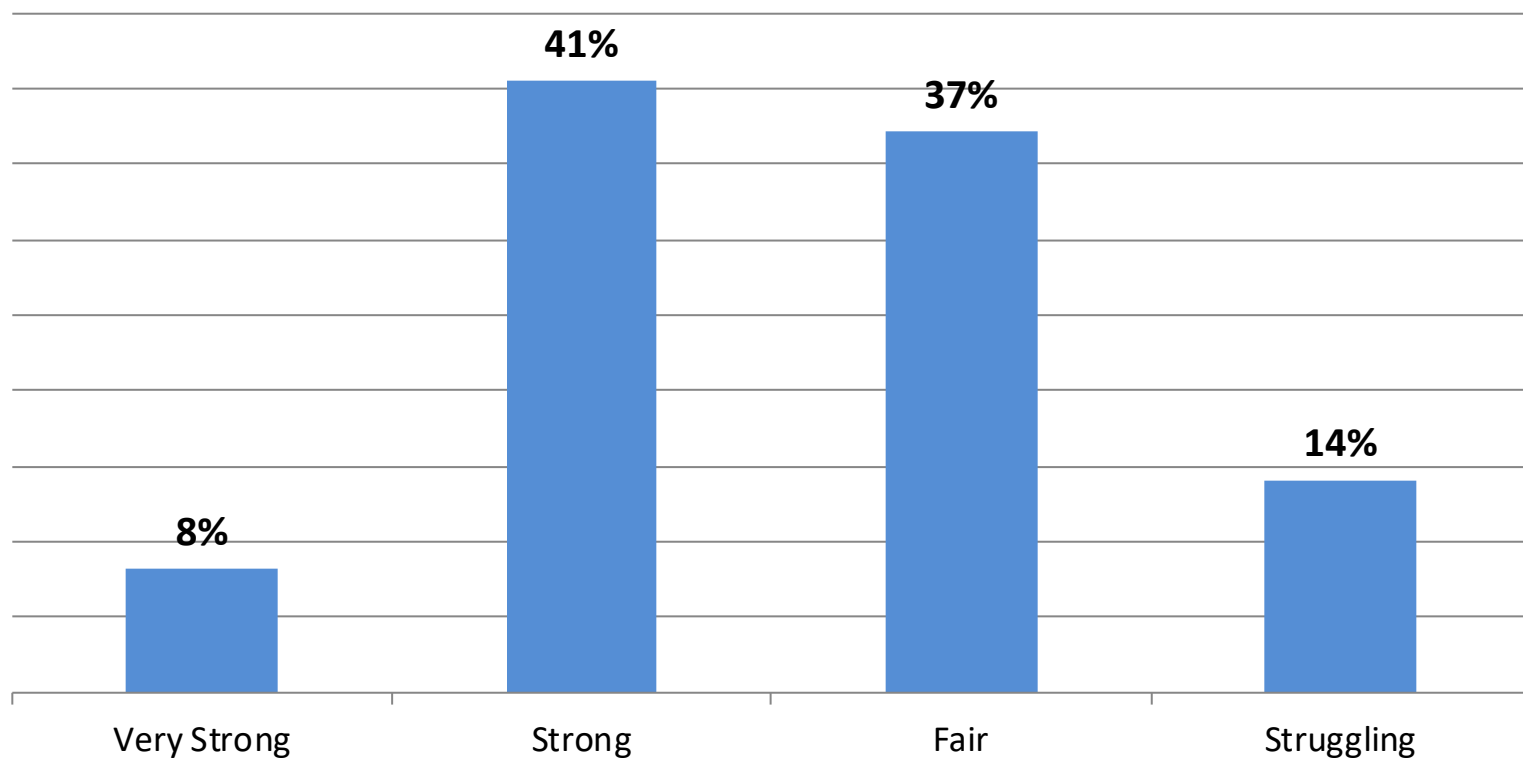


**From 2016 to 2017, 78% of chapters had maintained or increased membership; 22% saw a decrease.**



# About half of leaders describe their chapters as healthy

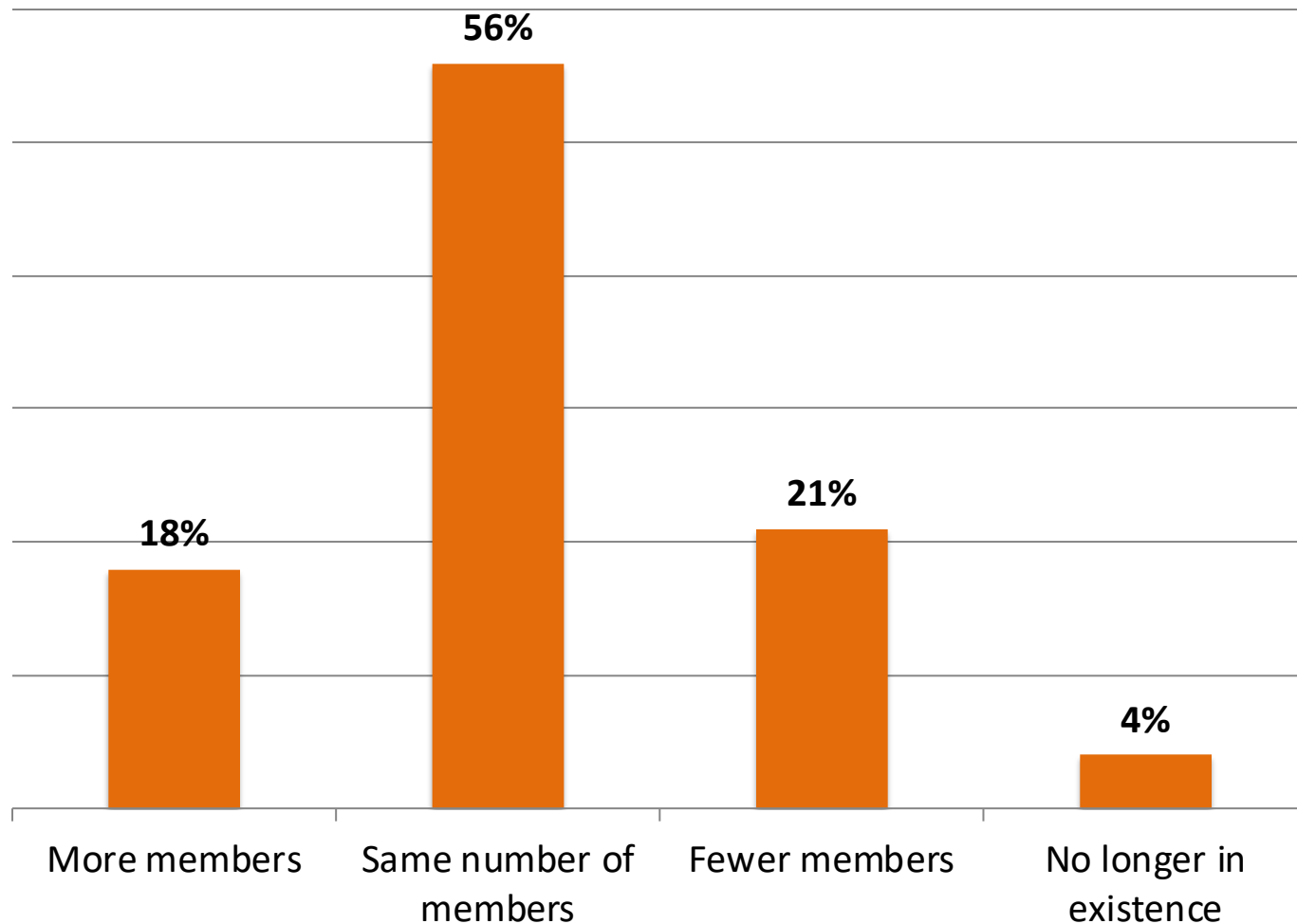
**What best describes your chapter's overall health?**





# 75% of leaders expect their chapters to maintain or increase membership | 25% expect decreases or chapter closures

Where will your chapter be in three years?



## Snapshot: Large Chapter | 100+Members

- Majority have between 21-50 attendees at meetings
- 

- 100%** host public events such as recitals
  - 100%** have a website
  - 98%** publish a newsletter
  - 91%** publish a membership directory
  - 91%** have a Facebook presence
  - 81%** host at least one social event
  - 65%** conduct professional education
  - 56%** conduct certification
  - 25%** host Pedals, Pipes and Pizza events
  - 25%** host a POE
- 

- 79%** describe themselves as **strong or very strong;**  
**none predict they will close within 3 years**

## Snapshot: Medium Chapter | 21-99 Members

- Majority have between 11-20 attendees at meetings
- 
- **97%** host public events such as recitals
  - **91%** have a website
  - **87%** host at least one social event
  - **85%** have a Facebook presence
  - **83%** publish a newsletter
  - **81%** publish a membership directory
  - **63%** conduct professional education
  - **30%** host Pedals, Pipes and Pizza events
  - **26%** conduct certification
  - **11%** host POE
- 
- **45%** describe themselves **strong or very strong**; **12%** as **“struggling”**; **3%** predict they will **close within 3 years**

## Snapshot: Small Chapter | < 20 Members

- Majority have fewer than 10 attendees at meetings
- 
- **75%** host public events such as recitals
  - **65%** host at least one social event
  - **56%** have a Facebook presence
  - **50%** have a website
  - **40%** publish a newsletter
  - **40%** conduct professional education
  - **36%** publish a membership directory
- 
- **13%** describe themselves as **strong or very strong;**  
**40% are “struggling;” 15% predict they will close within 3 years**

# What is the biggest challenge to maintaining the health of your chapter?

## Two rose above all others:

- Lack of member interest/commitment/involvement
  - Aging membership
- 

## Other challenges mentioned:

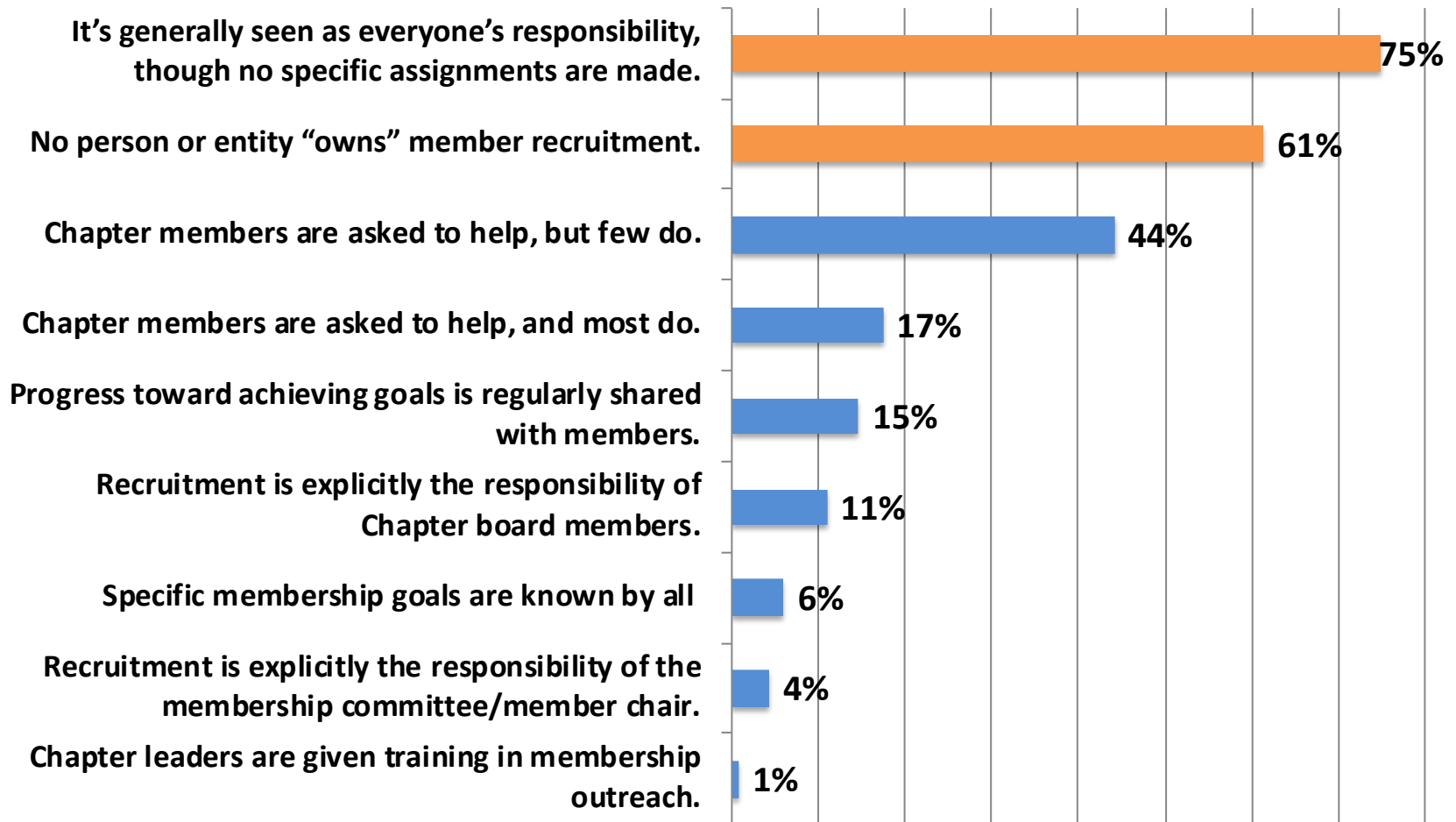
- Attracting new members
- Large geographic area to serve
- Programming
- Filling leadership roles
- Retaining current members
- Members are busy
- Religious decline
- Lack of active leadership



# What is the status of your membership in the following groups?

	Well represented	Fairly well represented	Some representation	Not well represented	Need more
29 years old or younger	5%	6%	37%	44%	71%
30-39 years old	2%	12%	49%	31%	68%
40-49 years old	6%	33%	41%	17%	59%
50-64 years old	38%	45%	16%	2%	39%
65+ years old	58%	31%	10%	2%	26%
Diverse mix of religious faiths	24%	40%	24%	11%	40%
Professional organists	34%	40%	19%	5%	44%
Volunteer organists	14%	27%	35%	21%	47%
Individuals who are new to the organ	3%	6%	35%	48%	63%
Diverse mix of genders	45%	41%	11%	2%	21%

# What best describes how membership recruitment is handled in your chapter?



# How effective are these sources of identifying potential new members for your chapter?

	Highly effective	Effective	Somewhat effective	Not effective	Don't know
Personal contacts of current members	37%	32%	24%	2%	5%
Referrals from local universities/music schools	8%	17%	30%	25%	20%
Referrals from organ or piano teachers	7%	24%	40%	14%	15%
Inquiries received through our chapter's website	4%	15%	31%	18%	32%
Attendee lists from past AGO events (conferences, chapter events, etc.)	3%	13%	34%	18%	32%
Individuals who contact the chapter via social media, e.g. Linked-In, Facebook, Twitter	3%	10%	27%	23%	37%
Referrals from local churches	3%	14%	34%	28%	22%
Advertisements/outreach through professional publications	0%	5%	21%	31%	42%

## How effective are these membership recruitment methods for your chapter? | Top 5

	Highly effective	Effective	Somewhat effective	Not effective	Don't know
<b>One-on-one outreach by members to their personal contacts</b>	36%	35%	18%	2%	8%
<b>Personal phone calls to individual prospects</b>	23%	32%	23%	3%	20%
<b>Personal emails to individual prospects</b>	16%	31%	31%	3%	19%
<b>Eblasts to identified prospect lists</b>	5%	13%	21%	13%	48%
<b>Distribution of chapter-produced brochures, flyers, etc.</b>	4%	20%	39%	14%	24%

# What impact do the following obstacles have on increasing membership among prospects?

	A major obstacle	Some impact	Little impact	Don't know
Lack of time to participate	36%	49%	8%	7%
Dues are viewed as too expensive	29%	44%	16%	11%
Not interested in attending meetings	26%	51%	14%	9%
Benefits not perceived as valuable	27%	45%	13%	15%
Lack of awareness about AGO	19%	49%	21%	12%
Chapter focus on highly educated/professional members can make those with less training/experience feel uncomfortable	12%	35%	42%	11%
Chapter is perceived as closed or "cliquish"; not welcoming to outsiders	10%	26%	47%	17%
Prospects choose to belong to another organization	5%	27%	39%	28%
Instructional needs are being met through other sources	4%	24%	32%	40%

# To be successful: what should your chapter **START** doing?

## Two rose above the rest:

- **Better Recruitment**
  - **Changes to Programming**
- 

## Other themes

- **Personal outreach/peer recruitment**
- **Youth programming and recruitment**
- **Increase member engagement**
- **Church outreach**
- **Be more welcoming**
- **Use social media**
- **Leadership development**
- **Alliances**

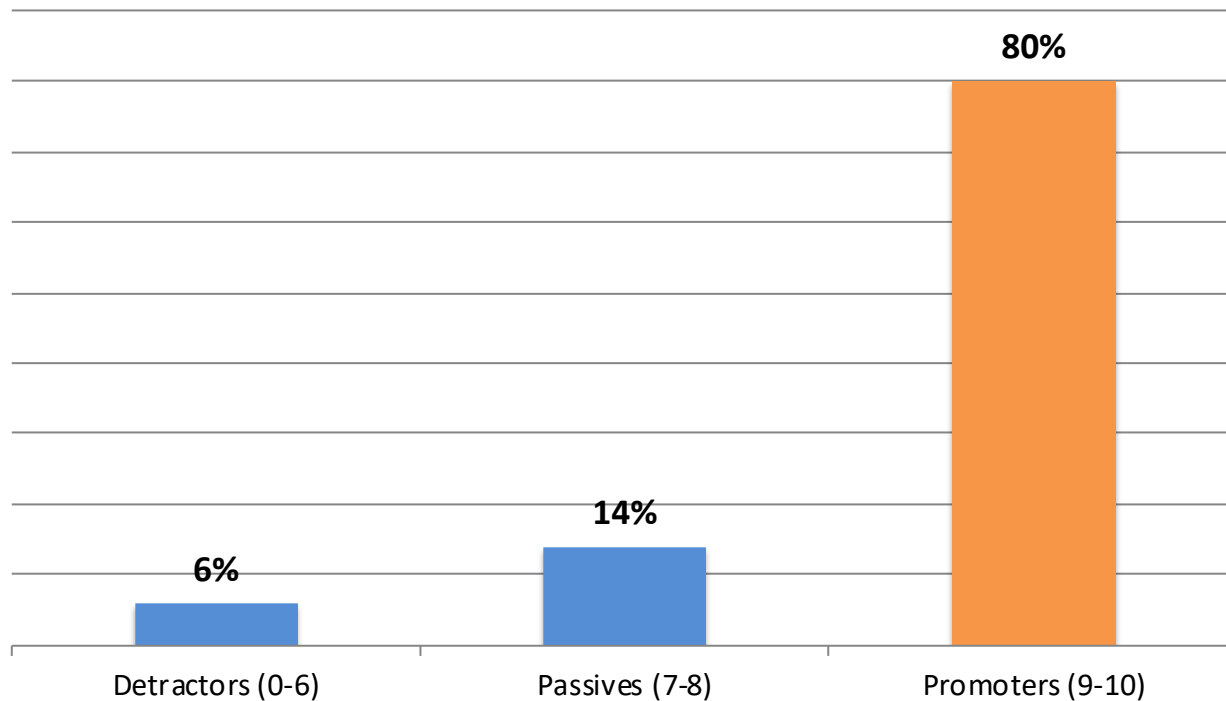


## **To be successful:** what should your chapter **STOP** doing?

- **Not being welcoming**
- **Doing the same things we have always done**
- **Inaction**
- **Relying on too few people**
- **Ignoring lack of member engagement**
- **Too many events**
- **Being negative**

## 80% are strong Brand Advocates

Likelihood of recommending a friend or colleague join the AGO



# Table Talk



**What Are Your  
Big Takeaways?**

# AGOYO Survey Results

# AGOYO survey respondents

## Sample size

- 1,214 invitations sent to AGOYO member list
- 459 completed responses received - Response rate: 39%
- Number of Chapters represented: 60% (181 of 304)

- **Geographic region – 96% in US**

Great Lakes	20%
West	18%
Northeast	16%
Mid Atlantic	15%
Southeast	13%
North Central	10%
Southwest	9%

**Other Countries Represented:** Singapore, Canada, Germany, Kenya, China, Finland, Guatemala, Netherlands, Norway, Poland, Sweden, Switzerland

# AGOYO Respondents | age, gender, ethnicity

## GENDER

- **Male** 68%
- Female 32%

## AGE

- 29 or under 95%
- 30+ 5%

## ETHNIC BACKGROUND

- **White/Caucasian** 83%
- **Asian/Pacific Islander** 12%
- African American 2%
- Multiple races 4%
- Hispanic/Latino 4%
- Prefer not to state 5%

## PERSONAL RELIGIOUS AFFILIATION

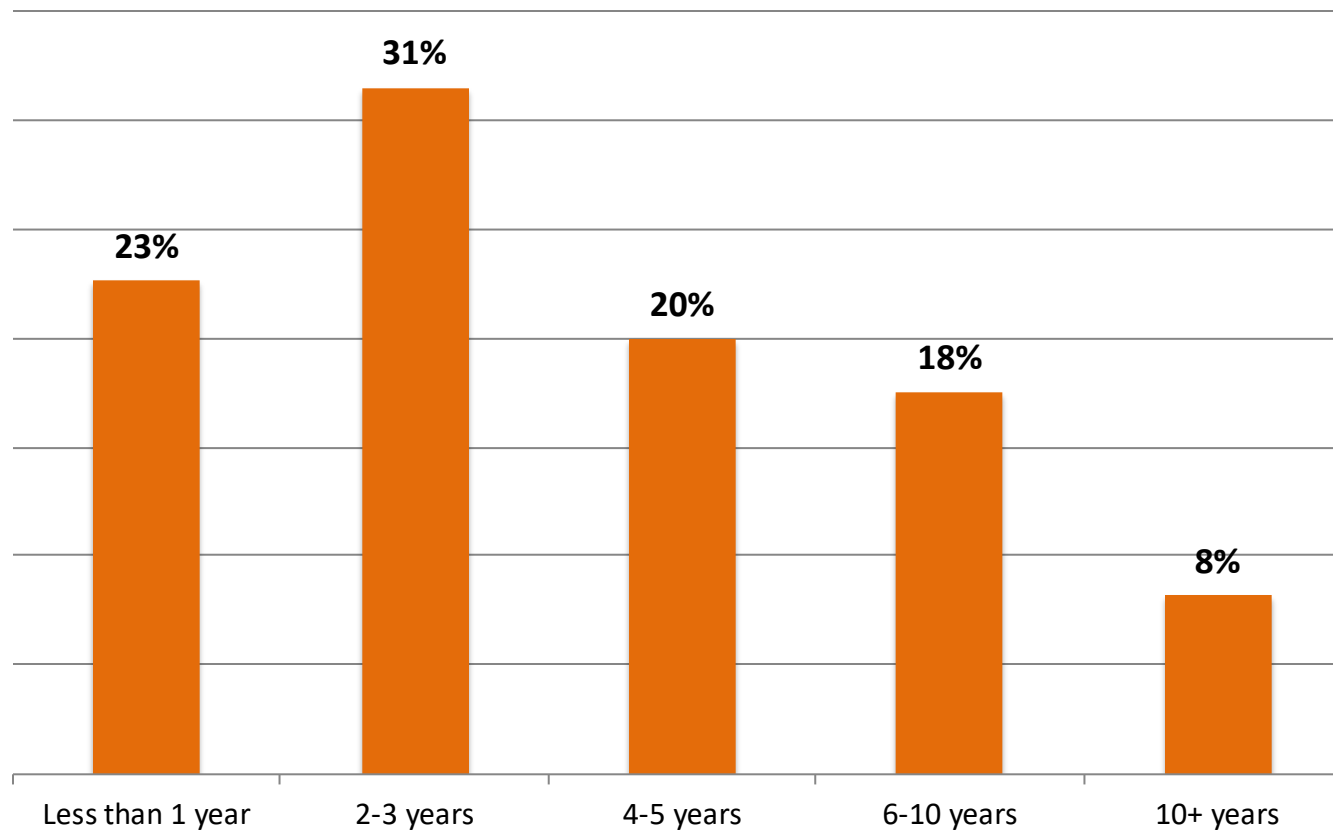
- **Christian/Protestant** 54%
- **Christian/Catholic** 30%
- No religion/secular 8%
- Christian/LDS 5%
- Prefer not to state 5%
- Buddhism 1%

## ORGAN/MUSIC DEGREE

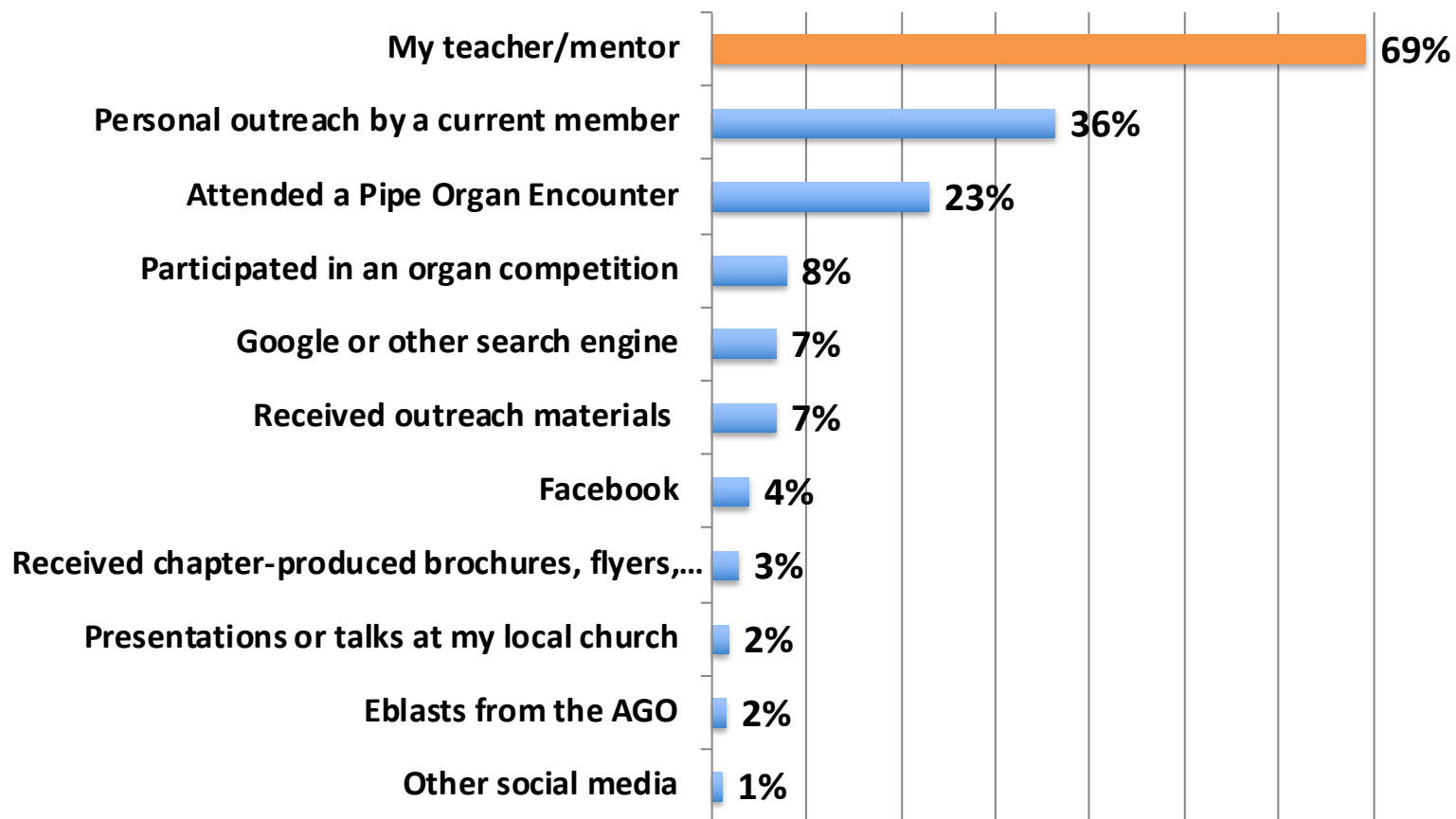
- **Undergrad degree** 46%
- **No music degree** 43%
- Master's Degree 25%
- Doctoral degree 4%
- Service Playing Certificate SPC 5%
- Colleague CAGO 3%
- Associateship AAGO 1%
- Fellowship FAGO 1%



# How long have you been a member of AGO?



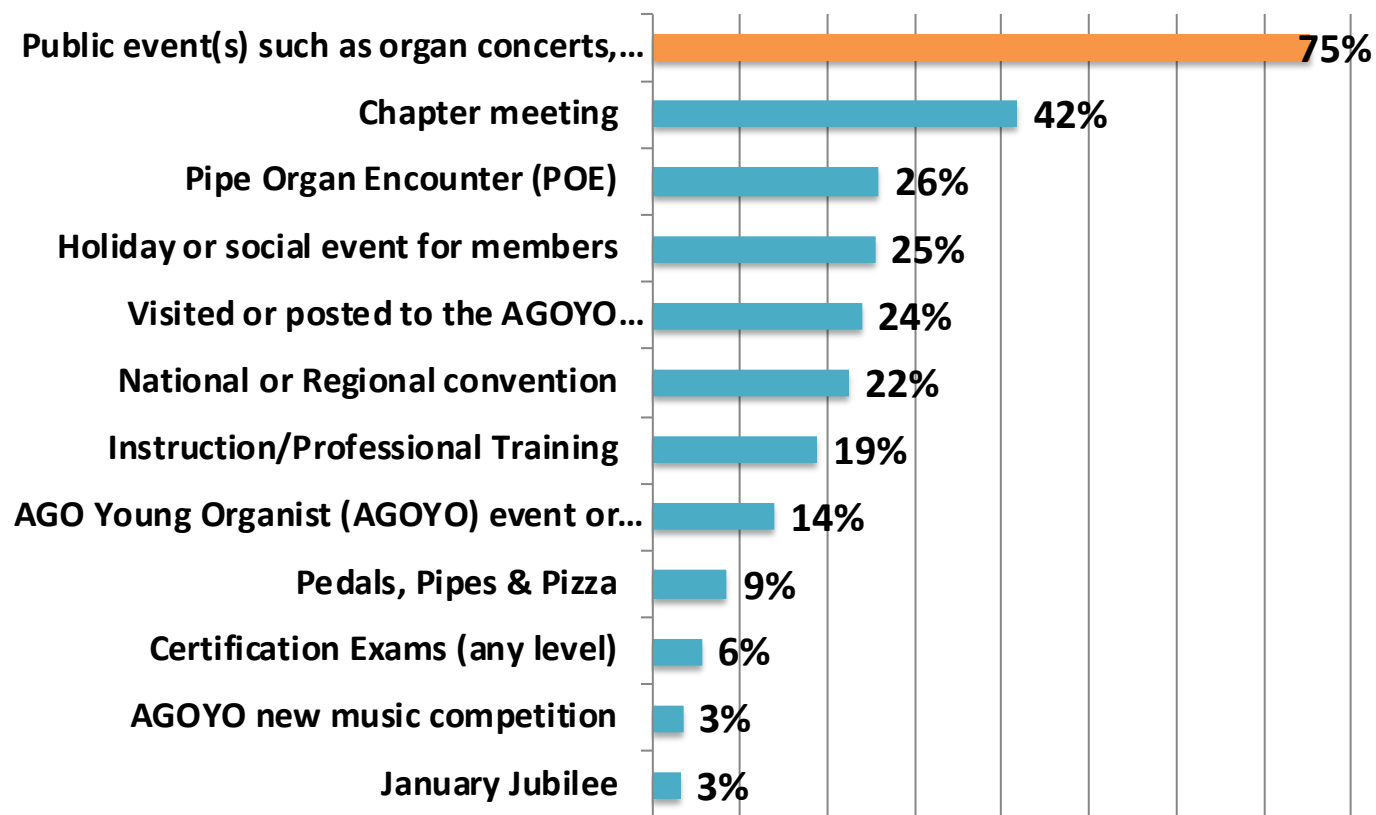
# How did you find out about the AGO?



Note: only 31% of Chapter Leaders identified teachers as an important source

n=457

# Which of the following AGO activities/programs have you attended in the past year?



# Which of the following adjectives apply to AGO?

## TOP 10

**Educational**  
**Professional**

**69%**

**68%**

Above 50%

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Knowledgeable

49%

Below 50%

Welcoming

49%

Friendly

47%

Valuable

43%

Encouraging

41%

Social

39%

Collegial

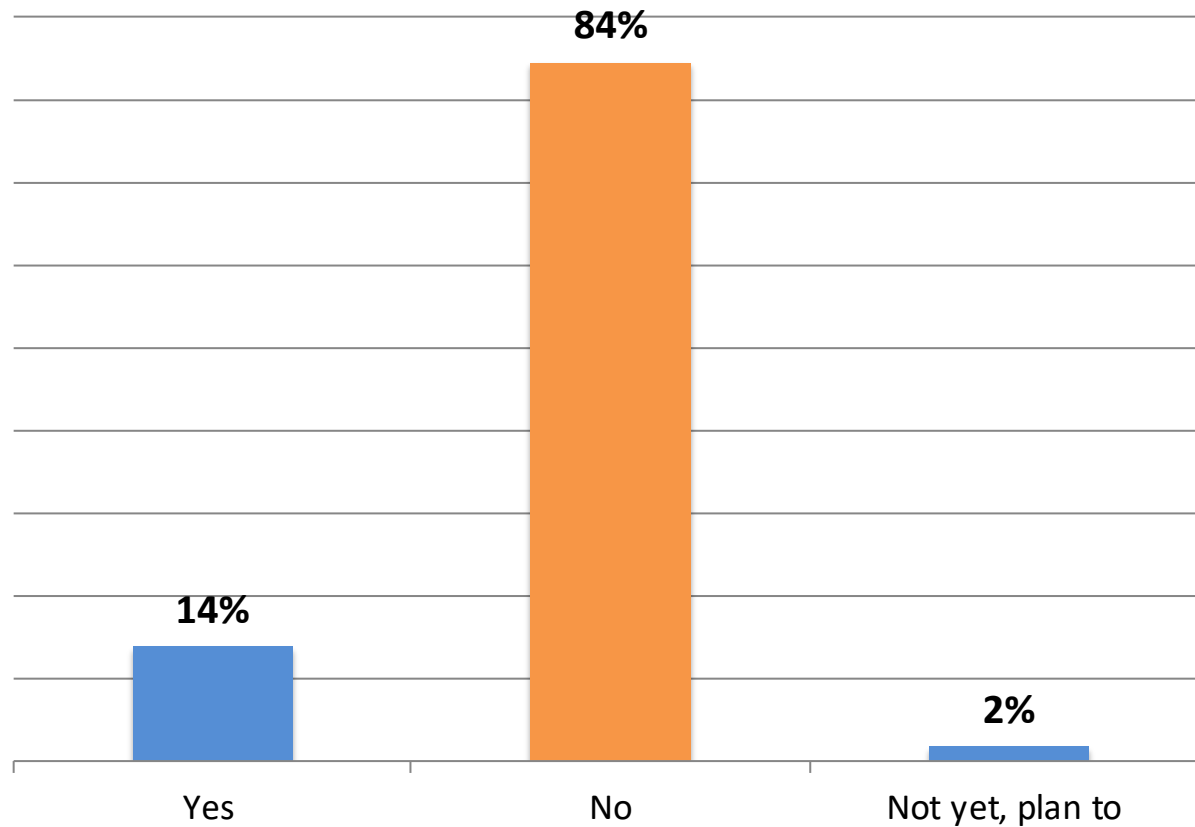
37%

Religious

35%

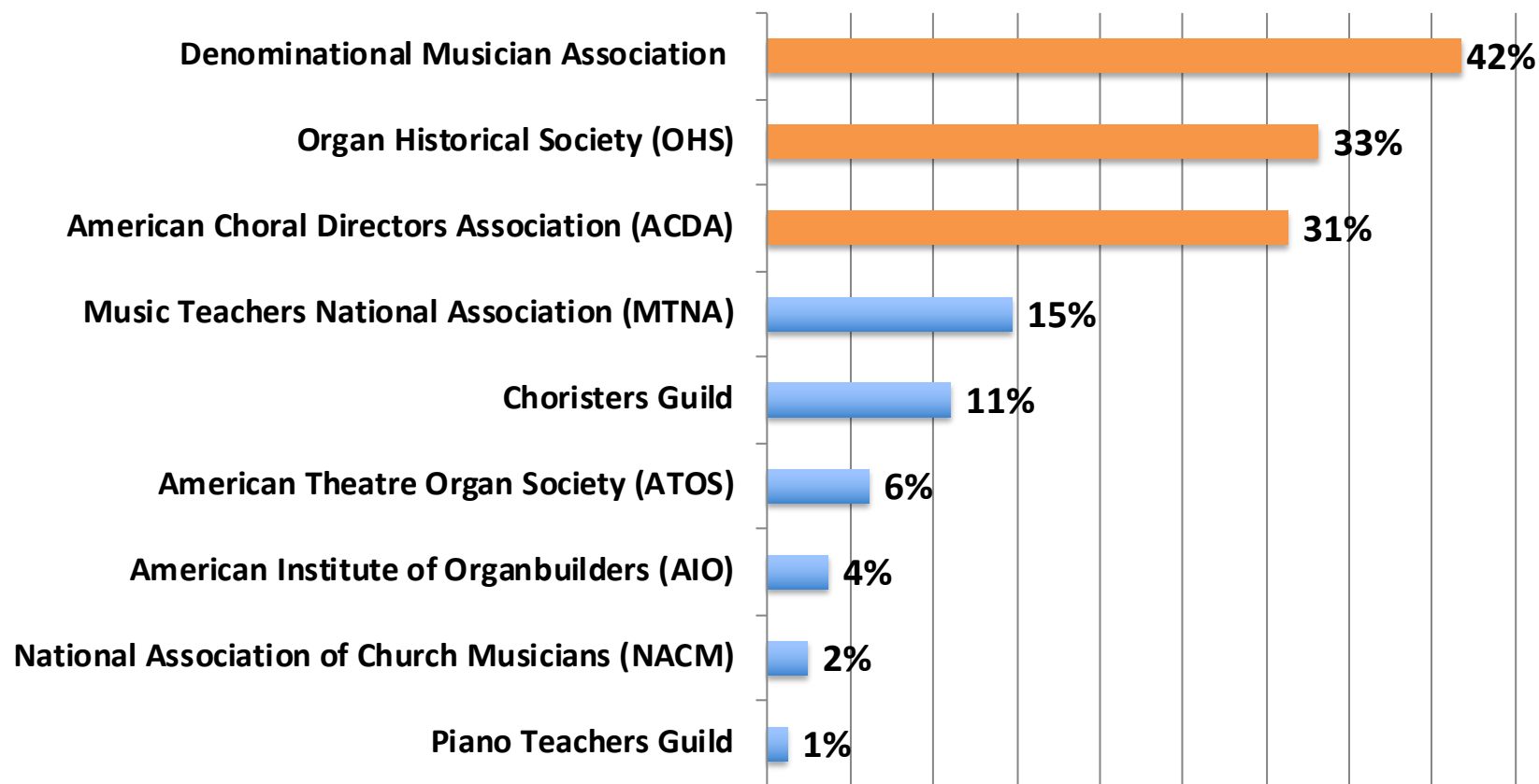
# Very few are in leadership or considering it

**Are you in a leadership position or considering it?**



# Many belong to other music associations

What other music associations do you belong to?





# What is the one thing you personally value most about being a member of the AGO?

## Two rose above the rest:

- **Networking**
  - **Community**
- 

## Other themes

- **Access to job listings**
- **Concerts**
- **Education/Learning from peers**
- **TAO Magazine**
- **POEs**
- **Credibility**

n=304

# What is the one thing you personally value most about being a member of the AGO?

## Two rose above the rest:

- **Networking**
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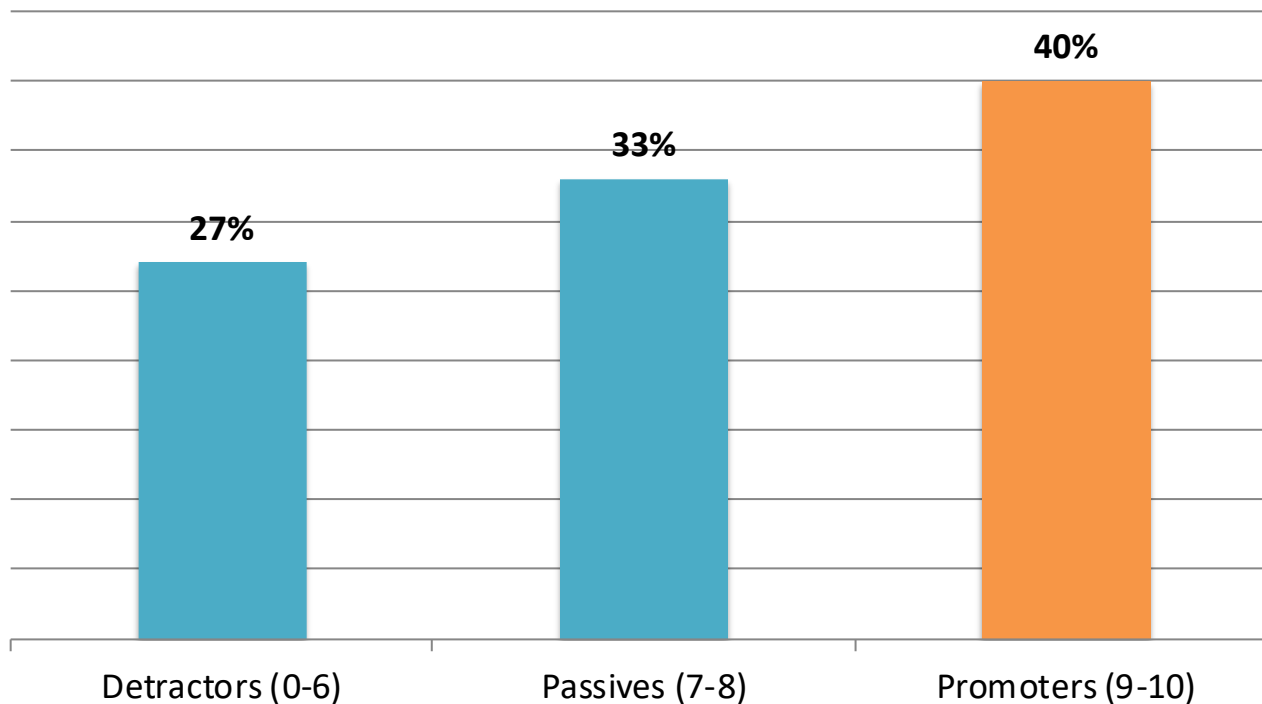
## Other themes

- **Access to job listings**
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n=304

# Less than half are brand advocates for the AGO

**Likelihood of recommending a friend or colleague to join the AGO**



# Comparison Net Promoter Scores

		Promoters	Detractors	NPS
Chapter Leaders		80%	6%	+ 74
AGOYO		40%	27%	+ 13

**Baseline measurement** used across industries, ranges from +100 to -100 Calculated as the difference between “promoters” and “detractors”

**Comparisons from the private sector:** High performing companies generally range from 50-80; Average companies range from 20-30.

# Table Talk



**What Are Your  
Big Takeaways?**

A blurred background image showing a diverse group of people in a professional setting. In the upper half, several individuals are visible, including a man in a blue shirt and tie. The lower half shows a woman in a red top and a man in a light blue shirt. The overall image is out of focus, emphasizing the text in the center.

# Attracting Younger Members

# Generational Reality Check...

## ■ This year, generational ages will be:

- **Boomers:** 54-74 years old
- **Gen X:** 39-53 years old
- **Millennials:** 24-38 years old
- **Gen Z:** 3-23 years old

Regardless of your age, you'll  
always belong to the generation  
you were born into.

**What are the implications  
for AGO Chapters?**





**Positive  
5-Year  
Trend**

From 2013 – 2017,  
AGO student members  
**increased**

By **7%**

While other membership  
categories experienced  
some decrease



Younger Gen X and Y's:

less stuffy

**MORE FUN**





Younger Gen X and Y's:

own less

**SHARE MORE**



Younger Gen X and Y's:

less suburban

**MORE URBAN**





Younger Gen X and Y's:

less traditional

**MORE INDIVIDUAL**



# Shifting Mindset



- Hate to be sold anything
- Don't seek to acquire "stuff"
- Seek access vs. ownership (the Sharing Economy)
- Actively research prices and read reviews before making purchases
- Value customization in everything
- Expect exceptional service

# Shifting Mindset



- Seek ethical, trustworthy organizations
- Trust peers first
- Are detached from institutions but closely networked with friends
- Are driven by a desire to make a difference
- Can self-organize friends for activities and activism

What does  
that mean for  
your Chapter



Must shift focus from

ROI to

ROE<sup>2</sup>

(Return on experience  
and engagement.)



# 5

## **steps to engaging younger members**

1. Someone you admire invites you to attend or join
2. Positive experience: Energy is inviting, leadership open to innovation, value is immediately apparent and easy to understand
3. Opportunity to do something influential and meaningful is immediately available
4. Outcomes of your work are apparent, your contributions are appreciated
5. You are invited to continue in a relationship with new opportunities.

**Positive**

**Engagement & Experience**

**leads to**



**Strong  
Word-of-Mouth**

## New members discover organizations via:



Word of mouth  
**(85%)**



Website  
**(81%)**



Emails  
**(67%)**



Social networking  
website  
(LinkedIn, Facebook)  
**(57%)**



Conference promotion  
**(54%)**

## A word about “word of mouth”



On average,  
Americans have  
**16 word-of-mouth  
episodes every day.**

They say something  
**positive** or  
**negative** about  
an organization,  
brand, product  
or service.

**Only a fraction occur online.**

**90%**

**90% occurs offline –**

at home, work, or when gathering in social settings of various sorts.

**10% of conversations**  
about products, services  
and brands take place  
online.

**10%**



What makes  
people  
talk  
about

you?

## The six key drivers behind “word of mouth:”

- **Social currency** – talking about you makes them look good, feel smarter, special
- **Triggers** - Something in their daily life makes them think of you
- **Emotion** – the more they are fired up or excited the more likely they are to talk about you
- **Public** – their engagement with you is observable in some way; others want to imitate them
- **Practical Value** –something you’ve given them is useful, so they want to share it with others
- **Stories** – their experience with you is so wonderful that they organically share their stories with others

A blurred background image showing a diverse group of people in a professional setting. In the upper half, several individuals are visible, including a man in a blue shirt and a woman in a pink top. In the lower half, a woman in a red top and a man in a light blue shirt are partially visible. The overall scene suggests a busy, collaborative work environment.

**What shifts may be needed to improve  
your recruitment success?**

**“You’re  
more  
connected  
than you  
think!”**

## **Step 1: Define Your Model**

- **Highly targeted and strategic**
- **“Who should be here who isn’t?”**
- **Personal, makes prospective members feel special**
- **Focused on their priorities**
- **Leverages your connections**

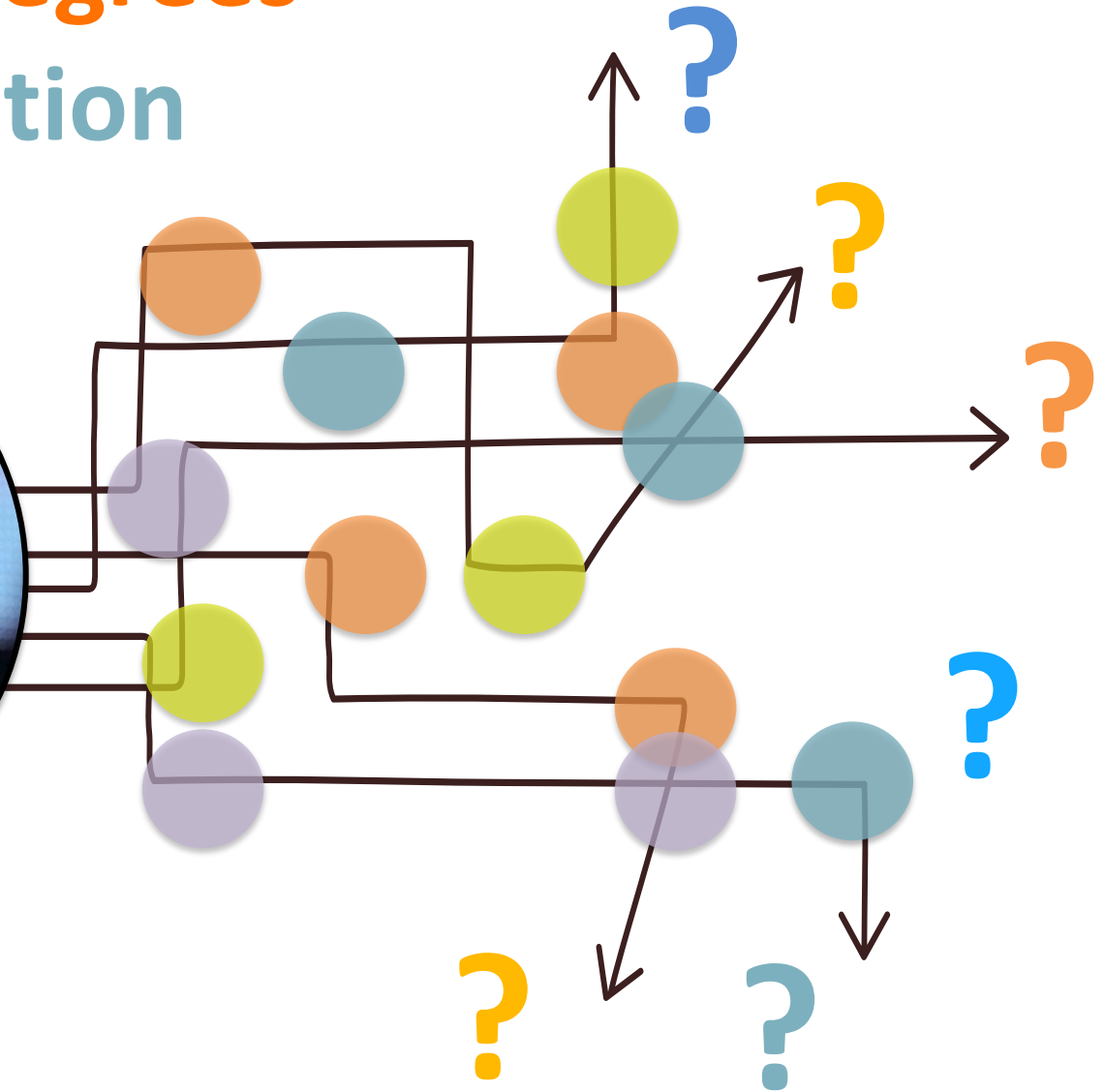




## **Step 2: Build your shortlist**

- **Assign a point person for each key contact (teachers, etc.)**
  - Their mission: Identify the 2-3 professionals from that discipline
- **Start with the Board and Members**
  - Who do we know?

# Think 6 degrees of separation



# Contact, Cultivate, Close

- **Ask closest contact to make the call or to make the introduction**
- **If introduction, follow-up by phone or email (depending on most appropriate)**
- **If warm reception, invite to event or to meet**
- **If cool reception, ask if they have anyone to recommend**
- **At appropriate time, make the ask**

# Closing Discussion





# What will it take to get there?

- ✓ Thinking bigger
- ✓ A willingness to change
- ✓ Bold action
- ✓ Being inclusive and results focused
- ✓ Commitment
- ✓ Patience

*“Life expands or contracts  
in direct proportion to ones’ courage.”*

A sentiment that applies to AGO too!