

Faculty Comments

<p>What do you see as the main challenges faced by the SOM and how has the dean addressed these?</p>	<p>What do you see as the main strengths of the SOM and to what extent do you think these are attributable to the dean?</p>	<p>Please add additional comments here. If you desire, you may send a detailed letter (emailed PDF or Hardcopy) to the review committee addressed to Dean Reichert c/o Office of the Provost (email: provacaf@mailbox.sc.edu). Your letter will become part of a portfolio of information that the committee will collect and use as a basis for Dean Harding's evaluation. The letter may be signed or left unsigned, as you wish. Please note that our report and all documents collected will be submitted to the provost, made available to Dean Harding and are subject to Freedom of Information Requests.</p>
<p>The main challenge SOM faces is enrollment. The dean has addressed this issue by diversifying the degrees offered at the undergraduate level and by increasing the graduate-level stipend. The school continue to face these issues, especially funding for graduate students which compares poorly to other institutions. However, dean is aware of this and has made significant progress.</p>	<p>One of the school's main strengths is the diversity of community oriented programmings that provides professional outlet for the faculty as well as educational opportunities for the students. The dean has made community engagement an important mission of the school.</p>	<p>One concern I would like the Dean to address in the future is the administrative structure of the School. In the recent past, we moved from having one Executive Associate Dean to having multiple Associate Deans. In the past, you could go to one person (Andy Gowan) for nearly any concern. Though the new system has been in place for a few years, it is still unclear (to me) who is responsible for what issues. There are also things that come up that fall "between the cracks," and it is not always evident who should be our first point of contact. If you involve two Associate Deans in an email exchange, they may not even be clear who is responsible, and this delays timely response. Some of the Associate Deans have release time from teaching and some do not. While there may be people who can maintain the level of creative activity/research and teaching that they had before adding an administrative position, this is a lot to ask of someone. In reality, something always suffers. (In my experience, emails sometimes go unanswered for months.) As the School of Music is unlikely to return to a single Executive Associate Dean, it may be time to take stock of how this new administrative structure is working and to consider ways it can be improved. Suggestions include more transparency about the duties of Associate Dean, a process for queries that "fall between the cracks" of these duties, and evaluating the necessity of teaching release time for any faculty member who takes on one of these positions.</p>
<p>In our current budget model, enrollments are more important than ever before. The addition of new undergraduate majors and the improvement of graduate stipends are two ways the Dean has responded to this reality.</p>	<p>In general, I find the School of Music a collegial environment. Faculty members tend to work well with each other and resolve conflicts amiably. I think the Dean fosters this by encouraging each person to "play to their strengths." He does this by supporting various projects, events, and travel; by carefully choosing committee assignments; and by listening and responding to concerns.</p>	<p>This survey is not detailed nor exhaustive enough. I don't know what info could be possibly gleaned from it. The Dean does so many things and there are so many parts to what we do as a School of Music, this survey doesn't help us get at any of those things or offer solid feedback. I know he takes feedback seriously and saw how he worked hard to address feedback on the last review with a great attitude and honest effort. This survey could have been written for any group, any where, sigh...</p>
<p>Building/facilities challenges have been astronomical. Mike Gibson, Jacob Will and others have been pulling off miracles in a building that became an adversary to everything we do in the School of Music. From leaking ceilings, flooded HVAC, 80+ degrees, carpets buckling, dangerous mold, humidity issues, etc. they've rolled with the punches of a central campus facilities office that often forgets about us at the worse times. Dean Harding has stepped in when he could but most importantly he's used our recent NASM review to put a spotlight on these issues and get that entity to impress upon the university our need for facilities improvements. And I think that ball is already rolling.</p> <p>Per usual, we need more money. From what I can tell, Dean Harding is working on it, shaking hands, taking meetings and recently hiring a very solid and competent Development area after many years of instability.</p>	<p>The collaborative environment. People feel like they can contribute and get support for their contributions either through grants or funds or people just showing up for each other and our students. The dean welcomes ideas, questions, and we have so many committees, it seems like everyone is in some part of the loop. The staff the dean has in place is ALSO superior. They help us "go" and have kept us going during this crazy pandemic.</p>	<p>I am humbled and honored to be part of the faculty at UoSC School of Music and continue to be inspired with the opportunity to work closely with Dean Harding.</p>
<p>Dean Harding oversaw national accreditation process - and once again, used the process to elevate the needs of the school, from infrastructure to goals for curriculum offerings and faculty support for professional learning. He is also a national leader in the field and brings expansive (and expanding) ideas to the SOM. He is attracting national attention to the important work and field leadership at UoSC.</p>	<p>The faculty operates with profoundly collegial intent that is modeled by the dean. He sets a standard for SOM operations and a cultural and musical organization based on clear organizational structure, transparent communication based on respect and patience and a spirit of innovation atmosphere of "reaching high for life-changing goals for learning in music." Under his guidance, the faculty is supporting the learning of a generation of musicians that is changing the world through music.</p>	<p>I knew from the moment I met Dean Harding on my interview that I wanted to work with him and his team (SOM). His character is undeniable. I feel grateful to be working for and with such an outstanding leader and teacher. I'm proud to be part of this faculty.</p>
<p>Undergraduate scholarship funds, graduate scholarship funds, competitive graduate assistantships, faculty salaries</p>	<p>Excellent faculty, these are attributed to the faculty on the search committees</p>	<p>Dean Harding is an effective leader and I'm proud to have him as a boss. He knows how to find balance between listening and acting, welcoming ideas and defining paths.</p>
<p>Funding of major projects: The Dean has gone above and beyond in regards to fundraiser and believing in new initiatives that are highly beneficial to our students. These include: jazz church, faculty jazz hires, musical theater initiatives, musical theater hire</p>	<p>The collaborative spirit is rampant throughout the SOM. It's infectious and it comes from the dean. It's also an incredible environment for fairness and hard work. It all trickles down from TH. He's an incredible leader and makes even junior faculty feel included and bolsters confidence.</p>	<p>Dean Harding has many good traits and has generally led the school in a positive direction. I would like to see more consistency in recognition of faculty accomplishments. There often times seems to be playing of favorites in this respect and faculty members notice this, and discuss is frequently. I appreciate that Dean Harding stays abreast of many of the achievements by individual faculty, but the varied degree to which those achievements are recognized often leave individuals feeling under appreciated.</p>
<p>Dean Harding had to lead during the pandemic, certainly the most challenging time in my time here. He lead effectively and collaboratively, making it a successful couple of years despite all the hurdles.</p>	<p>The SoM has an excellent environment of dynamic scholars/performers/teachers. This is clearly reflected in the hirings Dean Harding has made during the past decade and is directly fostered by the vision he has for the SoM. We have an excellent team. This environment, spearheaded by him, is certainly one of the reasons I chose to work here, and why I'm proud of working here.</p>	<p>Personally I couldn't think of anything else in addition to what I had indicated above. Dean Tayloe is such a good colleague and leader, and I look forward to be continually inspired by him in the years to come.</p>

<p>There are a number of instrumental areas that consistently do not pull their weight in terms of student recruitment and student retention. There are obvious deficits in student numbers in several of the faculty studios. In several cases, I don't see things getting better, and I don't see faculty being held accountable. Each applied faculty member's primary job is to recruit and retain students for our program, especially in the most recent budget model. Many faculty pull their weight and then some. For the ones who are falling behind, some kind of improvement plans need to be implemented, and if results are not seen, then actions need to be taken. I don't see these kinds of actions being taken.</p>	<p>The Entrepreneurship and Leadership program is one of our strongest assets, despite the current leadership of that program. This was Dean Harding's brainchild and he is to be commended for bringing this program to the SoM and is primarily responsible for the national recognition it has received.</p>	<p>I'd like to comment on two recent instances of racism/cultural insensitivity by the Dean.</p> <p>During the summer of 2020, as a response to the George Floyd protests, the Dean emailed the SOM faculty proposing what he called a "#breathetogether challenge". Putting aside the offensiveness of the title, the proposal asked faculty to commit to actions that would combat systemic racism. This request would have though, however well-intentioned by the Dean, held African American faculty members accountable for fighting a system of oppression of which they themselves are the victims. Clearly, this proposal represented a significant lapse in judgment on behalf of the Dean, and upon receiving a letter from concerned faculty pointing this out, he rightly retracted the proposal.</p> <p>Before our 2/10/21 virtual faculty meeting on Microsoft Teams one of our colleagues was briefly overheard speaking Mandarin as the Dean was calling the meeting to order. While this was a short moment (it could not have been any longer than 2-3 seconds at the most) it startled the Dean and he made a joking comment, overheard by all on the call, about hearing someone "speaking in tongues". Obviously, referring to the sound of someone speaking their native language in such a manner is wrong and is profoundly offensive. Many on the call recognized what had happened immediately and were embarrassed by the Dean's offhand comment.</p>
<p>One of our biggest challenges is the task of preparing students for a changing profession.</p> <ul style="list-style-type: none"> <li>- Audiences are consuming music in new ways.</li> <li>- Public music education is increasingly in need of skilled leaders who can advance the quality of life in the communities where they live and work.</li> <li>- Students need entrepreneurial skills which will prepare them to recognize and capitalize on future opportunities.</li> </ul>	<p>1. UofSC's School of Music is seen as an innovator in the field of higher ed and has become a very attractive destination for young, talented faculty. 2. In recent years, the college has prioritized more diverse programming and implemented community engagement initiatives which have resulted in performances reaching new audiences, especially underserved and diverse communities. 3. The School of Music is offering more options to prospective students, such as a new degree in Music Industry Studies and Concentrations in Entrepreneurship, Musical Theater, Music Technology and Community Engagement as well as an online Master of Music Education degree. I attribute these strengths to Dean Harding who is recognized as a national leader in our field and to the values that he has fostered among faculty and staff.</p>	<p>Dean Harding has my full support, and I have no concerns about his performance. He is supportive of faculty endeavors, and has been nothing but a positive influence on me during my short time here. I look forward to continuing to work with him.</p>
<p>The challenges include:</p> <p>1) recruiting more students and faculty who come from diverse backgrounds, women, LGBT, non-white etc.</p> <p>2) providing scholarships/funding for these groups mentioned above</p>	<p>During my 10+ years at SOM, Dean Tayloe has always shown great interests in the growth of the students and faculty. He is not only an amazing leader but also a friend and attentive listener and always there for our students and faculty whenever there is any problem. As the result, the SOM community is like a big family and everyone is very engaged and willing to contribute for the good and future of the school and University.</p>	<p>I appreciate Dean Harding's leadership style. He is very approachable and makes every effort to support faculty and students in their academic and professional pursuits. I also enjoy the autonomy afforded to faculty. We are not micro-managed, but are well supported. Dean Harding is also very known and respected among those music educators and administrators in higher education. His national visibility in leadership positions is an excellent reflection on our School. I am honored to work with him and fully support his reappointment as Dean of the School of Music.</p>
<p>facilities, salaries, etc.). For example, student scholarships are meager and we lose students on a regular basis because of this; it's one of our biggest known challenges. It is not clear what the Dean has done that has improved the SOM's overall funding situation in a truly qualitative way during his tenure. The SOM has seen bumps in funding levels here and there in different areas of need, but a lot of this feels like just keeping apace or falling behind less slowly rather than speeding ahead. The SOM is in need of transformative change with regard to funding at all levels.</p> <p>The school suffers from a lack of a coherent vision. There was a faculty retreat a number of years ago in which the faculty was basically told "from above" what our core and distinct values were and that those values would guide the SOM's mission. Given that the first value was "excellence", a content-free, circularly defined term, it was clear that no serious thought had gone into the exercise and the school continues to be conceptually adrift as a result. The other four values are similarly surface level (i.e., "student success" "musicians as educators", etc.) and feel more like the school trying to hold itself "accountable" without having to actually sit down and think about what problems the school faces and how they might be solved. Again, our stated values are generic and could honestly be discarded in favor of a new, more open and inclusive process for determining the school's future.</p> <p>The Dean is often difficult to follow in either written or verbal communication. The Dean's writing/speaking style tends toward run-on sentences and it is often challenging to figure out what is being said. Opaque communication sometimes extends to the Dean's managerial style. A lot of the financial and logistical decisions about how the SOM operates seem to happen behind closed doors with most of the faculty being left in the dark. For example, it basically appeared overnight a while ago that a number of Associate Dean positions had been created and that several of these positions involved dividing up the duties of a former full-time administrator into chunks handled by already full-time members of the faculty. It was not clear to the broader faculty how these decisions had been made and in some cases the appointment of specific individuals to these posts has not been a net gain for the SOM.</p> <p>It is not clear why the Dean continues to privilege the voice of David Cutler when it comes to big picture questions/ideas in the SOM. Professor Cutler appears to have no garnered no broad-based support from either the faculty or students during his time in the SOM and this has, rather regrettably, produced a toxic environment around questions of change in the SOM. The Dean would be well advised to consider other voices in the school.</p>	<p>The SOM has an overall collegial environment and the Dean has done much to facilitate this. For example, the Dean has done solid work in both the hiring and retaining of faculty. A stable, long-term faculty only helps the school grow and the Dean is to be commended here.</p> <p>The SOM has recently acquired the Greene Street Methodist Church. This is great news for the SOM as our need for space has grown far beyond the current building. The Dean is to be commended for successfully working to acquire this new space.</p> <p>The SOM has really great students. I wish though that we could support these students far more than we currently do. It feels awful that they have to pay endless fees (applied lesson fees, recital fees, etc.) to take courses that are required for their degrees. Obviously, this is an issue of the high levels of underfunding in the SOM. Improving this would make the SOM far more competitive amongst our peers.</p>	<p>I think the dean is very respected and active at the national level in his professional societies. How this recognition translates materially to the advancement of the SOM is still not clear. He has a rather opaque mode of communication, both written and verbal. It's difficult to get clear, candid, and concise answers from him. His rhetoric for promoting the SOM and its mission borders on evangelical zeal which may be effective with some constituencies but alienates others.</p> <p>The PR/marketing messaging for the SOM seems fairly tightly controlled. So what gets touted and recognized tends to be the initiatives that conform with the dean's definitions of what is innovative.</p> <p>We talk a lot about 21st century musicians but honestly we don't have 20th century programs--we don't have collaborative piano, or an arts admin program, or music therapy.</p> <p>Our staff is amazing but underpaid. We have 4 associate level deans whose positions were carved out of a retired administrator's salary, but they also perform full-time faculty duties. Timely communication and attention to detail become problematic and this isn't addressed.</p>
<p>The main challenges include undergraduate recruiting and the ailing HVAC system in our building. Dean Harding continues to support faculty and their individual recruitment programs and activities in order to boost undergraduate recruitment, while also supporting recruitment at the graduate level.</p> <p>With regard to the HVAC system, Dean Harding has made a strong case to the relevant accrediting bodies (NASM) that this needs to be fixed for the overall health of the department, both in terms of maintaining equipment, and providing a suitable workplace for its employees.</p>	<p>The main strengths of this department are the overall level of competence of the faculty, and the culture of open communication.</p> <p>Dean Harding values the work that search committees do, and trusts them to make good recommendations for new faculty hires. Consequently, our faculty consists of extremely competent individuals who are outstanding in their disciplines - many of whom come in with already well cultivated national and/or international reputations. Being part of a faculty of such excellence motivates me to continue to pursue my own accomplishments with greater tenacity as we are all invested in each other's success.</p> <p>Dean Harding has established a culture of open communication such that even I, as a new faculty member, feel comfortable and safe to contribute to the dialog in the department - more importantly, I feel that my input is valued and taken seriously. He has established this culture by being clear and honest with his own communication, and I greatly appreciate this.</p>	
<p>Facilities: 1) Need for additional instructional space. The dean has addressed these through the acquisition of the Greene Street UMC, currently undergoing renovations. This space will house the Music Industry, Jazz and Musical Theatre areas. 2) Issues with an aging primary building. We are constantly having significant issues with the HVAC system in our building. This not only creates an uncomfortable (and often unpredictable) temperature in the building, but affects musical instruments and has caused issues with paint and carpet throughout the building. The Dean continues to address this with upper level administration and is working on a solution.</p>	<p>The School of Music response to the Covid pandemic was a fine testament to the Dean's leadership, as well as the culture of collegiality and student-centered initiatives he has helped to foster. The faculty worked to find creative solutions to student issues (including bringing keyboard/pianos to piano majors during the lockdown, so they could continue to practice) and alleviate as many concerns as possible caused by the pandemic. The Bridging Our Distances campaign showed a spirit of collaboration and desire to continue with community engagement as a vehicle for unity and community support.</p>	

<p>1) Graduate stipend funding and recruitment, 2) development/large gifts, 3) low faculty salaries comparatively (within UofSC and amongst peer institutions), 4) declining enrollment, 5) facilities.</p> <p>The dean has raised stipends for graduate students in the SOM within the last 2 years. This is commendable. It however, remains extremely low compared to other schools at the university not to mention amongst our peers and competitors. It is not possible to recruit quality graduate students anymore. We now have a dean of development. There is, however, so much turnover in the development staff that it remains a challenge to secure major funding for the school. Most of our faculty are paid below the 95% benchmark for average salaries at rank. If it were any other profession where securing new employment opportunities was easier, the turnover would be constant.</p> <p>I think the dean hopes to address declining enrollment with the creation of new degree programs. This may or may not prove fruitful. I do feel like it addresses a symptom rather than a problem. We simply don't have the resources to attract quality students. It doesn't matter if we have various enhanced degree programs if we can't support the students to come get those degrees. It's unethical in this day and age to recruit, especially graduate, students that we can't support.</p> <p>We have a terrible and unhealthy building. The dean did lobby for the use of Green St. United Methodist for our jazz program. But we really don't have space in the SOM for people to do their jobs effectively.</p>	<p>I think people feel empowered to follow their own initiatives and ideas because they aren't micromanaged. The dean generally allows faculty to be the experts in what they were hired to do. As a result, there is a good amount of collegiality and collaboration.</p>	
<p>Facilities. The dean has worked to expand space for the SOM and to utilize our accrediting agency to help obtain improvements. In terms of appearance and functionality, the building still has a long way to go.</p>	<p>Collegial faculty and staff. I think the dean has a great deal to do with fostering that environment through open communication, fair approach and generally pleasant disposition.</p>	
<p>Too much emphasis is placed on Spark and entrepreneurship.</p>	<p>Its faculty, and Dean Harding is very supportive of the faculty.</p>	<p>I have always felt personally supported by Dean Harding in terms of research and professional development. He is also highly involved in the School's events - I see him attending recitals, performances, and lectures all the time in an effort to support faculty and student endeavors.</p>
<p>Money. He has not been able to raise the private funds the school needs to fulfill his 'vision'.</p>	<p>The strength is in the students. And the students have no idea who the dean is.</p>	<p>The dean supports his legacy and those who contribute to his legacy. He is so busy raising his national profile that he is not in residence much at all. He has built a faculty that bends to his will. He has not raised money for the school and has increased the administrative staff and "minor" degrees to the point of burdening the school. His "smorgasbord" approach to degrees and minors is a short term fix to a long term problem, even though he has shaped this very approach. It's too late to do anything - the Osborne admin loves him (3 appointments as temporary dean/provost). He makes so much more money than anyone at the school that demoralizes.</p>
<p>Most of our competitors can offer music more substantial (\$ offered) graduate assistantships.</p> <p>General Fundraising: I am unsure how the Dean regularly allocates his time specifically to fundraising on a weekly, monthly, or annual basis.</p>	<p>Recruitment of top-world class faculty: Very much attributed to the dean. While many schools have not been able to hire new faculty during the pandemic, Tayloe has hired about ten new faculty members.</p> <p>Creation of new forward-looking programs in Teaching Artistry and Musical Theater: Very much attributed to the dean.</p>	<p>Tayloe is a fantastic boss and mentor. He is compassionate and demonstrates a genuine desire that every person succeeds in the school of music. I consider him a true role model, and it is my pleasure to serve in his school of music.</p>
<p>Graduate student funding is a major concern. The dean has supported students in as many ways as possible with fellowships, GAs, and employment. But, the major concern of GA stipends continue to pose issues when trying to recruit top applicants. I am aware that some of the promised GA funding increase had to be diverted to unexpected costs, related to changes in financial structures at the university level. So, while there was a remedy in place, this once again appears to be on hold.</p> <p>The SOM also has facility space issues, with needs for new programs and existing programs, those for college students and the community programs. It is exciting to see the new space at the Greene St church, the outdoor stage currently being built, and the addition of the Koger Arts building to our spaces. Although, I don't feel that there have been school-wide discussions or announcements regarding these spaces and how they can and will be used.</p>	<p>We have had numerous faculty searches in the last several years. Those that I have been involved in have been effectively managed and all have yielded good hires. It is also wonderful to see the school growing in this way, with lots of new faculty faces to support our growing programs. One of the strengths is the top notch faculty and the collegial support amongst the faculty; I do believe that this environment stems from the Dean's collaborative approach to the decisions and needs of the SOM as a whole.</p>	
<p>Increased competition for students: good management of funds, high priority for scholarships and assistantships</p> <p>Changing emphases within the music area nationally: Very effective and wide-ranging network of collegiate institutions across the US--enthusiasm in response to changes in music education</p>	<p>Collegiality and unity: While this has been a consistent strength among the faculty for many years, the openness and fair treatment on the part of the dean continue to encourage this trend.</p> <p>Freedom of faculty to contribute in their way: Dean is willing to step in when necessary but senses when and when not to do this, unlike some past deans who have micromanaged.</p>	<p>Dean shows respect for the faculty and their achievements. He has successfully managed resources, resulting in much more faculty growth than would have been expected. He relates well to people, is accessible, and is very easy to work with.</p>
<p>We have ongoing challenges with our building and with scholarship funding for both undergraduates and graduates, and Dean Harding continues to address these issues (although they have yet to be solved). However, I have some concerns about the quality of classroom instruction at the SOM in both undergraduate and graduate areas (including our forever dysfunctional graduate MM and DMA committees). (Applied performance instruction and ensembles remains terrific.) For many years, the Dean has invested heavily in the notion of "music entrepreneurship," and his priority remains "rebuilding" and "rebranding" what our School of Music is. I have always felt this is a vague and poorly defined concept, more about trendy buzz phrases than substance. We can talk all we want about artistic "excellence," but when students are not learning fundamental concepts and spending their time on other activities, no amount of marketing will make them better musicians. Moreover, "diversely skilled" musicians seems to mean students know a little about a bunch of a different things, but don't go into much depth. While that makes some sense in this age of short-attention spans, is it what's best educationally? (To be fair, this seems to be fashionable among schools of music around the country.) In my opinion, students don't know enough about basic harmony and music history, and students continue to need more exposure to playing chamber music of different kinds (including contemporary music). Additionally, Dean Harding has never really addressed the stranglehold large ensemble directors have on the scholarships in the School. In one way, I appreciate the Dean's deference to faculty in matters of curriculum and instruction. But in another way, I wish he was more involved as to the kind of classes we offer and the quality of instruction. Finally, I wish Dean Harding had more success in raising external funding for the school. Aside from hiring new fundraising staff (who seems good), I'm not sure how this is being addressed.</p>	<p>Dean Harding has done wonderful work in hiring truly outstanding faculty to the school. I feel we have a better reputation nationally than when he started here because of these hires. He's also excellent with budgetary issues, and he treats faculty fairly and is transparent about most issues. He understands the politics of academia, and has used that to the school's advantage many times. Despite my concerns articulated above, I continue to respect Dean Harding and have enjoyed working with him. He truly loves the SOM and wants the best for it. Overall, I think his administrative stewardship of the school has been strong, even if I have concerns with direction he wants to take the school.</p>	
<p>Funding campaign on a large scale. Not sure of any plan to address this.</p> <p>Covid really hurt us, as everything we do is together and in close quarters. However, Tayloe convened a summer committee (two years ago) to ask for faculty collaboration and ideas on how to navigate this trying time, and I think we've done a good job.</p>	<p>I think the larger community sees core strength in the school, and new initiatives. Internally, most of these "new initiatives" are seen to be very lacking depth and there is fear that it is "watering down" our school.</p> <p>We are ahead of many other music schools around the country, always thinking forward and working to adapt to a changing world and changing student body. I think that a lot of that change has to do with Tayloe being at the helm.</p>	<p>When the assistant dean of DEI position was announced, a senior white male faculty member made a joke in the faculty meeting about how we should all put on sombreros and dance around and we could be diverse. POC and LGBTQ people applied for this position, and it was going to the senior white male faculty member who had mocked it on the floor of a faculty meeting.</p> <p>There was another occasion in a faculty meeting shortly after we had a guest jazz artist do a residency. The Dean praised it and said "we heard such music making as we rarely hear in our city." I just felt like all of us were shat upon in that moment. I guess I know what he thought he was trying to say, but I've never forgotten what my boss said in that moment or how it made me feel.</p>
<p>Our biggest challenges are related to facilities. For example, the main building greatly needs a new HVAC system. He has been proactive in improving our spaces and advocating for additional resources.</p>	<p>We have grown in terms of budget and faculty during a difficult time when many programs are downsizing. We are consistently on the cutting edge of innovation across music school nationally, with a focus on areas like community engagement, advocacy, entrepreneurship, EDI, and leadership. The dean has consistently created a positive environment where faculty collaborate to advance progressive ideals.</p> <p>As a faculty, we get along and work really well together. Much of this is thanks to the culture Dean Harding has established.</p>	

		Dean Harding does so many things well, it is difficult to put them all in words. He fosters a positive environment that makes it easy to work in the School of Music. He has exceptional vision as to the landscape of Schools of Music across the US. He provides opportunities for faculty to be productive in their specialties, and many others. There are times when he could make decisions for the good of the School of Music that would make some on the faculty temporarily unhappy, and those decisions seem difficult for him. He seems loathe to encourage individuals to work to a higher level when they are capable yet not producing. While this allows the faculty to work unimpeded, individual accountability could be better articulated at times. That in turn would enhance his ability to give meaningful positive feedback that at times seems to be lacking for some faculty.
COVID was certainly a challenge, and the Dean was very effective in setting up strategies to keep students, faculty and staff safe. Our main challenge at the graduate level has been the small stipends in our GA positions and the dean has increased the budget for this substantially.	Leadership nationally in entrepreneurship and community engagement has been a main focus of the Dean, and he has been exceptionally successful in this.	
While other schools of music around the country have suffered, Dean Harding has ensured that the UofSC School of Music has continued to not only thrive but grow. He has been extremely effective at securing support from the upper administration of the university and at making sure our school stays connected to the university and the larger community.	We have a remarkable faculty that values students and student success. We also value collegiality, cooperation, and kindness. These are things that Dean Harding values as well. He is always a human first, and I appreciate that immensely.	We are extremely fortunate to have Dean Harding leading the UofSC School of Music. He is the best dean I have ever worked with, and I am thankful for him, his leadership, and his kindness every single day.
Space, and the Dean has been a huge part in another building to get us more space.	Some very quality students. It is an entire team effort.	

Staff Comments

What do you see as the main challenges faced by the SOM and how has the dean addressed these?	What do you see as the main strengths of the SOM and to what extent do you think these are attributable to the dean?	Please add additional comments here. If you desire, you may send a detailed letter (emailed PDF or Hardcopy) to the review committee addressed to Dean Reichert c/o Office of the Provost (email: provocaf@mailbox.sc.edu). Your letter will become part of a portfolio of information that the committee will collect and use as a basis for Dean Harding's evaluation. The letter may be signed or left unsigned, as you wish. Please note that our report and all documents collected will be submitted to the provost, made available to Dean Harding and are subject to Freedom of Information Requests.
We have had a space issue (a good problem to have since it means our school is growing) and we are having additional facilities added to what we currently have.	I think the sense of community within our school is very strong, and while the dean is not the only person who contributes to it, he certainly is a major player. We have had a lot of unrest in the past few years due to inequity and to my knowledge he has been very supportive of different programs honoring and acknowledging those who have been mistreated. He appears to be very supportive of students when they have concerns and makes them feel heard.	
Lack of space to grow has been a serious issue as we have introduced a new major, a new concentration and new faculty position. The Dean has worked well finding spaces for everyone to conduct classes and lessons, while renovating the Green St. Church so we can expand.	Our diverse faculty. Our Dean has done a wonderful job bringing in highly qualified faculty from different ethnic backgrounds. I believe this will help further diversify our student body who often are looking for representation.	I believe Dean Harding truly cares for the SOM students, staff and faculty. I often see him light up with pride as he describes a project our students or faculty are involved in.
n/a	n/a	n/a
	A main strength is that faculty and students feel supported and appreciated by the Dean and by other faculty for their work and creative activities.	
Lower staff salaries than at other areas across campus. Since we are a small school there is no opportunity for advancement. The Dean has recently received funds, so staff did receive long-awaited increases. They need to know that this was not a one-time occurrence.	The School of Music is a great place to work. The Staff and the Faculty, for the most part, are hired and stay for many years. People enjoy their jobs and enjoy working together. The people who were hired this past year, completely attributable to Dean Harding, and the Search Committees, have brought excitement and greater diversity to the School of Music.	
Finances, space, and remaining attractive to new generations of students. Finances - Dean Harding continues to work with leaders of the University to maintain funding for SOM operations and goals. Space - Dean Harding, after years of work, has procured the Church property allowing SOM to expand not only in space but in programs. Attracting students to music means going beyond the traditional music programs. Through his leadership, SOM has recently implemented a new major in Music Industry, a minor in Music theatre, and expanding the Jazz program.	SOM has been able flexible to reach out and engage the community, and students, and address issues impacting society. Through collaboration with teams of faculty and staff, Music was able to provide music to communities during the pandemic (live-streaming and community concerts), celebrate the heroes, address DEI issues and celebrate DEI. These efforts illustrate that his vision is not just about teaching students to learn to play and sing, but the power of music and how to share the music with the community.	
Budget constraints have always been a concern, as incoming funds do not offset expenses for a School of Music. Dean Harding's approach to budgeting and ability to work with University officials have at least allowed the School of Music to remain solvent if not flourish in some areas. The areas which can flourish are strategically chosen, and even in hind-site, one can see that Dean Harding is always attempting to do what is best for the School.	The School of Music is one of the top music institutions among state schools, and provides nationwide leadership in as many areas. Seeking and maintaining a high functioning group of faculty and staff is integral to that success. Dean Harding not only facilitates a high caliber of incoming talent, but also does well to maintain and grow the satisfaction of both faculty and staff, allowing everyone the opportunity to perform at their absolute best.	Dean Harding is honestly one of the best leaders I've had the privilege to work for. Being associated with the university for several decades, I've had the opportunity to observe a wide variety of leaders and Dean Harding is among the best in regards to planning, insight, communication, and trustworthy leadership.
Enrollment. Dean Harding wisely prepared for national music enrollment challenges with the creation of new degrees and program revisions that better serve/prepare our students and are attractive to new recruits. In addition, most of his faculty hires are skilled recruiters and understand the importance of that part of their jobs.		
Facilities. As our School has evolved, space in our building has been stretched to a premium and the main building has endured quite a bit of wear and tear. Since Dean Harding has been here, we acquired/built the String Project building, the Johnson Hall performance space, the Greene St. church, the Koger partnership, and the Copenhaver Band Hall. Though the SoM needs many repairs and updates (including the HVAC system), Dean Harding is aware of these pressing issues and I feel confident he will come up with a plan to address them, too.	We are nationally known as a leader in Schools of Music, largely due to his leadership on the national front in organizations such as the College Music Society and the National Association of Schools of Music. We have hosted summits here that have shaped the national vision of the "new School of Music" and Dean Harding is known and respected as a key leader of this movement. Our reputation on a state and national level has improved with each year Dean Harding has served. Dean Harding won the Governor's Award for the Arts, and recently he was elected Vice President of NASM and will become President after that, a very prestigious honor in the field.	
Covid. Covid was a frightening situation, and Dean Harding led us during that time with reassurance; his leadership helped us keep our footing through the worst of it. Dean Harding worked closely with faculty to come up with creative solutions for providing opportunities for students to continue to learn and perform safely during the shutdown and did his best to appeal to all faculty/staff with various levels of approval for social interaction. I believe students, faculty, and staff were all comforted by Tayloe's positive "we'll get through this" messaging. The alma mater video we made was a nice bonding moment among faculty and staff during a scary time.	The excellence of our faculty is one of the biggest strengths of our School of Music. We have a wealth of top scholars and artist teachers in every area within the School. Dean Harding negotiated the hires of the faculty and staff from the last 17 years or so -- a very impressive track record. It is well known nationally that we are a great place to work and learn. Faculty and staff have autonomy here to do the work that they love and to serve the students, the university, and our communities.	

Additional Comments

Please add additional comments here. If you desire, you may send a detailed letter (emailed PDF or Hardcopy) to the review committee addressed to Dean Reichert c/o Office of the Provost (email: provocaf@mailbox.sc.edu). Your letter will become part of a portfolio of information that the committee will collect and use as a basis for Dean Harding's evaluation. The letter may be signed or left unsigned, as you wish. Please note that our report and all documents collected will be submitted to the provost, made available to Dean Harding and are subject to Freedom of Information Requests.
I find Dean Harding to be a highly competent, respected, and effective campus leader. He has a great understanding of the broader issues we face as a university and works collaboratively, cordially, and creatively to find solutions and compromises that serve the School of Music as well as the overall University. He is committed to the university and its success, and he represents USC well. It is a pleasure to work with Dean Harding and the university is fortunate to have him in the role of Dean of the School of Music.
Dean Harding's outstanding leadership at UofSC has benefited not only the world-class music programs within his school, but the entire University. He has emerged as a trusted spokesperson and advocate for the University, a seasoned mentor to other leaders, and a model administrator of a high-performing unit. We are very fortunate to have his leadership at UofSC.
I think Dean Harding is a very strong advocate for the School of Music. His longevity at the helm provides extra support for the college both at UofSC and nationally. He is a strong voice for the value of music to the university's broader mission.
Tayloe is most effective, innovative, and collaborative. I cannot imagine a better dean.

Taylor is focused on the welfare of Music but he also has a clear vision of the university as a whole. He was an excellent interim provost, and everything I know indicates he has been an excellent dean. It is great to have his experience on CAD. Music enhances the cultural richness of our university and far beyond, and its innovative programs are smart.

Steven Lynn

Dean is an effective advocate for SOM. He's obviously a veteran dean. Unfortunately had little interaction with the dean unless there is a request.

This dean has done little to raise outside revenue (tuition, monetary gifts, grants) and move the SOM into a self-supporting entity within the RCM budget model. That hurts everyone else in the model. The SOM should be a department within CAS similar to dance, art, and theater, rather than a ridiculously small college with high administrative costs and low benefit:cost ratio. The arts and students of the arts at UofSC would also benefit from such added "within same college" synergies.

by N/A I mean that I personally am not familiar with Dean Harding's initiatives in those areas.