ONE-STEP ACADEMIC PROGRAM PROPOSAL

Institution: University of Georgia

Date Completed at the Institution:

Name of Proposed Program/Inscription: Film, Television and Digital Media

Degree: Master of Fine Arts

Major:

CIP Code:

Anticipated Implementation Date: August, 2019

Delivery Mode (check the most appropriate delivery mode in the box below):

On-campus, face-to-face only: **Athens, GA**	x
Off-campus location, face-to-face only (specify the location): **Pinewood Studios, Fayetteville, GA**	x
Online Only	
Combination of on-campus and online (specify whether 50% or more is offered online for SACS-COC)	
Combination of off-campus and online (specify whether 50% or more is offered online for SACS-COC)	
Hybrid, combination delivery, but less than 50% of the total program is online based on SACS-COC	
Contractual Location (specify the location):	

School/Division/College: Franklin College of Arts and Sciences; Grady College of Journalism and Mass Communication

Department: Dept. of Theatre & Film Studies; Dept. of Entertainment & Media Studies

Departmental Contact: Dr. Jean Martin-Williams & Dr. Jeffrey Springston

Approval by the President *("I certify that the institution has adequate funds to cover the costs of the new program. Furthermore, the new program will not reduce the effectiveness or quality of existing programs at the institution")***:**

_____

Approval by Vice President for Academic Affairs or Provost:

_____

ONE-STEP ACADEMIC PROGRAM PROPOSAL

Approval by Vice President for Finance/Business (or designee) and contact information:

_____

Approval by Vice President for Facilities (if different from VP- Finance or designee) and contact information:

_____

Acknowledged by Vice President for Enrollment Management (or designee) for recruitment:

_____

ONE-STEP ACADEMIC PROGRAM PROPOSAL

1) Forecast: If this program was not listed on one of the past two-year academic forecasts provide an explanation concerning why it was not forecasted but is submitted at this time.

This proposal is a dynamic response to market forces in the state of Georgia. As you know, Georgia has vaulted into the top ranks of film and television production. Governor Nathan Deal has announced a High Demand Career Initiative for the state's film, television, and interactive entertainment media. The increasing demand for trained film and television production professionals gave rise to this proposal aimed at filling that need for screenwriters, directors, showrunners and producers.

2) Academic Framework: Within the context of the strategic planning of all resources and divisions within short-term and long-term perspectives, provide a narrative that explains campus leadership review and attention to newly institutionally approved programs within the last four years, low-producing programs, and post-approval enrollment analyses prior to approving the proposed program for submission to the system office.

The Grady College of Journalism and Mass Communication started a two-year low-residency MFA program in screenwriting in 2014. Each year the associate dean, the marketing director of UGA Online, and the MFA program directors do a careful assessment of our application numbers and acceptances. According and to the Association of Writers and Writing Professionals the average number of applicants to such programs is approximately 16 each year. Our program has steadily surpassed those number each year. Our MFA program has averaged 40 applications each year, and we accept about 50% of those applicants. To date we have graduated 37 students (two cohorts) from the program.

3.) Rationale: Provide the rationale for proposing the new academic program.

The State of Georgia currently ranks among the top three film and television production centers in the nation. During the fiscal year 2016 alone, 245 film and television productions generated an economic impact of over $7.2 billion. With over 300 productions in Georgia for fiscal 2017, that financial tally is expected to increase steadily. Moreover, Governor Nathan Deal has announced a High Demand Career Initiative for the state's film, television, and interactive entertainment media.

Given the industry's meteoric growth, we need to plan for and ensure a sustainable, resilient, and permanent ecosystem for film and television in Georgia where there is a steady supply of both "above the line" and "below the line" talent to create, retain, and attract industry production in the state.

To that end, we are proposing a Master of Fine Arts degree program. Students will learn the basics of film making and will be able to take elective courses to hone a specialty in producing film and media, screenwriting or directing. This would be the first step toward the ultimate goal of establishing a conservatory for Film and Media Production that combines the MFA program and other professional entertainment industry training with a larger public-private partnership to provide grants, equity investment and distribution avenues for productions initiated and shot in Georgia.

ONE-STEP ACADEMIC PROGRAM PROPOSAL

We envision the program to form the foundational core of what will become the state's public arts conservatory, serving as the educational piece of a larger economic development initiative aimed at creating and sustaining a permanent entertainment industry in Georgia.

4.) Mission Fit and Disciplinary Trends: Description of the program's fit with the institutional mission and nationally accepted trends in the discipline (explain in narrative form). If the program is outside of the scope of the institutional mission and sector, provide the compelling rationale for submission.

We see this MFA program functioning in a way that is groundbreaking, featuring close working relationships among The Georgia Film Academy, Pinewood Atlanta Studios, industry professionals, industry trade unions, and a cross-disciplinary core of expert faculty from the Grady College of Journalism and Mass Communication and the Franklin College of Arts and Sciences at the University of Georgia, the state's flagship higher education institution.
This initial program would train students across the range of work in the industry, with emphasis on applied skills in demand in the film and television production sector. We envision a 62-credit-hour, six-semester program over two years, including summers.

The first year would be based primarily in Athens where students would take 32 credits of course work learning fundamentals of storytelling, film production, and film history and criticism. In the second year students will take 30 credits of course work. They will study, work, and live in residence at <u>Pinewood Forest</u>, adjacent to Pinewood Atlanta Studios. During their Pinewood Forest residency, production students will engage in capstone experiences and professional internships on Pinewood client productions provided and managed by The Georgia Film Academy. Meanwhile, some students in the writing program will work in observership either at Pinewood or at another production location in Northeast Georgia.

In addition, during their Pinewood Forest residency, students will participate in the professional production of their work, facilitated by the Georgia Film Academy and using the Academy's $9.5 million of production resources, including a 16,000-square-foot sound stage, state-of-the-art mill and workshop, production offices, fleet of trucks, post production suites, and a full range production equipment. The program will feature a competitive process where each year one or two student-created feature-length film projects will be produced in collaboration with industry professionals.

The University of Georgia is uniquely positioned to recruit high-caliber MFA students requisite for the creation of above-the-line professionals. As one of Georgia's flagship institutions, UGA is already has a good foundation with which to build this program with faculty expertise in film production and screenwriting in the Department of Theatre and Film Studies and the Department of Entertainment and Media Studies.

5.) Description and Objectives: Program description and objectives (explain in narrative form).

ONE-STEP ACADEMIC PROGRAM PROPOSAL

In early 2015, the USG Film Alliance Task Force issued the *Georgia Film and Television Industry Workforce Education Study* for the Board of Regents. That study argues that the entertainment industry faces challenges in locating adequate numbers of trained employees. The report's Executive Summary mentions several factors that justify UGA's expansion of academic and experiential opportunities for our students:

"Half of industry professionals report having difficulty staffing a production in Georgia. The most common reasons given for not hiring locally were available crew lacks experience and experienced crews were often not available."

"In order to innovate or create businesses in this space, students should learn the media industry workflow, intellectual property law, business models, as well as skills in technology and production."

The new MFA Degree program in Film, Television and Digital Media will prepare a new generation of graduate students with experience in contemporary production practices, specifically in producing, writing, directing, and management, as well as in the burgeoning digital media fields. They will generate content across multiple platforms, as well as find creative and management positions within this changing media landscape. Importantly, these new degrees bridge the strengths in faculty, facilities, and coursework from both Grady College and the Franklin College of Arts and Sciences.

6.)   Need: Description of the justification of need for the program. (Explain in narrative form why the program is required to expand curricular academic offerings at the institution, the data to provide graduates for the workforce, and/or the data in response to specific agency and/or corporation requests in the local or regional area.)

In order to guarantee that Georgia continues to be a dynamic home to the best in film, media and dramatic production, the state needs a program that will train writers, directors, producers, cinematographers, production designers, editors and other key personnel to a world-class standard. The proposed MFA program at the University of Georgia, the state's flagship institution, is designed to meet that critical need. This program is a natural and necessary next step in ensuring that Georgia becomes a self-sustaining, vital and admired production center for film, television, digital and dramatic production.

Students who graduate with the MFA degree from the University of Georgia will be encouraged to remain in Georgia to pursue their careers, building a critical mass of creative talent capable of taking advantage of all Georgia has to offer in terms of industry infrastructure, diverse locations, tax and government incentives and a friendly population eager to participate in this exciting business.

7.)   Demand: Description of how the program demonstrates demand. (Explain in narrative form the data that supports demand for the program from existing and potential students and requests from regional industries.)

According to an August 2017 feasibility study conducted by Hanover Research, student interest in master's degrees in film production is increasing at 3.7 percent annually. They note that the degree completions are primarily clustered in two states: New York and California. This makes

sense given that these two states are in the top three states for film production. Given that Georgia is now the third most active film production state in the U.S., a master's program on par with those at UCLA, USC and NYU is fitting. The report concludes that if underlying interest exists, UGA can capture student interest with limited competition. The report did note that enrollment in regional programs has been flat when numbers from Full Sale's program is taken out of the totals. We believe that our program will attract a significant number of students regionally and nationally for at least three reasons. First, our proposed program is a two-year program and the primary competitor (SCAD) in the region offers a three-year program. We believe this streamlined program will be more attractive to significant numbers of potential students. Second, our program will charge the standard UGA graduate in-state tuition rate of $363 per credit hour, the yearly tuition and fees would total approximately $16,000 per year; $40,000 per year for out-of-state students. SCAD tuition and fees total $36,765 annually. Their total program tuition and fees total $110,295. This is approximately $78,000 more than our proposed program which would total approximately $32,000 for in-state-students, and around $30,000 more than out-of-state students would pay in our proposed program.

8.)   Duplication: Description of how the program does not present duplication of existing academic offerings in the geographic area and within the system as a whole. If similar programs exist, indicate why these existing programs are not sufficient to address need and demand in the state/institution's service region and how the proposed program is demonstrably different.

Within the USG system, there are a number of programs that include some film, television and new media production components. As the Board of Regents Advisory Committee on Communication stated in their Fall 2014 "Summary of Film, TV & Media Production Assets," "USG Programs in media production are thriving, although they are not able to fully meet the demands arising from student interest or industry needs." Thus, there is a compelling need for all USG programs to expand their course and degree offerings. The Board of Regents has agreed to "fast track" all new initiatives for the teaching of film and television content, especially if they contain some practical production training. Rather than protecting individual USG programs from duplication or competition, the Regents and the various USG media programs have agreed to expand together, cooperating and sharing resources where possible. Moreover, there is currently no other USG graduate MFA program in Film and Media Production. Only the private Savannah College of Art and Design offers an MFA in Film and Television.
The closest USG programs to the major degrees proposed here would be Georgia State University's Masters of Arts degree in Film, Video, and Digital Imaging – which would provide complimentary education to the new professional training programs envisioned. This UGA initiative will not duplicate or conflict with any other USG program, rather it will help strengthen the joint Georgia Film and Television Industry Workforce Education initiative launched by the Board of Regents.

The University of Georgia is uniquely positioned to recruit high-caliber MFA students requisite for the creation of above-the-line professionals. The Grady College of Journalism and Mass Communication and the Franklin College of Arts and Sciences Department of Theatre and Film Studies and are both highly ranked and both units currently possess strong faculty expertise in film writing and production. With the addition of just four additional faculty members we will be able to launch a highly competitive program.

9.) Collaboration: Is the program in collaboration with another USG Institution, TCSG institution, private college or university, or other entity?

Yes _x_ or   No ____ (place an X beside one)

If yes, list the institution below and include a letter of support from the collaborating institution's leadership (i.e., President or Vice President for Academic Affairs) for the proposed academic program in the appendix.

We see this MFA program functioning in a way that is groundbreaking, featuring close working relationships among The Georgia Film Academy, Pinewood Atlanta Studios, industry professionals, industry trade unions, and a cross-disciplinary core of expert faculty from the Grady College of Journalism and Mass Communication and the Franklin College of Arts and Sciences at the University of Georgia, the state's flagship higher education institution.
This initial program would train students across the range of work in the industry, with emphasis on applied skills in demand in the film and television production sector. We envision a 60-credit-hour, six-semester program over two years, including summers.

During the second year, students in all specializations will study, work, and live in residence at Pinewood Forest, adjacent to Pinewood Atlanta Studios. During their Pinewood Forest residency, writing and production students will engage in capstone experiences and professional internships on Pinewood client productions provided and managed by The Georgia Film Academy.

In addition, during their Pinewood Forest residency, students will participate in the professional production of their work, facilitated by the Georgia Film Academy and using the Academy's $9.5 million of production resources, including a 16,000-square-foot sound stage, state-of-the-art mill and workshop, production offices, fleet of trucks, post production suites, and a full range production equipment. The program will feature a competitive process where each year one or two student-created feature-length film projects will be produced in collaboration with industry professionals.

The ultimate goal is to provide a steady flow of talent in all aspects of the film, television and digital media ecosystem, cementing Georgia's place in the industry and making our state an increasingly attractive place to learn, to create, and to stay.

10.) Admission Criteria:

Students will be required to have completed a bachelor's degree (equal to 120 semester credit hours) from an accredited institution. They must have a GPA of 3.0 or higher in their undergraduate studies. A panel of faculty members will judge samples of their written work and/or of their film or digital productions. Students must also provide supportive references from at least three former professors or work supervisors.

ONE-STEP ACADEMIC PROGRAM PROPOSAL

11.) Curriculum: (See the form below this series of questions and please complete.)

The curriculum will be designed to be intensive, innovative and flexible in order to model the rapidly changing nature of the entertainment industries, given the fast-paced digital eco-system and the coming on-line of ever-improving creative and distribution technologies. Following a conservatory structure buttressed by courses in history, theory and criticism, students will spend most of their time producing creative work under the leadership of master writers, directors, producers and craftsmen.

Each student will spend three semesters on the University of Georgia campus and three semesters at The Georgia Film Academy campus/studio at Pinewood in Fayetteville to take advantage of the dynamic creative environments that exist at those two world class institutions. Engagement with working professionals, creative artists and thought leaders who regularly work at Pinewood will be an important and singular part of the curriculum.
While the curriculum will be fluid to take advantage of opportunities afforded at Pinewood and the Alliance, the program will also draw on knowledge and expertise of faculty at the Grady and Franklin colleges at the UGA campus in Athens. Listed below are some of the courses currently offered at Franklin and Grady that will be incorporated into the curriculum.

a.) Specify whether the proposed program required full-time study only, part-time study only, or can be completed either full-time or part-time.

This program requires full-time only study.

b.) Will the proposed program be offered online?

This program will be residential. There will likely be opportunities for students to interact with faculty and industry experts via synchronous video conference within courses at both locations, but all courses will meet and be delivered in person.

c.) List the entire course of study required to complete the academic program. Include the course prefixes, course numbers, course titles, and credit hour requirement for each course. Indicate the word "new" beside new courses. New courses are identified with ●.

Required Courses:
EMST 6000 Proseminar in Film, TV, Writing & Production (3 cr
EMST 6110 Writing for the Screen 1 (3 credits)
EMST 6010 Directing 1 (3 credits) ●
EMST 6040 Camera & Lighting 1 (4 credits) ●
EMST 6045 Post Production (4 credits) ●
EMST 6111 Writing for the Screen 2 (3 credits) ●+
EMST 6220 Producing for Film & Television (3 credits)
JRMC 7300 Thesis (3 credits, repeatable to 9 credits)
EMST 7400 Film & Television Practicum (3 credits) ●

Elective Courses:

EMST 6011 Directing 2 (3 credits) ●
EMST 6270 Audio Production (3 credits) ●
EMST 6041 Camera & Lighting 2 (3 credits) ●
EMST 6040 Industry Studies (3 credits)
EMST 7010 Directing 3 (3 credits) ●
EMST 7111 Writing for the Screen 4 (3 credits) ●
EMST 7045 Post Production 2 (3 credits) ●
EMST 7110 Writing for the Screen 3 (3 credits) ●
EMST 7220 Media Industry Internship (3-6 credits)
EMST 7260 Advanced Production (3 credits)
EMST 7270 Documentary Production (3 credits)
EMST 7400 Film & Television Practicum (3 credits) ●
FILM 7481 Topics in Cinema (3 credits)
FILM 7700 Internship in Film and Media (3 credits)
FILM 8200 Film History (3 credits)
FILM 8400 Film Theory & Criticism
JRMC 8050 Directed Readings-Independent Study (3 credits)
JRMC 6000 Special Topics (3 credits)
THEA 7325 Costume Design for Film and TV (3 credits)
THEA 7700 Art Direction for Film & TV (3 credits)

ONE-STEP ACADEMIC PROGRAM PROPOSAL

b)   Provide a sample program of study that includes the course prefixes, course numbers, and course titles and credit hour requirement for each course. Indicate the word "new" beside new courses.

MASTER OF FINE ARTS IN FILM, TELEVISION, AND DIGITAL MEDIA
Sample Program of Study
(2 Years; 62 Hours)

YEAR 1	**Semester 1 Fall (13 Credits)**
	Course Title
	EMST 6000 Proseminar in Film, TV, Writing & Production (3 credits) ●
	EMST 6110 Writing for the Screen 1 (3 credits)
	EMST 6010 Directing 1 (3 credits) ●
	EMST 6040 Camera & Lighting 1 (4 credits) ●
	Semester 2 Spring (13 Credits)
	Course Title
	EMST 6111 Writing for the Screen 2 (3 credits) ●
	EMST 6045 Post Production (4 credits) ●
	EMST 6220 Producing for Film & Television (3 credits) ●
	THEA 7700 Art Direction for Film & TV (3 credits)
	Semester 3 Summer(6 Credits)
	Course Title
	FILM 8200 Film History (3 credits)
	EMST 7400 Film & Television Practicum (3 credits) ●

	Semester 4 Fall (12 Credits)
	Course Title
	JRMC 7300 Thesis (3 credits)
	EMST 6111 Writing for the Screen 3 (3 credits) ●
	EMST 6011 Directing 2 (3 credits) ●
	FILM 7800 Advanced Production (3 credits)
YEAR 2	**Semester 5 Spring (12 Credits)**
	Course Title
	JRMC 7300 Thesis (3 credits)
	EMST 7111 Writing for the Screen 4 (3 credits) ●
	EMST 7010 Directing 3 (3 credits) ●
	THEA 7325 Costume Design for Film and TV (3 credits)
	Semester 6 Summer (6 Credits)
	Course Title
	JRMC 7300 Thesis (3 credits)
	FILM 7700 Internship in Film and Media (3 credits)

New courses are identified with ●.

ONE-STEP ACADEMIC PROGRAM PROPOSAL

c)   List and reference all course prerequisites for required and elective courses within the program. Include the course prefixes, numbers, titles, and credit hour requirements.

EMST 6111 Writing for the Screen 2 (3 credits); Prerequisite EMST 6110 Writing for the Screen (3 credits)

EMST 6011 Directing 2 (3 credits); Prerequisite EMST 6010 Directing (3 credits)

EMST 6041 Camera & Lighting 2 (3 credits); Prerequisite EMST 6040 Camera & Lighting 1 (4 credits)

EMST 7010 Directing 3 (3 credits); Prerequisite EMST 6010 Directing (3 credits), EMST 6011 Directing 2 (3 credits)

EMST 7110 Writing for the Screen 3 (3 credits); Prerequisites EMST 6110 Writing for the Screen (3 credits), EMST 6111 Writing for the Screen 2 (3 credits)

EMST 7111 Writing for the Screen 4 (3 credits); Prerequisites EMST 6110 Writing for the Screen (3 credits), EMST 6111 Writing for the Screen 2 (3 credits), EMST 7110 Writing for the Screen 3 (3 credits)

EMST 7045 Post Production 2 (3 credits); Prerequisite EMST 6045 Post Production (4 credits)

EMST 7260 Advanced Production (3 credits); Prerequisite EMST 6045 Post Production (4 credits)

d)   State the total number of credit hours required to complete the program, but do not include orientation, freshman year experience, physical education, or health and wellness courses per the Academic and Student Affairs Handbook, Section 2.3.1.

Students will be required to complete 62 credit hours to complete the MFA program.

   a) If this is a doctoral program, provide the names of four external reviewers of aspirational or comparative peer programs complete with name, title, institution, e-mail address, and telephone number. External reviewers must hold the rank of associate professor or higher in addition to other administrative titles.

   NA

   b) If internships, assistantships, or field experiences are required to complete the academic program, provide information documenting internship or field experience availability and how students will be assigned, supervised, and evaluated.

As part of its support for and partnership with the University of Georgia's new MFA in Film, Television, and Digital Media, the Georgia Film Academy will use its resources and industry relationships to help place students in this program into internships, apprenticeships, and unique capstone field experiences.

Since it began teaching for-credit internships two years ago, the GFA, through its Office of Workforce and Capstone, has place over 650 students into covered craft (professional union-approved) internships on sets and soundstages throughout the state. There is no other internship

or production workforce program anywhere in the world working at this kind of scope or that has had this kind of success.

Most students work in paid positions in actual craft departments and in production offices, gaining invaluable experiential learning as well as contacts, which often lead to immediate employment in Georgia's film industry upon graduation. From the record-breaking Marvel movies to "The Walking Dead," from "The Fast and Furious" franchises to "Stranger Things," GFA students have worked on over 100 major and independent feature films and internationally recognized television shows.

Along with making available these apprenticeship experiences, The Georgia Film Academy is committed to working with the leadership of its industry partners to attain special capstone and field experiences for UGA's MFA students, appropriate for the above-the-line content creation training needed to drive the creative sector of Georgia's entertainment industry. As it does with all its academic partners, the GFA will participate in tuition sharing for its work in this area.

Within the appendix, append the course catalog descriptions for new courses. Include the course prefixes, course numbers, course titles, and credit hour requirements.

1) **Waiver to Degree-Credit Hour (if applicable): State whether semester credit-hours exceed maximum limits for the academic program and provide a rationale.**
   NA

2) **Student Learning Outcomes:** Student Learning outcomes and other associated outcomes of the proposed program (provide a narrative explanation).

The new MFA Degree program in Film, Television and Digital Media will prepare a new generation of graduate students with experience in contemporary production practices, specifically in producing, writing, directing, and management, as well as in the burgeoning digital media fields. They will generate content across multiple platforms, as well as find creative and management positions within this changing media landscape. Specific learning outcomes include:

- Students will demonstrate knowledge of the conceptual foundations of film, television and digital entertainment industry.

- Students will demonstrate the ability to produce well written scripts.

- Students will demonstrate knowledge of the role of a producer in the industry.

- Students will demonstrate knowledge of the fundamentals of directing a film, television or digital program.

- Students will demonstrate competence in their area of specialization: writing, directing, producing, or pre- and post-production capture and editing.

ONE-STEP ACADEMIC PROGRAM PROPOSAL

3) **Assessment and Quality**: Describe institutional assessments throughout the program to ensure academic quality, viability, and productivity as this relates to post-approval enrollment monitoring, degree productivity, and comprehensive program review.

Assessment of the program will occur throughout the program, and data will be gathered from specific classes in both years 1 and 2, as well as from an end of program evaluation. Data will be evaluated from student performance on exams and from evaluations from professors and from industry professionals who will judge student work performance and finished product quality.

Program Objectives and Outcomes

A. Students will demonstrate knowledge of the conceptual foundations of film, television and digital entertainment industry. (2 indices)
   a. Threshold for success: at least 80% of students will earn an S.
      i. Data to be collected: Groups of three students will do a 30-minute panel discussion about the foundations of the industry. These will be live-streamed to Industry Professionals who will evaluate each student S/U on his/her understanding.
   b. Threshold for success: at least 80% of students earn the grade of B or higher on the analysis project
      i. Data to be collected. Each student is presented with a short film to analyze. The successful student will be able to analyze and critique the foundational elements of the film.

B. Students will demonstrate the ability to produce well written scripts. (2 indices)
   a. Threshold for success: at least 80% of students will earn the grade of B or higher on a screen-writing project
      i. Data to be collected: Each student will write a short script. This will go through peer evaluation with the others in the cohort. Final edit of the script will be evaluated by professor.
   b. Threshold for success: 100% of students will earn the grade of A- or higher on the rewrite of the script from above.
      i. Data to be collected: Comments from the professor will be synthesized by student to formulate a high-quality script.

C. Students will demonstrate knowledge of the role of a producer in the industry. (2 indices)
   a. Threshold for success: At least 80% of students will receive a grade of 80% or better on an exam that tests knowledge of producing in film, television, and digital media.
      i. Data to be collected: A course exam on producing.
   b. Threshold for success: 90% of students will earn an B or higher on a short film or other television or digital media project in which they served as producer.
      i. Data to be collected: Student performance will be judged on the instructor's evaluation of the quality of the program, instructor

observations of the student's performance as producer, and peer evaluations of the production crew of the program.

D. Students will demonstrate knowledge of the fundamentals of directing a film, television or digital program. (2 indices)
   a. Threshold for success: At least 80% of students will receive a grade of 80% or higher on an examine testing the student's knowledge of directing.
      i. Data to be collected: A final course exam testing the student's comprehension of the director's role.

   b. Threshold for success: At least 80% of students will receive a grade of B or higher on the directing practicum
      i. Data to be collected: Each student will work with the undergraduate acting class to direct a two-minute promo for a campus production. The instructor will grade the student's performance as a director.

E. Students will demonstrate competence in their area of specialization: writing, directing, producing, or pre- and post-production capture and editing. (2 indices)
   a. Threshold for success: 100% of students will receive an S on specialized project
      i. Data to be collected: Each student will be involved in a capstone project within his/her area of specialization. Product will be evaluated by an Industry Professional.
   b. Threshold for success: 100% of students receive an S from the mini-internship
      i. Data to be collected: Each student will spend one week intensely working as an assistant /intern to an industry professional, and that professional and the student's faculty advisor will grade their performance.

4) **Accreditation:** Describe disciplinary accreditation requirements associated with the program (if applicable, otherwise indicate NA).
NA

5) **Enrollment Projections:** Provide projected enrollments for the program specifically during the initial years of implementation.
   a) Will enrollments be cohort-based? Yes__x__ or No_____ (place an X beside one)

   b) Explain the rationale used to determine enrollment projections.

Enrollment projections were arrived at by what we felt was realistic in terms of both the number of students attracted to the program and the number of students we could effectively serve with the faculty and resources that will be available. We believe that the number of applicants will be well over the projected numbers we have listed here. We anticipate that program acceptance will be very competitive and this will provide the program with a promising and talented student cohort each year.

c) While we may attract larger numbers than reflected here, our conservative estimate for enrollment growth over the first five years are as follows:

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
MFA 1st Year Students	12	18	24	30	40
MFA 2nd Year Students		12	18	24	30
Total Enrollment	12	30	42	54	70

	First FY	Second FY	Third FY	Fourth FY
I. ENROLLMENT PROJECTIONS				
Student Majors				
Shifted from other programs	0			
New to the institution	12	18	24	30
Total Majors	12	30	42	54
Course Sections Satisfying Program Requirements				
Previously existing	16	---	---	---
New	13	---	---	---
Total Program Course Sections	29	---	---	---
Credit Hours Generated by Those Courses				
Existing enrollments	0	12	18	24
New enrollments	12	18	24	30
Total Credit Hours	384	936	1308	1680

16) Faculty
a) Provide the total number of faculty members that will support this program: _18__

b) Provide an inventory of faculty members directly involved with the administration and instruction of the program. Annotate in parentheses the person who holds the role of department chair. For each faculty member listed, provide the information below in tabular form. Indicate whether any positions listed are projected new hires and currently vacant.   (Multiple rows can be added to the table.) *Note: The table below is similar to the SACS-COC faculty roster form.*

ONE-STEP ACADEMIC PROGRAM PROPOSAL

Associate Dean Jeff Springston will be the primary administrator over the operation of the program, and Associate Dean Jean Martin-Williams will assist. (Dr. Springston will work with Dr. David Saltz, department head of Theatre and Film Studies and Dr. James Hamilton, department head of Entertainment and Media Studies to determine scheduling and specific faculty teaching assignments from each department).

Faculty Name	Rank F=Full Time	Courses Taught and Semesters Taught. Time	Degrees	Current Workload	Other Qualifications
Franklin College					
Antje Ascheid	Associate Professor F	FILM7481 Topics in Cinema (spring, fall)	PhD	4 courses per year	Active Industry Experience
		FILM 7700 Internship in Film and Media (summer)			
Mike Hussey	Associate Professor F	THEA5810 Comp Animation Dram Media (fall)	MFA	4 courses per year	Active Industry Experience
Ivan Ingermann	Associate Professor F	FILM 7800 Advanced Film Production. F	MFA	4 courses per year	Active Industry Experience
Ivan Ingermann	Associate Professor F	FILM 7800 Advanced Film Production	MFA	4 courses per year	Active Industry Experience
Rielle Navitski	Assistant Professor F	FILM7481 Topics in Cinema (spring)	PhD	4 courses per year	
		FILM 6260 History of Cinema II (fall)			
Richard Neupert	Professor F	FILM 8200 Film History (fall, spring)	PhD	3 courses a year	
		FILM 8400 Film Theory & Criticism (fall)			
Julie Ray	Associate Professor F	THEA7700 Art Direction for Film & TV (fall)	MFA	4 courses per year	Active Industry Experience
		THEA 7325 Costume Design (spring)			
Christopher Sieving	Associate Professor F	FILM7481 Topics in Cinema (fall)	PhD	4 courses per year	
TBD 2019	New Clinical Professor F			6 courses per year	
TBD 2020	New Clinical Professor F			6 courses per year	
Grady College					
James Biddle	Senior Lecturer F	EMST 7260 Advanced Production (spring)	MA	6 courses per year	Active Industry Experience
Kate Fortmueller	Assistant Professor F	EMST 6040 Industry Studies (spring)	PhD	4 courses per year	
Anne Gilbert	Assistant Professor F	EMST 6040 Industry Studies (fall)	PhD	4 courses per year	
Nate Kohn	Professor F	EMST 6110 Writing for the Screen (fall)	PhD	3 courses a year	Active Industry Experience
Booker T. Matison	Assistant Professor F	EMST 6220 Producing for Film & Television (spring)	MFA	4 courses per year	Active Industry Experience
Jeff Springston	Professor F	EMST 6040 International Film Markets (summer)	PhD	1 course per year	Will administer the program.
TBD 2019	New Clinical Professor F			6 courses per year	
TBD 2020	New Clinical Professor F			6 courses per year	

c) Explain how faculty workloads will be impacted by the proposed new program.

   Current faculty will maintain their existing course load. Over half of the available courses in the proposed program already exist and current faculty will continue to teach those courses as they have.

d) Explain whether additional faculty will be needed to establish and implement the program. Describe the institutional plan for recruiting additional faculty members in terms of required qualifications, financial preparations, timetable for adding faculty, and

whether resources were shifted from other academic units, programs, or derived from other sources.

Two new clinical faculty members will be hired in year one and again in year two. Two of the lines will reside in the Franklin College and two in the Grady College. Faculty hired in year one will be based in Athens and will work with the first-year students. Those hired in the second year will be based primarily in Fayetteville and will work with second-year students at the Pinewood Studios facilities. These faculty members will be recruited from the rich talent of industry professionals in Georgia and beyond. The two colleges will begin a search in spring 2019 once the program receives Board of Regents approval. These clinical professors will be people with appropriate advanced degrees (e.g., MFA) and with strong industry experience in the areas of screenwriting, directing, producing, and pre- and post-production, with premium consideration given to those with teaching experience. Given that these individuals will be coming industry, we are confident that we can conduct and complete our search in a shorter timetable than is typical for a research-line, tenure track professor. These lines will be supported by funding supplied to both colleges from UGA upper administration.

17) Fiscal and Estimated Budget
a) Describe the resources that will be used specifically for the program.

b) Budget Instructions: Complete the form further below and **provide a narrative to address each of the following**:

c) For Expenditures:
   i. Provide a description of institutional resources that will be required for the program (e.g., personnel, library, equipment, laboratories, supplies, and capital expenditures at program start-up and recurring).
   ii. If the program involves reassigning existing faculty and/or staff, include the specific costs/expenses associated with reassigning faculty and staff to support the program (e.g., cost of part-time faculty to cover courses currently being taught by faculty being reassigned to the new program, or portion of full-time faculty workload and salary allocated to the program).
d) For Revenue:
   i. If using existing funds, provide a specific and detailed plan indicating the following three items: source of existing funds being reallocated; how the existing resources will be reallocated to specific costs for the new program; and the impact the redirection will have on units that lose funding.
   ii. Explain how the new tuition amounts are calculated.
   iii. Explain the nature of any student fees listed (course fees, lab fees, program fees, etc.). Exclude student mandatory fees (i.e., activity, health, athletic, etc.).
   iv. If revenues from Other Grants are included, please identify each grant and indicate if it has been awarded.

       v. If Other Revenue is included, identify the source(s) of this revenue and the amount of each source.

e) When Grand Total Revenue is not equal to Grand Total Costs:

       i. Explain how the institution will make up the shortfall. If reallocated funds are the primary tools being used to cover deficits, what is the plan to reduce the need for the program to rely on these funds to sustain the program?

      ii. If the projected enrollment is not realized, provide an explanation for how the institution will cover the shortfall.

ONE-STEP ACADEMIC PROGRAM PROPOSAL

I. EXPENDITURES	First FY Dollars	Second FY Dollars	Third FY Dollars	Fourth FY Dollars
Personnel – reassigned or existing positions				
Faculty **(see 15.a.ii)**				
Part-time Faculty **(see 15 a.ii)**				
Graduate Assistants **(see 15 a.ii)**				
Administrators **(see 15 a.ii)**				
Support Staff **(see 15 a.ii)**				
Fringe Benefits				
Other Personnel Costs				
Total Existing Personnel Costs				

EXPENDITURES (Continued)				
Personnel – new positions (see 15 a.i)				
Faculty				
Part-time Faculty				
Graduate Assistants				
Administrators				
Support Staff				
Fringe Benefits				
Other personnel costs				
Total New Personnel Costs				
Start-up Costs (one-time expenses) (see 15 a.i)				
Library/learning resources				
Equipment				
Other				
Physical Facilities: construction or renovation (see section on Facilities)				
Total One-time Costs				
Operating Costs (recurring costs – base budget) (see 15 a.i)				
Supplies/Expenses				
Travel				
Equipment				
Library/learning resources				
Other				
Total Recurring Costs				
GRAND TOTAL COSTS				
III. REVENUE SOURCES				
Source of Funds				

ONE-STEP ACADEMIC PROGRAM PROPOSAL

Reallocation of existing funds **(see 15 b.i)**				
New student workload				
New Tuition **(see 15 b.ii)**				
Federal funds				
Other grants **(see 15 b.iv)**				
Student fees **(see 15 b.iii)** Exclude mandatory fees (i.e., activity, health, athletic, etc.).				
Other **(see 15 b.v)** New state allocation requested for budget hearing				
GRAND TOTAL REVENUES				
Nature of Revenues				
Recurring/Permanent Funds				
One-time funds				
Projected Surplus/Deficit (Grand Total Revenue – Grand Total Costs) (see 15 c.i. & c.ii).				

ONE-STEP ACADEMIC PROGRAM PROPOSAL

18) Facilities/Space Utilization for New Academic Program Information
Facilities Information — Please Complete the table below.

			Total GSF
a.	**Indicate the floor area required for the program in gross square feet (gsf). When addressing space needs, please take into account the projected enrollment growth in the program over the next 10 years.**		
b.	**Indicate if the new program will require new space or use existing space. (Place an "x" beside the appropriate selection.)**		
	Type of Space		**Comments**
i.	Construction of new space is required (x).-→		
ii.	Existing space will require modification (x). →		
iii.	If new construction or renovation of existing space is anticipated, provide the justification for the need.		
iv.	Are there any accreditation standards or guidelines that will impact facilities/space needs in the future? If so, please describe the projected impact.		
v.	Will this program cause any impact on the campus infrastructure, such as parking, power, HVAC, other? If yes, indicate the nature of the impact, estimated cost, and source of funding.		
vi.	Indicate whether existing space will be used.		
c.	**If new space is anticipated, provide information in the spaces below for each category listed:**		
i.	Provide the estimated construction cost.		
ii.	Provide the estimated total project budget cost.		
iii.	Specify the proposed funding source.		
iv.	What is the availability of funds?		
v.	When will the construction be completed and ready for occupancy? (Indicate semester and year).		
vi.	How will the construction be funded for the new space/facility?		
vii.	Indicate the status of the Project Concept Proposal submitted for consideration of project authorization to the Office of Facilities at the BOR. Has the project been authorized by the BOR or appropriate approving authority?		

ONE-STEP ACADEMIC PROGRAM PROPOSAL

d.	**If existing space will be used, provide information in the space below.**		
	Provide the building name(s) and floor(s) that will house or support the program. Indicate the campus, if this is part of a multi-campus institution and not physically located on the main campus. Please do not simply list all possible space that could be used for the program. We are interested in the actual space that will be used for the program and its availability for use.		

e.	**List the specific type(s) and number of spaces that will be utilized (e.g. classrooms, labs, offices, etc.)**		

i.	**No. of Spaces**	**Type of Space**	**Number of Seats**	**Assignable Square Feet (ASF)**
		Classrooms		
		Labs (dry)		
		Labs (wet)		
		Meeting/Seminar Rooms		
		Offices		
		Other (specify)		
Total Assignable Square Feet (ASF)				

ii.	If the program will be housed at a temporary location, please provide the information above for both the temporary space and the permanent space. Include a time frame for having the program in its permanent location.

Chief Business Officer or Chief Facilities Officer Name & Title	**Phone No.**	**Email Address**
	Signature	

Note: A Program Manager from the Office of Facilities at the System Office may contact you with further questions separate from the review of the new academic program.

One-Step Academic Program Proposal/Approval Form
RACAA Review July 16; Adopted August 30; Finalized October 3, 2016, USG System Office, MVMM

Page 22 of 23

ONE-STEP ACADEMIC PROGRAM PROPOSAL

APPENDIX

Use this section to include letters of support, curriculum course descriptions, and recent rulings by accrediting bodies attesting to degree level changes for specific disciplines, and other information.