

## SRAP Targeted Action Group (TAG): Music Organizations

### Project context and purpose:

St. Olaf is renowned for its music organizations, some of which include national and international tour experiences. The ambassador ensembles support Admissions and help maintain the college's reputation for having the finest offering in undergraduate music outside of dedicated conservatories. The opportunity to tour internationally in a superb ensemble is one of the reasons that students attend St. Olaf. The college's high-quality music programs also attract gifts to the college. The touring ensembles help underscore a notable and distinctive aspect of St. Olaf.

However, both our student-musicians and the college expend substantial resources on ensemble touring. Moreover, the tours can present conflicts with the academic requirements of some students, and can also pose obstacles to student participation in off-campus study. At the same time, the contributions of Music Organizations to both Admissions and Advancement operations at the college are not broadly understood. The Music Organizations TAG project will review these key features of the college's Music Organizations program, giving particular attention to the tours, their cost to the college and to students, their frequency and timing, and the benefits of ensemble tours in light of their additional cost.

### TAG team members:

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### Project objectives:

- Identify, and where possible, quantify the contributions of music ensembles to advancement, admissions, and alumni and parent relations
- Consider ways to achieve cost reductions in Music Organizations operations, beginning with a review of recommendations prepared by the Instructional and Non-Instructional program review groups, in light of these contributions
- Recommend additional means to increase revenues from music ensemble events
- Ascertain whether future international touring can include an academic component, identifying potential benefits and drawbacks for students (such as its effects on financial aid, completion of majors and courses of study).

### Key project resources

- Relevant SRAP reports and budget reports presented to either of the Review Groups
- Consultation with, and additional data supplied by, key stakeholders – Music Ensemble directors, Admissions staff, Advancement staff, and any others identified by the TAG members
- Comments and information provided directly to the TAG members

### Assumptions distinctive to this project:

In addition to the assumptions guiding all TAG projects, this project assumes that the college seeks to maintain the contributions of music ensembles to:

- St. Olaf's distinctive identity and reputation

- The recruitment of excellent students
- Advancement efforts and donor gifts
- The co-curricular richness of the college

**Intended project timeline:**

- Research completed (see list of Tools and Resources) – December 20, 2018
- Report and recommendations completed – February 28, 2019