

**Request for Authorization to Establish a
Bachelor of Arts in Arts Administration (B.A., CIP 50.1002) at
University of North Carolina at Greensboro**

I. Program Highlights

- 122-credit interdisciplinary degree program based on existing courses
- 48 students projected at steady state
- General education requirements plus minimum of 33 hours in arts administration (including required internship), 18 hours in arts related courses (visual or performing arts), and electives
- Balances knowledge of arts with specialized skills in fundraising, marketing and communications, audience development, board management, not-for-profit accounting, and more
- Follows Association of Arts Administrator Educators (AAAE) standards
- Pathway to double major for interested B.A. students in visual and performing arts
- Start-up costs include minimal travel and marketing expense in the first three years, for student recruitment, and the hire of an assistant professor by Year 4. Reallocation of present institutional resources will cover all costs.

II. BOG Academic Program Planning Criteria (UNC Policy 400.1)

1. **Existing Programs (Number, Location, Mode of Delivery).** Appalachian State offers a B.S. in Music Industry Studies (CIP 50.1003). NC State offers a B.A. in Arts Studies (CIP 50.1002). A reviewer from ECU indicated that they are revising the B.A. in Theatre to include a Theatre Management concentration. Salem College offers a B.A. in Arts Management.
2. **Relation to Campus Distinctiveness and Mission.** The proposed program is consistent with the mission of UNC Greensboro and its focus on creative activity and community collaboration. UNCG's strategic plan calls for the offering of "transformational undergraduate education in which students participate in high-impact experiences..." and the support of collaborative work with communities to "promote economic transformation, cultural expression, and community development..." The program capitalizes on the strengths of the School of Music, Theatre and Dance as well as the College of Arts and Sciences and the Bryan School of Business and Economics.
3. **Demand (Local, regional, state).** UNCG students in Music, Theatre and Dance have demonstrated interest in arts administration through a variety of pathways currently available to them. Arts management course offerings at UNCG are consistently fully enrolled, and several Music, Theatre and Dance students enroll in at least one entrepreneurship course each year (34 in most recent year). UNCG recently launched a minor in arts administration, and some Music, Theatre and Dance students pursue a minor in Entrepreneurship (9 in most recent year). A similar program at the University of Kentucky, a public institution and AAAE member in the southeast, averages about 100 majors per year.

APPENDIX M

- 4. Potential for Unnecessary Duplication.** UNCG's visual and performing arts undergraduate programs enrich this proposed program offering and are matched in number by few other UNC institutions.
- 5. Employment Opportunities for Graduates.** In 2011, the U.S. Bureau of Labor Statistics showed that arts administrators in performing arts companies earned an average yearly salary of \$107,520. Arts administrators working for museums, historical sites and similar institutions averaged \$94,820. In 2014, Creative North Carolina published a *2014 Fact Sheet: Creativity at Work* that documents the strength of the creative industry sector in the state. Creative industries in North Carolina are responsible for almost 334,000 full time, part time and sole proprietor jobs; over \$13 billion in wages, salaries and benefits; nearly \$20 billion in revenues; and over \$8 billion in exports. The report also indicated that creative industry jobs did not decline during the recent recession. A November 2013 snapshot from Idealist.org, the largest employment website for nonprofit jobs, showed 545 U.S. job openings in arts administration including assistant manager of artistic administration for the Boston Pops and associate development director at the New Museum of Contemporary Art in New York City. UNCG also supplied a substantial list of Music, Theatre and Dance graduates who completed the existing Arts Management course and are now employed in the field of arts administration.
- 6. Faculty Quality and Number.** Two faculty members in the School of Music, Theatre and Dance have expertise in the field of arts management and are fully credentialed to deliver instructional content according to SACSCOC standards. A third faculty member will be added by steady state to accommodate projected enrollment in the major. Related approved electives in arts administration are already offered by faculty in other areas, including business, communication, economics, entrepreneurship, finance, marketing, and public administration.
- 7. Availability of Campus Resources (library, space, etc.).** No new library holdings, facilities or information technology services are needed to launch the program.
- 8. Relevant Lower-level and Cognate Programs.** The proposed program will be an attractive option for students in existing arts degree programs at UNCG and increase competitiveness for entry-level positions in arts administration. It also provides an option for students who are either not admitted in the professional tracks or are not progressing in their performance medium.
- 9. Impact on Access and Affordability.** The proposed program will provide an affordable option for students who seek greater depth in arts administration than currently available via minor or certificate program options at UNCG.
- 10. Expected Quality.** The proposed program builds upon existing strengths and community partnerships at UNC Greensboro. Students will be required to complete an arts administration internship, and artsgreensboro has agreed to assist with internship placement.
- 11. Feasibility of Collaborative Program.** The proposed program depends upon collaboration across multiple colleges and schools within UNCG. Faculty reviewers within the UNC system also expressed interest in collaboration upon approval of the program and encouraged further collaboration with other national schools affiliated with AAAE. Statewide internship opportunities were another identified area for potential collaboration between programs.

12. Other Considerations. None.**III. Summary of Review Processes**

Campus Review Process and Feedback. The proposed program was reviewed and passed unanimously by the School of Music, Theatre and Dance Unit Curriculum Committee and UNCG Undergraduate Curriculum Committee and then through the Dean's Council, Provost and Chancellor. Proposal revisions on campus addressed questions on faculty qualifications, resources, and curriculum requirements.

UNC General Administration Review Process and Feedback. Prior to UNC system faculty review, UNC Greensboro responded to questions from UNC General Administration staff on enrollment projections, impact on existing degree programs, alternatives to the degree program, program requirements, inclusion of visual arts, mission alignment, and evaluation. The proposal was then reviewed by seven faculty from six UNC campuses. All reviews were "acceptable" or "acceptable with some considerations" with exception of a single reviewer who indicated societal demand evidence was "not acceptable unless significant deficiencies are addressed." UNCG responded by updating the evidence on employment opportunities for graduates with more recent sources. Reviewers suggested that pathways other than a degree program existed where students could gain these skills and expertise. UNCG responded by emphasizing the interdisciplinary nature of the degree and its potential to appeal to students in many areas. They also affirmed that the School of Music, Theatre and Dance Board of Visitors unanimously embraced the proposed new degree as a viable and needed addition to the School's otherwise comprehensive inventory of degree programs. Reviewers suggested potential ways to strengthen the proposed curriculum, which UNCG considered. Finally, reviewers expressed interest in collaborative opportunities and noted the importance of keeping strong those that already exist within UNCG and the community. UNCG responded with interest in future collaborations across UNC programs and other AAAE schools, particularly in terms of internship opportunities.

Benefits of the proposed program are that it can be accomplished at relatively little cost (except addition of faculty as student demand requires) and that students attending or interested in UNCG would have an attractive alternative to a performance-based degree program in the arts. For these reasons, we do not recommend any alternatives to implementing the degree program.

IV. Recommendation

It is recommended that the Board of Governors approve University of North Carolina at Greensboro's request to establish a Bachelor of Arts (B.A.) in Arts Administration degree program (CIP 50.1002) effective April 2015 for spring 2016 admissions.

**Request for Authorization to Establish a
Joint Bachelor of Science in Biomedical and Health Sciences Engineering
(B.S., CIP 14.0501) at
University of North Carolina at Chapel Hill and
North Carolina State University**

I. Program Highlights

- 121-127 credit hours
- Projected enrollment of 270 at steady state
- Capitalizes on resources and expertise at UNC-Chapel Hill and NC State and extends successful partnership existing at graduate level
- General education requirements can be met at either campus
- Coursework addresses medical imaging, informatics, prosthetics, medical devices, tissue engineering and genomics, and applications of signal processing and control
- Phased approach towards full joint delivery that preserves ABET accreditation at all times
- No additional resources are requested to launch the degree, as all courses and faculty exist and are already teaching in respective single-campus programs. Requires enabling of joint administrative procedures and processes at this degree level.

II. BOG Academic Program Planning Criteria (UNC Policy 400.1)

1. **Existing Programs (Number, Location, Mode of Delivery).** NC State offers the B.S. in Biomedical Engineering, and UNC-Chapel Hill offers the B.S. in Applied Sciences with a track in biomedical engineering. The proposed joint program combines the capacities offered in these two existing degree programs in a single joint program.

In addition, ECU offers a B.S. in Engineering with a concentration in biomedical engineering. NC A&T State offers a B.S in Bioengineering (CIP 14.0501). Duke University offers the B.S. in Biomedical Engineering, and Wake Forest University offers the degree through a joint program with Virginia Tech.

2. **Relation to Campus Distinctiveness and Mission.** The proposed joint program draws upon traditional strengths of engineering and medicine and health sciences at the two partner institutions. The proposed program spans the missions of the partner institutions in its goal to teach a diverse community of undergraduate students to become the next generation of leaders in the advancement of biomedical technologies to save lives in North Carolina, the nation, and world. The Joint Department of Biomedical Engineering conducted a strategic planning initiative from August 2013 through January 2014 that included faculty, staff, students, a consultant from the UNC-Chapel Hill School of Business, and two consultations with an advisory committee comprised of members of both campus's Boards of Trustees, representatives from each Chancellor and Provost office, Deans, and industry representatives. The educating of a high quality workforce through a transformative undergraduate biomedical engineering program was identified as a key strategy necessary to meet several goals of the joint department.

APPENDIX M

- 3. Demand (Local, regional, state).** NC State's existing B.S. in Biomedical Engineering enrolls approximately 160 students. UNC-Chapel Hill's existing B.S. in Applied Science enrolls approximately 80 students. These figures show clear demand, and the two programs have experienced enrollment growth that is reflective of national trends in this field. A 2011 report of the American Society for Engineering Education showed 12% cumulative annual growth for biomedical engineering undergraduates over a ten year period. In 2012, Forbes Magazine ranked biomedical engineering as the number one college major in its list of "Fifteen Most Valuable College Majors."
- 4. Potential for Unnecessary Duplication.** The proposed program is combining capacities and assets that already exist in two degree programs at UNC-Chapel Hill and NC State.
- 5. Employment Opportunities for Graduates.** In 2013, CNN Money ranked biomedical engineering the number one best job in America. In 2010, the U.S. Labor Department predicted the discipline of biomedical engineering would add jobs faster than any other sector of the economy with a growth rate of greater than 60% through 2020. In the past five years, approximately 40% of UNC-Chapel Hill and NC State's baccalaureate graduates have secured jobs in biotechnology, pharmaceutical and medical instrumentation industries such as IBM, GlaxoSmithKline, Epic Systems, Stryker, and Teleflex Medical. The remaining 60% of graduates enter graduate school programs (40%) or professional degree programs such as medicine, nursing or dentistry (20%).
- 6. Faculty Quality and Number.** All faculty needed for the joint program are already in place and teaching in the existing baccalaureate programs at UNC-Chapel Hill and NC State. Both existing programs had already planned for additional faculty hires to accommodate enrollment growth.
- 7. Availability of Campus Resources (library, space, etc.).** No new library holdings, facilities, or information technology services are needed to launch the program.
- 8. Relevant Lower-level and Cognate Programs.** Joint biomedical engineering programs already exist between UNC-Chapel Hill and NC State at the graduate level. Interdisciplinary campus partnerships that contribute to the success of the graduate-level programs will also benefit the undergraduate program.
- 9. Impact on Access and Affordability.** The proposed joint program will offer students at UNC-Chapel Hill the opportunity to graduate from an ABET-accredited biomedical engineering program.
- 10. Expected Quality.** UNC-Chapel Hill and NC State have operated joint master's and doctoral degree programs in biomedical engineering since 2003. These programs accept ~12% of total applicants, and those accepted have an average GPA of 3.5. The proposed joint undergraduate program is similarly expected to attract significant numbers of highly qualified students.
- 11. Feasibility of Collaborative Program.** The proposed program creates a joint offering from two existing single-campus programs.
- 12. Other Considerations.** The proposed program would advance goals in pharmacoengineering as described in UNC's *Our Time, Our Future*.

III. Summary of Review Processes

Campus Review Process and Feedback. At UNC-Chapel Hill, the proposed program was reviewed by the Administrative Boards of the General College and the College of Arts and Sciences; Office for Undergraduate Education; dean and associate deans for the College of Arts and Sciences; members of the advisory board for the School of Medicine; faculty in the Joint Biomedical Engineering Department, and the UNC Biomedical Engineering undergraduate curriculum committee. At NC State, the proposed program was reviewed by the Provost Office; College of Engineering administration; College of Engineering Curriculum Committee; NC State campus-wide curriculum committee; and NC State Biomedical Engineering undergraduate curriculum committee. The Chancellor of NC State also commented on the proposal.

Upon review and discussion, both campuses felt it would be more logical and straightforward to convert the degree request to a Joint B.S. from the start rather than requesting approval of a standalone UNC-Chapel Hill degree program followed by a second approval request for a joint degree program. The program proposers clarified that the proposal should not be construed as support for other activities in the area of human clinical medicine at NC State or engineering at UNC-Chapel Hill. The program clarified the intention of UNC-Chapel Hill to keep and redesign the current B.S. in Applied Sciences which houses a biomedical engineering track. The program also responded to questions around implications for students who are interested to change majors or transfer upon approval of the program.

UNC General Administration Review Process and Feedback. Prior to UNC system faculty review, UNC-Chapel Hill and NC State responded to questions from UNC General Administration staff on the curriculum plan and phased implementation, budget and resource needs, and joint administration issues. The proposal was then reviewed by two faculty representing one UNC campus. Reviewers rated all categories as “acceptable” and had no substantive comments requiring response by the program.

Benefits of program approval include streamlining and formally recognizing, through a joint degree program, what already occurs in practice across two single-campus programs. For these reasons, we do not recommend any alternatives to implementing the degree program.

IV. Recommendation

It is recommended that the Board of Governors approve University of North Carolina at Chapel Hill and North Carolina State University’s request to establish a Bachelor of Science (B.S.) in Biomedical and Health Sciences Engineering degree program (CIP 14.0501) effective April 2015.

**Request for Authorization to Establish a
Master of Fine Arts in Filmmaking (M.F.A., CIP 50.0602) at
University of North Carolina at Wilmington**

I. Program Highlights

- Minimum 61 credit hours, 3 year duration
- 36 students enrolled at steady state
- Comprehensive program including instruction in cinematography, screenwriting, editing, sound design, producing, and directing
- Collaborative course, *Entrepreneurs in the Industry*, with UNC Wilmington
- Start-up costs include salary and benefits for 3 FTE faculty, 1 FTE administrative support, graduate teaching assistantships, supplies and materials, and capital outlay.

II. BOG Academic Program Planning Criteria (UNC Policy 400.1)

1. **Existing Programs (Number, Location, Mode of Delivery).** Wake Forest University offers a MA/M.F.A. Documentary Film Program. UNC Greensboro offers a M.F.A. in Drama with a track in Film and Video Production. Duke University offers the M.F.A. in Experimental and Documentary Arts. UNCW and UNCSA have engaged in collaborative planning of their respective proposals for M.F.A. in Filmmaking degree programs since January 2014.
2. **Relation to Campus Distinctiveness and Mission.** The proposed program aligns with UNCW's mission-based commitment to "creative inquiry, critical thinking, thoughtful expression and responsible citizenship." The program also provides an opportunity for "distinctive student involvement in faculty scholarship" and advances several goals and objectives of UNCW's *Soaring to Greatness: A Strategic Plan*.
3. **Demand (Local, regional, state).** Undergraduate film programs across UNC, which are likely to be feeder programs to the proposed M.F.A., grew by 50% in upper-level enrollments between 2003 and 2013. UNCW's undergraduate program has 280 majors. A March 2014 survey of 100 UNCW Film Studies majors and alumni showed 71% of respondents were either "very interested" or "somewhat interested" in a three-year M.F.A. program; 44% were "very interested" in such a program at UNCW. Nationally, admittance into M.F.A. programs in film production is competitive. UNCW surveyed 12 M.F.A. programs with similar curricula and requirements and found they accept on average ~25% of applicants. UNCSA, also proposing a M.F.A. in Filmmaking degree program, found the 18 top-ranked filmmaking programs accept only ~16% of all applicants (4500 in 2013). External reviewers also affirmed that applicant pools should be robust.
4. **Potential for Unnecessary Duplication.** UNCW and UNCSA have engaged in collaborative planning of their respective proposals for M.F.A. in Filmmaking degree programs since January 2014 in order to avoid risk of unnecessary duplication.
5. **Employment Opportunities for Graduates.** The U.S. Department of Labor identifies 28 classifications for employment in the Motion Picture and Video Industry. Many of these roles

APPENDIX M

demand the level of training, experience, network, and portfolio development provided by M.F.A. programs in film and video production. Titles include chief executive, advertising and promotions managers, agents and business managers, producers and directors, music directors and composers, writers and authors. The national average wage for those types of jobs is \$96,964.

The NC Department of Labor reported 495 motion picture and sound recording production companies in the state in 2012, a 22% increase over 2007. NC Department of Revenue audits cited in a study of NC film production by Dr. Robert Hanfield showed more than 20,467 workers were employed by the film industry in 2012; 6,237 were crew and talent and the remaining extras and part-time workers. The NC film industry provides 4,259 permanent jobs at an average wage of \$66,000. Data from the North Carolina Film Office indicate significant growth in motion picture industry jobs since 2005. Online video services such as YouTube also provide opportunities for M.F.A. trained content creators.

Finally, students with a terminal degree in filmmaking will also have concrete professional opportunities in the field of education. The number of degrees awarded in film/video production in North Carolina increased 37% from 2005-2010. The number of NC community college students taking classes in motion picture production increased 47.9% between 2003 and 2013.

- 6. Faculty Quality and Number.** UNCW has thirteen core faculty in the Department of Film studies who educate the nearly 300 students in the undergraduate film studies program. By steady state in Year 4 another three faculty hires will be needed. External reviewers recommended, and UNCW agreed, that the most attractive candidates for the new positions would bring experience as practicing filmmakers.
- 7. Availability of Campus Resources (library, space, etc.).** The proposed program will require facilities not currently available at UNCW beginning the third year of the program and that are being planned for through the UNCW Unified Budget Process. These include a new sound stage/production classroom with equipment storage. Some existing space will also require retrofitting to accommodate a sound recording/mixing studio, edit lab space, and small screening room. Additional filmmaking equipment will be required to implement and sustain the program. The proposed program will require UNCW to bolster its holdings of short film collections as well as continue to grow contemporary cinema offerings. In collaboration with UNCUSA, UNCW Libraries will share costs of providing several databases such as imdbPRO, Nielson.com, Hollywood Reporter, and others that will be accessible to M.F.A. students at both campuses.
- 8. Relevant Lower-level and Cognate Programs.** The proposed program and the BA in Film Studies will share faculty, staff, classroom, space, facilities and some equipment. Teaching assistants in the M.F.A. program will serve as mentors and collaborators for undergraduate Film Studies majors. The potential exists for students and faculty to collaborate with many other units, such as History, Environmental Studies, Business Administration, and Computer Science on various projects and productions.
- 9. Impact on Access and Affordability.** Whereas the program proposed by UNCUSA targets returning professionals, the UNCW program will provide access for interested and talented

students whose talent and potential may not yet be matched with practical professional experience.

- 10. Expected Quality.** While the proposed program will capitalize on the foundation of a highly successful undergraduate film studies major, new faculty, facility and equipment needs are essential and must be met to ensure program success.
- 11. Feasibility of Collaborative Program.** UNCSA and UNCW identified several opportunities for collaboration across their proposed M.F.A. degree programs, including a shared web portal for recruitment, employment and internship information, and exhibition and distribution information; shared instruction via a required online course, *Entrepreneurs in the Industry*, as well as other courses and committee appointments; shared events including collaborative presence at film festivals local to each institution; and shared resources such as library services, facilities, and equipment. Students from both proposed programs will be encouraged to collaborate with UNCSA Film Music Composition students.
- 12. Other Considerations.** None.

III. Summary of Review Processes

Campus Review Process and Feedback. The proposed program was reviewed by the UNCW Film Studies faculty and UNCW Graduate Council, both with unanimous approval. The proposal also received support of the Chancellor, Provost, Graduate School Dean, and College of Arts and Sciences Dean. No substantive concerns were raised in these processes. The Unified Budget Planning process also included careful examination of all aspects of the planned program to ensure adequate financing would be available during its operation.

UNC General Administration Review Process and Feedback. Prior to UNC Graduate Council review, UNCW responded to questions from UNC General Administration staff on various associational standards for M.F.A. requirements, societal demand evidence, graduate assistantships, budgeting for collaborative ideas, student demand evidence, curriculum requirements, and proposed faculty hires. The proposal was then reviewed by nineteen faculty and graduate program administrators from six UNC campuses. Reviewers consistently noted the location and curriculum should make the program attractive to potential applicants. Several reviewers noted the elimination of the tax incentive for the film industry in North Carolina and increasing competitiveness with areas like Atlanta. UNCW responded that its own department experienced its greatest growth during a period of economic uncertainty and greatly reduced film industry activity in the state. Student demand has remained high despite repeated fluctuation in the state and regional feature film and television industry. Reviewers also acknowledged the need to hire new faculty and that program quality would suffer without committed funding to do so. UNCW administration provided a support letter detailing its commitment to reallocate internal resources for these needs should enrollment growth funding not be available.

M.F.A. programs are considered terminal degree offerings in a field, analogous to a doctoral degree in other fields. For that reason, and because two UNC institutions were proposing this

APPENDIX M

same degree at the same time, UNC General Administration advised an additional review step not normally conducted at the master's level. UNC General Administration sought external reviewers to consider the programs proposed by UNCW and UNCSA. Two external reviewers examined only the UNCW proposal, and three other external reviewers examined both the UNCW and UNCSA proposals. Reviewers consistently confirmed the strength of the applicant pool. The reviewers who examined both proposed programs arrived at essentially the same criticism of UNCW's proposed program. They perceived that the proposed program rested squarely in the film studies expertise of the UNCW faculty and required too little or not the appropriate kinds of application/practice experiences for the awarding of a M.F.A. One reviewer directly suggested the proposed program was better suited as a M.A. UNCW responded by reiterating that 30 hours of program requirements were in film production, as well as 6 hours devoted to two pre-thesis film projects and 9 hours in thesis, a creative film work of substantial merit and quality. Critical course studies comprise only 12 hours of the proposed curriculum. The proposal included a substantial list of existing and planned potential electives, many in film studies, which may have been misinterpreted as requirements. UNCW considered several comments focused on alternatives for curriculum length, design and requirements, responding with justifications for the decisions made in their planned comprehensive program. UNCW responded to other comments on faculty as practitioners, facilities, online collaborations with UNCSA, objectives and evaluation plans.

Benefits of program approval include a cost-effective option for qualified students to earn a comprehensive advanced degree in filmmaking. The program is substantively different than that proposed by UNCSA. For these reasons, we do not recommend any alternatives to implementing the degree program. By letter, the Provost has committed to support the program from other sources in the event that enrollment increase funding is not available.

IV. Recommendation

It is recommended that the Board of Governors approve University of North Carolina at Wilmington's request to establish a Master of Fine Arts (M.F.A.) in Filmmaking degree program (CIP 50.0602) effective April 2015 for Fall 2016 admissions.

**Request for Authorization to Establish a
Master of Fine Arts in Filmmaking (M.F.A., CIP 50.0602) at
University of North Carolina School of the Arts**

I. Program Highlights

- 54-60 credit hours, 2 year duration
- 36 students enrolled at steady state
- Creative producing, film music composition, and screenwriting concentrations
- Collaborative course, *Entrepreneurs in the Industry*, with UNC Wilmington
- Proposed program is intended to replace existing M.F.A. in Film Music Composition
- Start-up costs include salary and benefits for 3 FTE faculty, supplies and materials, travel for guest artists, printing and binding, advertising, and library resources.

II. BOG Academic Program Planning Criteria (UNC Policy 400.1)

- 1. Existing Programs (Number, Location, Mode of Delivery).** Wake Forest University offers a MA/M.F.A. Documentary Film Program. UNC Greensboro offers a M.F.A. in Drama with a track in Film and Video Production. Duke University offers the M.F.A. in Experimental and Documentary Arts. UNCSA and UNCW have engaged in collaborative planning of their respective proposals for M.F.A. in Filmmaking degree programs since January 2014.
- 2. Relation to Campus Distinctiveness and Mission.** The proposed program aligns with UNCSA's mission as the state's unique professional school in performing, visual, and moving image arts. UNCSA's baccalaureate film program is ranked 13th in the world according to *The Hollywood Reporter*.
- 3. Demand (Local, regional, state).** UNCSA anticipates attracting returning, experienced professionals to the proposed program. In addition to the nearly 500 motion picture and sound recording companies in the state, as reported by In North Carolina alone, the proposed program could draw from employees of the nearly 500 motion picture and sound recording companies in the state (NC Department of Labor, 2012). Current and former UNCSA students surveyed reported that they value the M.F.A. in Filmmaking (76%) and would recommend an M.F.A. at UNCSA to others (79%). Nationally, admittance into M.F.A. programs in film production is competitive. UNCSA found the 18 top-ranked filmmaking programs accept only ~16% of all applicants (4500 in 2013). UNCW, also proposing a M.F.A. in Filmmaking degree program, surveyed 12 M.F.A. programs with similar curricula and requirements and found they accept on average ~25% of applicants. External reviewers also affirmed that applicant pools should be robust.
- 4. Potential for Unnecessary Duplication.** UNCSA and UNCW have engaged in collaborative planning of their respective proposals for M.F.A. in Filmmaking degree programs since January 2014 in order to avoid risk of unnecessary duplication.
- 5. Employment Opportunities for Graduates.** The U.S. Department of Labor identifies 28 classifications for employment in the Motion Picture and Video Industry. Many of these roles

APPENDIX M

demand the level of training, experience, network, and portfolio development provided by M.F.A. programs in film and video production. Titles include chief executive, advertising and promotions managers, agents and business managers, producers and directors, music directors and composers, writers and authors. The national average wage for those types of jobs is \$96,964.

- 6. Faculty Quality and Number.** UNCSA has five core faculty in place to launch the program, and their expertise spans the planned concentration areas. By steady state in Year 4 another three faculty hires will be needed. External reviewers recommended, and UNCSA agreed, that the most attractive candidates for the new positions would bring expertise in both creative producing and screenwriting.
- 7. Availability of Campus Resources (library, space, etc.).** UNCSA does anticipate adding materials in all formats (book, periodical, reference data, DVD, published screenplays, databases, etc.) to support the curricular and research components of the proposed degree. In collaboration with UNCW Libraries, UNCSA will partner to share costs of providing several databases such as imdbPRO, Nielson.com, Hollywood Reporter, and others that will be accessible to M.F.A. students at both campuses. No additional facility or information technology enhancements are needed to launch the program, although the demands and improvements in the technology-dependent entertainment industry will require continual reassessment and upgrades.
- 8. Relevant Lower-level and Cognate Programs.** Students in both the Creative Producing and Film Music Composition tracks will interface with students in the UNCSA B.F.A. program in Filmmaking. Students in the existing M.F.A. in Film Music Composition, for their capstone or master's thesis project, create musical scores for BFA Filmmaking student projects. This would continue. In addition, BFA students could fulfill their practicum experience by producing, for example, marketing shorts that promote and launch the projects of students in the proposed Creative Producing concentration.
- 9. Impact on Access and Affordability.** The proposed program is designed to provide an attractive option for returning professionals or trained filmmakers to efficiently gain a valuable advanced credential in the field. UNCSA found the average annual tuition for comparable programs was \$32,000-36,000. UNCSA's lower tuition rates and high ranking will make them a competitive option for talented applicants.
- 10. Expected Quality.** External reviewers acknowledged that UNCSA's faculty and resource capabilities in filmmaking are well known and highly regarded in the field.
- 11. Feasibility of Collaborative Program.** UNCSA and UNCW identified several opportunities for collaboration across their proposed M.F.A. degree programs, including a shared web portal for recruitment, employment and internship information, and exhibition and distribution information; shared instruction via a required online course, *Entrepreneurs in the Industry*, as well as other courses and committee appointments; shared events including collaborative presence at film festivals local to each institution; and shared resources such as library services, facilities, and equipment. Students from both proposed programs will be encouraged to collaborate with UNCSA Film Music Composition students.
- 12. Other Considerations.** None.

III. Summary of Review Processes

Campus Review Process and Feedback. The proposed program was reviewed by the UNCSA Educational Policies Committee, which is advisory to the Chancellor, Provost and all Deans. There was no opposition to the proposal. Program planners were asked to clarify the definition of *creative producer*, primary and secondary applicant pools, and funding sources for new faculty lines.

UNC General Administration Review Process and Feedback. Prior to UNC Graduate Council review, UNCSA responded to questions from UNC General Administration staff on various associational standards for M.F.A. requirements, societal demand evidence, graduate assistantships, budgeting for collaborative ideas, and curriculum requirements. The proposal was then reviewed by nineteen faculty and graduate program administrators from six UNC campuses. Reviewers consistently noted the national recognition of UNCSA offerings and the strong mission alignment. Several reviewers noted the elimination of the tax incentive for the film industry in North Carolina and increasing competitiveness with areas like Atlanta. UNCSA affirmed that historical tax incentives have attracted big budget productions to the state, which affords student access to high profile internships and entry-level crew positions; however, tax credits come and go. Despite changes in state incentives, a high quality degree program will continue to provide skills that produce successful graduates, as has been the case with the undergraduate program. Reviewers also acknowledged the need to hire new faculty and that program quality would suffer without committed funding to do so. UNCSA administration provided a support letter detailing its commitment to reallocate internal resources for these needs should enrollment growth funding not be available. Finally, system reviewers asked for additional evidence regarding the likelihood that industry professionals would return for the M.F.A. UNCSA pointed to the survey responses indicating their own graduates' interest in the program.

M.F.A. programs are considered terminal degree offerings in a field, analogous to a doctoral degree in other fields. For that reason, and because two UNC institutions were proposing this same degree at the same time, UNC General Administration advised an additional review step not normally conducted at the master's level. UNC General Administration sought external reviewers to consider the programs proposed by UNCSA and UNCW. Three external reviewers examined only the UNCSA proposal, and three other external reviewers examined both the UNCSA and UNCW proposals. The external reviewers consistently praised the quality of UNCSA faculty and forward-looking curriculum. At some point, each concentration area, but particularly Creative Producing, was questioned as to whether it contained sufficient requirements for the M.F.A. UNCSA clarified important differences between skills gained in Creative Producing and other production-oriented programs while making it clear students would participate in multiple production projects through their practicum and thesis projects. UNCSA also clarified the expectations for Screenwriting and Film Music Composition students. All are sufficiently rigorous to merit the M.F.A. UNCSA found helpful and are considering some suggestions from external reviewers regarding how Creative Producing students could interface with the BFA students at UNCSA and opportunities for mandatory summer internships. Other

APPENDIX M

comments from external reviewers were focused on faculty rank (which is new to UNCSA), diversity, employment opportunities, information technology support, and online education.

Benefits of program approval include a cost-effective option for returning professionals to advance their skills in three well-defined areas of filmmaking. The program is substantively different than that proposed by UNCW. For these reasons, we do not recommend any alternatives to implementing the degree program. By letter, the Provost has committed to support the program from other sources in the event that enrollment increase funding is not available.

IV. Recommendation

It is recommended that the Board of Governors approve University of North Carolina School of the Arts' request to establish a Master of Fine Arts (M.F.A.) in Filmmaking degree program (CIP 50.0602) effective April 2015 for Fall 2016 admissions.

To: UNC General Administration
From: UNC Wilmington and UNC School of the Arts
Date: 2 December 2014
Subject: Masters of Fine Arts in Filmmaking and Video Production

Executive Summary

The opportunity for economic development, revenue generation, and job creation in North Carolina, in the rapidly expanding marketplace for film and video production, is significant. In 2011, arts and cultural production accounted for \$504 billion of the Gross Domestic Product; the largest share worked in the motion picture and video industry, which employed nearly 310,000 workers at \$25 billion in compensation.¹ The North Carolina Economic Development Board showed a 33% increase of arts and entertainment jobs between 2000 and 2013 in this state, and has identified “film” as an important engine of economic growth that can help insure the state’s prosperous future.² UNC Wilmington (UNCW) and UNC School of the Arts (UNCSA) are together presenting proposals for very different, yet complementary, M.F.A. programs that will enable the state of North Carolina to be at the forefront of that trend, and to train the next generation of film and video professionals who will help create this future marketplace.

Undergraduate film programs at both UNCSA and UNCW have thrived over the past two decades, despite cyclical fluctuations in the feature film and television industry and associated NC tax incentives. UNCSA is now ranked among the top 20 film schools in the world, and UNCW’s Film Studies major is among the largest and most popular at the institution. Both programs experienced some of their greatest demand and growth during periods of greatly reduced NC feature film and television industry activity. The reason for this apparent anomaly is that our academic programs are designed to educate students not just for today’s jobs but also for careers and professions that have yet to be created. Graduates of our programs need to be adaptive and continuous learners in order to be successful in a global competitive marketplace.

The imported big budget productions that benefit from tax credit programs provide students access to high profile internships and entry-level jobs, but the proposed M.F.A. programs are not intended to generate the kind of “below the line” crew jobs that these Hollywood-based productions provide. The M.F.A. Filmmaking programs at UNCSA and UNCW will train executives, entrepreneurs, writers, directors, and department heads – the kind of professionals North Carolina needs to move beyond simply providing labor for productions originating outside our state, and instead become a regional hub for the creation of original content of all kinds.

North Carolina needs trained film professionals

Motion picture content has infiltrated nearly every form of communication, commerce, and entertainment. For example, the website Production Hub, a professional employment market service, breaks the film and video industries into nine broad categories, including Broadcast & Episodic Television; Motion Picture/Film Industry; Advertising Agencies; Corporate Video, Start-Ups and Small Businesses; Marketing and Public Relations; Education and Training; and Digital Media and Gaming (source: www.productionhub.com/about). The United States Department of Labor identifies 28 classifications for employment in the Motion Picture & Video Industry (source: Bureau of Labor Statistics – see chart below). Many of these roles demand the level of training, experience, network, and portfolio development provided by M.F.A. programs in Film and Video Production.

¹ Source: US. Bureau of Economic Analysis and National Endowment of The Arts “Preliminary Report on Impact of Arts and Culture on U.S. Economy” (2013)

² Source: North Carolina Jobs Plan: Strategies for Economic Growth (2014) North Carolina Economic Development Board.

While some targeted employment outcomes for each proposed program are included in the chart below, it should be noted that both M.F.A. proposals will equip graduates to pursue any number of motion picture occupations and endeavors, including many not included in this specific U.S.D.L. analysis. As the consumption of film and video increases, the applications of moving-image media similarly expand. More than half of marketing professionals worldwide cite video as the type of content providing the best return on investment. Together, marketers now spend \$11 billion annually on online video. For these reasons, the overall media and entertainment market is predicted to grow at 7% CAGR (compound annual growth rate) over the next five years.

Why an M.F.A.?

An M.F.A. (Master of Fine Arts) degree represents a higher level of study than does an M.A. (Masters of Arts); the M.F.A. is the terminal degree in artistic fields – the equivalent of a Ph.D. in the liberal arts or sciences or an M.B.A. in business. M.F.A. degrees are offered in most artistic fields, such as Creative Writing, Theatre, Visual Arts, Dance, Film, and other similarly creative disciplines. In all of these fields, M.F.A. programs select the most capable and committed applicants and engage them in a rigorous, focused, and extended curriculum, training sophisticated content creators at the highest level. M.F.A. students conceptualize and execute ambitious projects that advance technical expertise, develop authorial style, and – ultimately – harness commercial outlets.

The M.F.A. degree is also the expected and required academic credential for university-level, tenure-track teaching positions in the applied arts. While the film and video industry does not specifically require an M.F.A., it is a highly sought-after degree. M.F.A. programs provide graduates with a number of crucial benefits for employment, including:

- Extensive instruction from experts and professionals in the industry;
- Multiple applied learning opportunities to collaborate with talented and ambitious peers with corresponding creative and professional goals;
- Higher level entry into a dedicated network of collaborators, mentors, and associates;
- Executive training for networks, studios, production companies and sole proprietorship;
- An extended residency in a supportive environment in which to develop sophisticated skills, discover one’s authorial voice, and hone one’s creative focus;
- The means to build a portfolio of work that both demonstrates high-level creative and technical ability, and that functions as one’s “calling card” on the job market; and
- The required academic credentials for university level teaching positions.

These outcomes correspond directly with professional opportunities in all aspects of a multi-faceted, highly collaborative field that values network relationships and demonstrated ability in addition to degree credentials. Indeed, over the next decade, the employment rate for master’s degree recipients is predicted to grow by 18.4%, compared to 17.6% for recipients of associate degrees, and 16% for recipients of doctoral or professional degrees.³

Why does North Carolina need two Filmmaking MFA programs?

The answer to this question boils down to two words: *different* and *demand*. The proposed M.F.A. programs are both in demand from students, and each meet demands in existing and emerging markets. They are complementary programs, but they are different in terms of curriculum, focus, outcomes, and students served.

Research conducted by each proposing program produced evidence of strong student demand for M.F.A. filmmaking education. UNCOSA found that the 18 top-rated programs received 5,400

³ Sommers & Franklin, 2012 -- Council Of Graduate Schools

APPENDIX M

applications of which only 16% (859 individuals) were accepted for admission. A UNCW survey of 12 well-established M.F.A. programs with similar curricula and degree requirements revealed an average annual applicant pool of 288 (range 25-1219; median 108), with an average annual acceptance rate of 25% (range 5-59%; median 20%). Between Fall 2003 and Fall 2013, the total number of upper-level students enrolled in UNC programs carrying the 50.0602 CIP code (an academic designation for programs in cinematography & film/video production) grew by 50%. There is substantial evidence of increased interest in these types of programs across the State and the country.

The two proposed programs are categorized under the single CIP code of 50.0602 (Cinematography and Film/Video Production). The paucity of available CIP codes related to the film and video industries, however, can give the false impression that all M.F.A. programs in film and video production are or should be the same. But given the broad possibilities of subject matter under this heading, there are in fact a range of approaches that service the graduate education of students with differing areas of interest.

In general, existing M.F.A. degree programs in film differ in specificity of focus and duration of study. A brief overview of representative film programs will help to illustrate these distinctions. The School of Cinematic Arts at the University of Southern California (USC) offers a **three-year** M.F.A. in Film & Television Production that begins with general courses introducing students to the various crafts of cinematography, writing, producing, directing, picture editing, sound design, etc. The students then narrow their focus in their second year of the program, continuing on with that specialization into the third year. USC's School of Cinematic Arts also offers an M.F.A. in Producing – their Peter Stark Producing Program – which offers a **two-year** curriculum focusing entirely on producing, developing scripts, financing, and marketing film and television products, rather than on “craft” concentrations, such as cinematography or editing. The School of Cinematic Arts at USC also offers a two-year M.F.A. program in Writing for Screen and Television. New York University makes the same distinctions between its three-year comprehensive M.F.A. filmmaking program and its two-year focused M.F.A. in Dramatic Writing. The College of Film and Media Arts at Chapman University offers a similar comprehensive **three-year** M.F.A. in Film Production, as well as a focused two-year M.F.A. program in Film and Television Producing, Production Design, and Screenwriting.

UNC Wilmington's proposed M.F.A. in Filmmaking program is a comprehensive, three year, multi-modal, filmmaking program that will provide students with a rigorous experiential filmmaking apprenticeship in every stage in the motion picture production process. In addition to course assignments, each student will complete three motion picture projects. The curriculum has a significant narrative fiction component, but also includes documentary, animation, and experimental modes, and the program's applied learning requirements will utilize UNCW's proximity to the Wilmington film industry.

North Carolina's premiere arts conservatory, the UNC School of the Arts, is proposing a two-year M.F.A. that builds upon its comprehensive B.F.A. program, and will offer in-depth education in three specific disciplines: Creative Producing, Screenwriting, and Film Music Composition. Graduate students will be taught and mentored by faculty who are either scholars or working professionals with a breadth of knowledge and experience in their respective fields. Each curriculum is thereby designed to prepare its graduates for the professional world as artists and entrepreneurs – creative innovators who will know how to sustain a long and fruitful self-motivated career.

While both of the proposed programs will draw some students from their own regions, including undergraduates from their home institutions, the programs are designed to attract and serve different student populations. UNCW's M.F.A. is primarily targeted toward recent college graduates

APPENDIX M

seeking an extended experiential apprenticeship. UNCSCA's M.F.A. is designed to attract returning professionals or trained filmmakers seeking advanced and specialized instruction in feature film, television and new media producing, writing, or film music composition.

In turn, both programs will produce graduates prepared to obtain employment in various aspects of the film and video industries. Students graduating from the UNCW M.F.A. in Filmmaking can use the comprehensive production curriculum to prepare for careers as independent filmmakers creating content for the feature film and television industry, as well as other markets that include advertising, journalism, and online entertainment. UNCW's students can use the extended curricular and filmmaking experience to develop expertise applicable to careers as directors, cinematographers, videographers, editors, and other skilled crew positions, as well as educators at universities, community colleges, and secondary schools.

Students graduating from UNCSCA will be both buyers and sellers in the growing media-driven creative economy, from the inception of an idea to the completion of a professional pitch package and business plan. They will have the skills to start their own companies or be prepared to become executives in a larger production entity with a slate of projects. The new media landscape is an ideas-driven economy, and UNCSCA's graduates – as knowledgeable content developers, marketers, distributors, and financing experts – will have the expertise to successfully execute those ideas beyond the production itself.

Distinct, but Collaborative

Filmmaking is a collaborative medium. The educators proposing these MFA programs – most of whom are also filmmakers – have used the joint submission process as an opportunity to work together to advance the mutual interest of the state and its students. We engaged in site visits, meetings, and conferences that produced the collaborative plan that accompanies this document. The initial collaborations include a shared web-portal and multiple avenues for shared instruction, resources, and events, as well as a shared course focused on motion picture entrepreneurship. More importantly, we established a cooperative partnership that promises to cultivate further collaborations.

APPENDIX M

National Industry-Specific Occupational Employment and Annual Wages

Motion Picture & Video Industry

<u>Occupation Code</u>	<u>Occupation Title</u>	<u>National Employment</u>	<u>North Carolina Employment</u>	<u>National Annual Mean wage</u>	<u>North Carolina Annual Mean Wage</u>	<u>Proposed Program</u>
11-0000 Management Occupations						
11-1011	Chief Executives	248,760		\$171,610	\$205,970	UNCSA
11 2000	Advertising, Marketing, Promotions, Public Relations, & Sales Managers	28,530	30	\$145,250	\$112,630	
13-0000 Business and Financial Operations Occupations						
13-1011	Agents and Business Managers of Artists, Performers, and Athletes	11,680	150	\$116,860	\$71,990	UNCSA
27-0000 Arts, Design, Entertainment, Sport, and Media Occupations						
27-1011	Art Directors	32,250	240-650	\$96,650	\$73,140-\$81,950	
27-1012	Craft Artist	4,750	90-150	\$36,600	\$28,160-\$32,570	
27-1013	Fine Arts, Including Painters, Sculptors, and	11,980	220-340	\$50,900	\$43,570-\$48,100	
27-1014	Multimedia Artists and Animators	30,790	600-10,300	\$72,400	\$61,800	UNCW
27-1019	Artists and Related Workers, All Other	7,470	30-50	\$58,460	\$49,990-\$57,260	
27-1027	Set & Exhibit Designers	9,750	140-270	\$53,990	\$47,640-\$53,520	
27-1029	Designers, All Other	7,330	80-100	\$52,700	\$43,100-\$48,030	
27-2011	Actors	63,230	100-210	\$41.94/hour	\$19.68-	
27-2012	Producers & Directors	92,510	1,540-25,440	\$90,240	\$52,060-\$57,790	UNCSA/UNCW
27-2041	Music Directors & Composers	23,190	190-310	\$54,560	\$49,620-\$52,560	UNCSA
27-3031	Public Relations Specialists	202,530	4570-22,380	\$63,020	\$49,380-\$56,610	
27-3041	Editors	98,790	770-2260	\$62,820	\$51,480-\$58,520	UNCW
27-3043	Writers and Authors	43,590	420-860	\$69,250	\$53,520-\$63,010	UNCSA
27-3099	Media & Communication Workers	26,040	110-220	\$52,910	\$49,710-\$53,280	UNCW
27-4011	Audio & Video Equipment Technicians	56,440	560-1,340	\$45,830	\$19,380-\$36,020	
27-4021	Photographers	54,830	1,280-5,720	\$37,190	\$30,290-\$31,280	
27-4031	Camera Operators, Television, Video, and Motion	16,860	350-2970	\$52,530	\$43,480-\$50,150	UNCW
27-4032	Film and Video Editors	21,920	200-300	\$69,490	\$40,640-\$45,460	UNCW
27-4099	Media & Communication Equipment Workers, All	16,090	190-320	\$66,570	\$70,360-\$92,560	
39-0000 Personal Care and Service Occupation						
39-3021	Motion Picture Projectionists	7,630	150-190	\$22,430	\$19,900-\$21,380	
39-3092	Costume Attendants	5,900		\$49,400	\$31,730-	
43-0000 Office and Administrative Support Occupations						
43-3051	Payroll and Timekeeping Clerks	170,400	3,850-22,160	\$39,850	\$36,250-\$37,870	
43-6011	Executive Secretaries and Executive Administrative Assistants	775,210	15,860-103,040	\$51,870	\$43,500-\$46,680	
47-0000 Construction and Extraction Occupations						
47-2111	Electricians	54,680	12,960-	\$53,560	\$25,710-\$44,110	
51-0000 Production Occupations						
51-9199	Production Worker	206,600	2,530-6,870	\$30,980	\$33,020-\$70,810	

Analysis

- \$65,479 is the national average pay for individuals in the film industry
- The highlighted sections are the jobs that the MFA graduate degree specializes and accelerates their potential with an eye toward the high level salary. The national average wage for those jobs is \$96.964.

Source: US Department of Labor, Bureau of Labor Statistics:

http://www.bls.gov/oes/current/naics4_512100.htm