

**University of Windsor  
Program Development Committee**

5.1: **Joint MFA in Film Production– New Program Proposal**

Item for: **Approval**

**MOTION:** That the Joint MFA in Film Production be forwarded to OCGS.

**Rationale/Approvals:**

- This proposal has been approved by Communication, Media and Film and Visual Arts Departmental Councils (April 2010), the Faculty of Arts and Social Sciences Coordinating Council (May 6, 2010) and the Faculty of Graduate Studies Council (May 17, 2010).
- The Provost met with the Dean of FASS and the Department Heads from Communication Media and Film and Visual Arts on December 3, 2010 and approved the new program proposal
- Provost's comments: *"I think this is a program that would allow some strong and active faculty the opportunity to introduce an academically worthwhile program. That could benefit the university in a number of ways. In our current context, the principal issues I see are issues about resources. A number of uncertainties will have to be resolved before we have a clearer picture of the university budget even in the short term, but I would make two observations. First, that there is very little possibility of a new tenure track position to support this program. The current deficit in FASS is approximately \$2.5 million. Until we make progress in reducing this deficit, a full-time position will not be possible. That said, the other resource requirements the program demands (sessional stipends, GAs) are relatively modest. They would have to be handled within the FASS budget, something which can be done so long as FASS decides that they wish to allocate their resources this way. In the long term, of course hope that we can make progress in getting all faculty budgets under control, and that this will eventually make new positions in new are as possible. But the reality is that this is unlikely to happen in the short term."*
- See attached.

## PART A: Basic Program Information

<b>FACULTY:</b>	FASS
<b>AAU:</b>	Communication, Media and Film & Visual Arts
<b>Program Title:</b>	Joint MFA in Film Production
<b>Name of Program as it Will Appear on the Diploma (e.g., Bachelor of Arts Honours Psychology)</b> <i>[Please note that, for general degrees, the discipline is not included on diplomas.]</i>	Communication, Media, Film and Visual Arts
<b>Proposed Year of Offering [Fall 20xx]:</b>	Fall 2011
<b>Mode of Study:</b>	Course-based program
<b>Planned Student Enrolment:</b>	20 FTE
<b>Normal Duration for Completion:</b>	Two years full-time

### B. Overall Program Plan

#### 1. Abstract/Summary of Proposal

*Please provide a brief statement about the direction, relevance, and importance of the new or revised program.*

The proposed joint MFA in Film Production offered jointly by the Departments of Communication, Media and Film (CMF) and Visual Arts (VA) is a terminal two- year degree requiring course-work in theory, production, and the production of a film to fulfil the thesis requirement. Students will be required to complete four courses and a thesis proposal in the first year. In the second year students will produce a film as part of fulfilling the thesis requirement. The completed thesis, a film, will be defended orally and publicly before a thesis panel in the final adjudication of the MFA candidate.

The primary aim is to bring the first MFA in Film Production, in high demand, to regionally underserved southwest Ontario. Graduating Communication, Media, and Film and Visual Arts students will no longer have to leave the region for the Greater Toronto Area where such programs are concentrated but still do not meet the province's high demand. (Anecdotal information is that York receives between 200-300 applications for 12 seats). Additionally, the program will draw select students trained in media art from the Windsor-Detroit area Universities and Community Colleges, such as Henry Ford, Oakland and Macomb Community Colleges in southwest Michigan and St. Clair Community College in Windsor. A notable advantage of the program is that it will allow students in the Tri-county area to earn their MFA without having to leave the area.

The value of this proposed MFA will be its interdisciplinary nature, bringing together the related and rich scholarly traditions of Visual Arts and Film/Media studies, which students can draw from to produce their own film in order to fulfil the thesis requirement. This film, essential to building a portfolio, is crucial to graduating students' future employment prospects.

Students will be able to choose one theory course from Visual Arts or Communication, Media and Film. In addition, they will take a year-long course/workshop culminating in a film proposal, which will be the basis for production in their second year. The faculty in CMF and VA offer a range of studio and theory courses that students can draw upon to prepare for and support their film production. They may work within the tradition of either discipline, or create a hybrid production based on the cross-fertilization of ideas built on exposure to both disciplinary practices.

Students will be required to take one of three theory courses offered in CMF and VA and three hands-on production courses to complete four courses in the first two semesters.

As a terminal degree in the field of film production, completing a film as fulfilment of the thesis requirement is crucial to evaluating the student's progress. Students will be required to complete pre-production work by the end

of their first year alongside course-work and move into production in the second year of the program. Student recruitment therefore will be carefully monitored to include students with strong production skills as reflected in an undergraduate level film portfolio, and a clear vision of their MFA thesis, which they will refine over a year of rigorous coursework.

The proposed degree will open career paths in the burgeoning film production business in the Windsor-Detroit area, the well-established post-production houses in the GTA, the “Hollywood north,” as well as the international market.

## 2. Academic Goal

*What is the overall aim of the proposed new program/program change? What will the new program/program change accomplish?*

The academic goal of the proposed Joint MFA is similar to those of Communication, Media, and Film and Visual Arts, which is to familiarize students with the critical intellectual traditions in the field of visual culture and filmmaking practices. Students will further develop their knowledge of classical conventions in filmmaking practices, learn about practices within different movements that challenged these conventions, investigate the function of art and its role in social intervention, the structure of film language, as well as attempts to expand the language by exploring film as a medium and system of representation.

Students already trained in the basics of filmmaking will further develop their skills in all aspects of filmmaking, pre-production planning, budget planning, concept development, screenwriting and screen adaptations; production related directing, cinematography, set design, sound design and lighting; and post-production editing and special effects. The program will expose students to narrative, non-narrative and experimental filmmaking traditions and encourage them to organize films based on experimenting with formal aspects of the moving image in relation to sound, lighting, colour, composition, and the organization of space and time.

Students will choose from theory courses that offer an overview of theoretical issues in visual culture, media representation and reception, and film theory and criticism. The first course, the Contemporary Issues Seminar, is a one-semester forum to explore ideas and establish research methods that yield a specific and unique set of concerns relevant to students’ studio practice. Contemporary cultural concepts are traced through a range of media (theory, film, fiction, art) with an emphasis on development of a major research archive that enables students to juxtapose ideas rather than solely attain proficient knowledge of particular theorists and theories. Working knowledge of postmodern critical theory is an important part of this seminar and students will be evaluated on their reflections on application of theory as well as their ability to establish conceptual links between varied types of theory and practices. The second course, Media Representation and Reception, is designed to offer students a critical examination of a range of theoretical approaches to representation and reception in media and communication studies. The course traces major schools and paradigms that have influenced the study of communication and media, providing insight into the enormous heterogeneity of media studies that have been produced through to today, with a focus on theories of signifying practices, publics and politics of identity, media reception and influence, and media technologies. The third course, Film Theory and Criticism, offers an overview of debates in film theory that in the footsteps of Saussure’s linguistic theory conceptualized cinema as a language, a signifying system representing reality. It will track the challenges to this approach, its claims to the production of cinematic meaning that arose from understanding the role of the spectator (reception) and the film industry (institutional practice) in mediating film form, predominantly an aspect of mass culture.

The remaining courses focus on hands-on production work. A year-long workshop-style course, Media Production and Design I & II, will culminate in students completing pre-production work and defending a thesis proposal, leaving them to dedicate the second year of the program to completing production and post-production. An additional Advanced Studio Course in the winter semester will help students gear themselves towards working through production concepts they will apply to their individual thesis proposals. In production courses students will experiment with various elements of visual form, composition, framing, lighting, and colour, in relation to sound, and the range of available editing strategies that organize space and time in film. Students will focus on continuity and non-continuity narratives.

The program provides talented students with basic knowledge about studio art and filmmaking skills, and the opportunity to make their own film. This will enable them to build a portfolio, which is crucial for students entering the film industry or becoming independent filmmakers seeking financial backing. Throughout film history and more

intensely in recent decades, innovatively made, technically proficient, and economically produced films have been the driving force behind the independent film sector and mainstream film and broadcast industry. Film festivals showcasing work of recent MFA graduates are the recruiting ground for film production and post-production houses. This MFA program will attract our own students but also students from in and around the region extending from Detroit to Toronto, as well as international students. Recently our undergraduate students have been gaining visibility by showcasing their films in regional festival and winning awards. Such an interface with other regional and international artists is critical to students' intellectual and artistic development and will be an ongoing aspect of the curriculum.

The academic goal of the Joint MFA program is to produce artists/filmmakers who are self-critical and culturally aware, and are capable of engaging in the contemporary art/film/media world independently and self-reliantly both in terms of technical abilities and expanding professional opportunities encountered beyond the university context. The work of the graduate students will encompass a broad range of practices, aesthetic issues, personal concerns and technical means as they relate to film production. Our program will typically attract a select group of students who pursue studio work that dissolves the boundaries of traditional areas of specialization.

### **3. Program Name and Degree Designation**

*Are the proposed program name and degree designation appropriate to program content and consistent with current usage in the discipline? Explain.*

The MFA in Film Production is a Joint Communication, Media, Film and Visual Arts Degree. The course work emphasizes preparation in production related courses. Students can choose from theory courses in CMF and VA, which will inevitably inform student film production and together these will fulfil the program's 24 graduate credit requirements.

Students will situate their filmmaking practices within the traditions and challenges arising from relating form and content in art in general and film/media in particular. The program will build awareness that art work, specifically film, is culturally, politically, historically and economically bound.

The course offerings and choices are consistent with practices at other MFA granting institutions in Ontario (e.g., Ryerson and York) and across Canada (e.g., Concordia).

## **RELATIONSHIP OF GOALS AND OBJECTIVES TO UNIVERSITY AND OTHER PRIORITIES**

### **4. Area/Department's Goals and Objectives**

*How does the proposed new program/program change fit with the area/department's overall goals and objectives?*

The Joint MFA Program meets the demand, a "need", our undergraduates have strongly articulated in the course of running the MA in Communication and Social Justice and MFA in Visual Arts. It creatively combines the intellectual and physical resources of two programs within the Faculty of Arts and Social Science. Forging such interdisciplinary partnerships has been a long-standing objective at the University. The partnership has already offered a joint major to undergraduates in CMF and VA that has proved to be a popular choice and serving our undergraduates' needs well. We hope now to develop a synergy through the creative output of MFA students pursuing a terminal degree in film production.

### **5. Faculty Five-Year Plan**

*How does the proposed new program/program change fit with the Faculty's overall goals and objectives as defined in its Five-Year Plan?*

Overall the Joint MFA fulfils the objectives laid out in FASS 2012: The Windsor Advantage (2006). It specifically corresponds to goals 1 and 2 of the Mission Statement: the culture of enquiry and increased enrolments. The Joint MFA will be an avenue to provide enrolment levels that will ensure financial stability and it will address the increasing demand for film production programs in south-western Ontario, thereby responding to student "interests and needs"; further it will "expand upon multi- and interdisciplinary programming" (p.2)

Secondly the Joint MFA will also address the FASS 2012 priority of creating a learning-centred university. Film production is an intensive process that requires significant faculty input and collaborative student work; the film

production and review processes contribute significantly to learning-centred environments that the University seeks to encourage.

The new program will also address many of the objectives outlined in the FASS 2012 plan: specifically objectives 3.4, 6.2, and 9.0. This five-year plan emphasizes the importance of research culture within FASS, which will come through “increasing faculty access to graduate students” (3.4, p.8). The Joint MFA will fulfil this objective through bringing the top creative students to Windsor to pursue film production in an area that has access to U.S. markets, a comparative advantage that this program would offer over schools based in other parts of Canada. This would allow faculty in Communication, Media and Film and Visual Arts to better utilize their skills in digital media production, as student projects would be more conceptually and technically sophisticated than they are at the undergraduate level.

Objective 6.2 (doubling graduate enrolments from 2004 levels, new initiatives that build on cross-disciplinary potential and advantageous location relative to Michigan Universities) is addressed directly through a program like the Joint MFA which will utilize graduate faculty in Communication, Media and Film and Visual Arts and advertise the program to Canadian students wishing to study in Canada, while maintaining the potential to observe, firsthand, a developing film industry in the greater Detroit region.

The existing graduate programs in Visual Arts (MFA) and Communication Studies (MA) will not be served well by doubling enrolments in the existing programs, as this would eventually dilute the quality of these programs. Initiating a new joint MFA will attract students wishing to specialize in film and digital media production. These students tend to be focused differently than those pursuing MFA studio degrees or theoretical MA degrees in Communications. In this way we will be able to maintain the quality of students in the existing programs while attracting a strong cohort of new students in film and digital media.

Finally, the new Joint MFA program will increase the profile and reputation of the University in providing a cutting-edge, high-demand program in film and digital media. It will be the first to do so in the Southern Ontario region and will provide the University with added exposure to Toronto area undergraduate schools. Furthermore, it will be the only specialized program of its kind in the Detroit-Windsor region.

## **6. University Strategic Plan**

*How does the proposed new program/program change fit with the University's overall goals and objectives as defined in "To Greater Heights"?*

“To Greater Heights” generally provides for the expansion of graduate studies across disciplines in accordance with recent governmental initiatives. Both Federal and provincial governments have recognized the need for expanding graduate education by providing new and unique graduate programming in order to meet societal need and market demands. The recommendations of the Rae Report (2005) stress the pressing need in Ontario for more residents with graduate-level education in all areas. In light of these recommendations, the Ontario Ministry of Training, Colleges, and Universities has been actively promoting the development of new graduate programs in all disciplines throughout the province. Further, the federal government, while focussing most of its interest in post-secondary education on applied science and technology, has recently acknowledged the need within Canada for a new generation of policy formulators in the civil service. Multicultural and intercultural knowledge is acknowledged as an important asset in policy formulation. Graduates of our proposed Joint MFA will be well qualified to participate in this type of project.

With its emphasis on multi and interdisciplinary methodologies centred on learning and innovation, the proposed program offers a rich learning arena not only in the field of film and media production, but also for the more general professional skills that the Canadian Association of Graduate Studies has identified as central elements in graduate training, including leadership, communications skills, research management, critical and creative thinking, ethics–societal/civic responsibilities, as well as knowledge mobilization and knowledge translation.

Finally, the proposed program will address the international focus of “To Greater Heights” by cultivating an orientation that focuses on preparing graduates of all cultures and backgrounds to thrive in an international context of challenge, diversity and collaboration. Offered by faculty with diverse cultural backgrounds current undergraduate courses such as “Intercultural Communication”, “Communication, Globalization and Social Justice”, “International Communication Policy and Systems”, “Communication Perspectives and Aboriginal People, Race and Ethnicity” already reflect a learning culture that fosters an understanding of other realities, other values, and

other ways of looking at the world. Students will have excellent access to an array of faculty through course work, thesis committees, and as graduate teaching assistants.

## **DEMAND FOR THE NEW PROGRAM/PROGRAM CHANGE**

### **7.Student and Market Demand**

*What tools and methodology were used to conduct the market assessment?*

Windsor has a special regional advantage as it shares a border with Detroit and has a competitive edge over institutions in the area that do not offer any training in film production. We have the oldest Canadian undergraduate program in film production and are among the very few that still has a 16 mm film production course. We recently converted to digital video production and intend to upgrade to High Definition film production in the near future.

In determining market demand for the Joint MFA Film Production program, we relied upon website searches that listed, on the one hand, neighbouring film studios being opened and promoted by the Michigan Government in the Detroit area and, on the other hand, production training facilities, primarily Community College level institutions, such as Macomb and Oakland Community Colleges, granting diplomas in film production.

These institutions, at the Community College level, have initiated film training programs in response to the Michigan government's initiative to give tax breaks to film studios willing to relocate in this state and bring film production to the area. On the Canadian side of the border, regionally Ontario has two other related MFA programs: York (Film Production/Screenwriting) and Ryerson (Documentary Media). These programs are both in the GTA and only minimally serve south-western Ontario.

Consequently, many of our graduates have had to move north for further training at the Master's level, while the programs there turn away a large number of applicants due to the limited capacity inherent in film production programs. We expect to capitalize on our location, our history of longstanding film production, and our status as a University that combines liberal arts training with film production skills.

Windsor is witnessing a remarkable interest in film production and reception. The former represents the need for trained local personnel and job opportunities for our MFA graduates. A local studio and/or a post-production unit is expected to be launched in Windsor in the near future to capitalize on the special film production being promoted in the Detroit-Windsor area. Across the border, Michigan's aggressive efforts to attract film production have helped land new studios. For instance, Burbank, California-based Unity Studios has proposed to launch a \$146-million state-of-the-art production studio in Allen Park. Motown Motion Pictures, Detroit Center Studios, and Stardock Systems are expanding and investing around \$156 million dollars by the end of 2009.<sup>1</sup> The Windsor International Film Festival (WIFF) was awarded an Ontario Trillium Foundation grant and is supported by several local sponsors. Local film screenings have been selling to full houses and some films have returned for a second screening to accommodate the high demand. WIFF's 48-hour Flicker Fest competition showcased local production and many entries included CMF's student productions. Additionally, the International Experimental Film Festival is held each year in Windsor, bringing our students exposure to filmmakers from the world over that this festival draws. Our undergraduate student volunteers participate in this festival and we expect our MFA students will foster a network of alliances with local and regional films festivals and production houses.

#### **Student Body/ "Market"**

As a Joint MFA Program in Communication, Media, and Film and Visual Arts we expect to attract students interested in working for the film and broadcast industry, as well as aspiring independent filmmakers. As such the program will draw on our combined undergraduate students who currently have to relocate in the GTA to pursue an advanced film degree. The Program will also attract students from across the border in the U.S. and offer a competitive advantage in terms of educational value.

*Please provide quantitative evidence of student and market demand (e.g., responses/statistics from surveys, etc.).*

### **8.Current and Future Graduates**

<sup>1</sup> For more detailed information see <http://www.michiganfilmoffice.org>; Clint Eastwood in an interview following the release of *Gran Torino*, shot in Detroit, said, "Michigan will be the next film capitol of the world."

## **9. MA PROGRAM SURVEY Summer**

## **10. MA PROGRAM SURVEY Fall**

Sections 8-10 have not been addressed through a formal survey. In the surveys cited in other program proposals we found the low response rate undermines the purpose of the survey, which is to predict student demand for the proposed program. Faculty teaching in the Communication, Film and Media undergraduate program have relied on their experience of receiving persistent requests from graduating students to be admitted to the MA in Communication Studies in order to pursue their interest in filmmaking. We have found that program is not tailored to the needs of such students given the special requirements of intensive studio oriented production courses, necessary to foster high production values expected at the graduate level, and the significant time commitments required of individually conceptualized but collaboratively made films. Furthermore, students graduating with a combined major in Communication, Media and Film and Visual Arts have had to choose between an MA in Communication or Visual Arts. We hope this Joint Program will fill the pressing need for a program and eliminate the need to choose between Communication Film, and Media and Visual Arts.

## **11. Past Graduates of Communication Studies (MA) and Visual Arts (MFA)**

Past Graduates from both the MA in Communication Studies and the MFA in Visual Arts are successfully employed and active participants in their fields on a number of levels.

A significant number of students who have graduated from the Communication and Social Justice MA Program have gone on to enrol in further education at the Doctoral Level (17 students since 2002.) Others have gone on to teach overseas, work in government positions, the non-profit sector, and in the media production industry.

MFA graduate students from Visual Arts with their terminal degree status have gone on to teach at the post-secondary level in both full and part-time capacities (14 students since 2000.) More than almost 2/3 of all graduates continue to exhibit in professional art contexts after graduation. Other employment paths include arts administration (with galleries, and organizational/funding bodies), and some continue to pursue further education at the Doctoral level.

Future Graduates of the Joint MFA in Film Production can expect to be employed in a number of institutions that include: post-secondary education, continued studies at the Doctoral level, arts and media production (independent and industry based) as well as arts administration, and government positions.

## **12. Graduates from Arts and Humanities programs without a corresponding graduate program**

Students graduating from the University of Windsor and other universities in Ontario and Southern Michigan who have graduated or will graduate with an undergraduate degree from their respective universities without a corresponding available graduate program will regard the proposed Joint MFA as a viable option.

Without a corresponding graduate program in their discipline, graduates must either leave their geographic area in order to pursue a graduate education or they are forced to enter another discipline's graduate program. Normally, they cannot join a graduate program in another discipline without first completing the undergraduate program. Such difficulties narrow their choices in pursuing graduate education.

The chart below lists Ontario universities (and affiliated colleges, including OCAD) that offer Bachelor-level undergraduate degrees in areas comparable to, or that overlap significantly with, the programs offered by both Communication, Media and Film and Visual Arts. As digital media proliferate, an accompanying concern for digital humanities in general is gaining momentum. As a result, there is an increasing, and often confusing, range of programs offered between universities and colleges that combine or bridge studies in (fine) arts, art history, visual culture, film or cinema studies, cultural studies, communication studies, media studies, and interactive or multimedia, as well as areas of related interest including book or print culture, journalism, information sciences, and gaming. Drawing on existing expertise in Communication, Media and Film and Visual Arts, the proposed Joint MFA seeks to bridge many of these varied areas of teaching and research with an unambiguous focus on film production and time-based media.

The left-hand column lists, as comprehensively as possible, the full range of undergraduate degree programs offered in Ontario that overlap with program areas covered by CMF and VA. The right-hand column indicates

which programs offer a corresponding graduate degree. We note here that our survey of cognate graduate programs in Ontario indicates that our proposed Joint MFA is unique in the province.

<b>UNIVERSITIES</b>	<b>UNDERGRADUATE PROGRAMS</b>	<b>CORRESPONDING GRADUATE PROGRAMS</b>
Algoma	Fine Arts	no
Brock	Studies in Arts & Culture Communication, Popular Culture & Film Visual Arts Fine & Performing Arts Interactive Arts & Science Intercultural Studies (minor)	no MA - Popular Culture  no no no no
Carleton	Art History  Communications Studies  Film Studies   Journalism & Communication	MA - Art History: Art & Its Institutions MA / PhD - Communication MA - Film Studies PhD – Comparative Studies in Literature, Art & Culture: (incl. New Technologies and Visual Culture) MA - Journalism  no
Carleton-Algonquin	IT Interactive Multimedia & Design	
Guelph	Art History  Studio Art	MA - Art & Visual Culture MFA - Studio Art MFA - Creative Writing (incl. Screenwriting) no
Guelph-Humber	Media Studies	
Lakehead	Visual Arts	no
Laurentian	Communication Studies Fine Arts	no no
McMaster	Art Art History Communication Studies Multimedia Cultural Studies & Critical Theory	no no MA - Communication & New Media MA - Cultural Studies & Critical Theory
Nipissing	Culture and the Arts Fine Arts	no no
OCAD	Relevant BFA and BDes areas: Communication Design (minor) Criticism & Curatorial Practice Drawing & Painting Fine Art (No Major) Integrated Media Photography Relevant Liberal Studies areas:	BFA or BDes can lead to any of:  Interdisciplinary MA - Art, Media & Design  MA - Contemporary Art History  MFA - Criticism and Curatorial Practice

	Art History (minor) Creative Writing (minor) Digital & Media Studies (minor) Interdisciplinary Studies: Aboriginal Visual Culture (minor) Digital Media (minor) On-Screen Media (minor)	
Ottawa	Communication  Film Studies (minor) Fine Arts (BFA) Journalism (BA or BJour) History and Theory of Art Visual Arts	MA / MComm - Communication Studies no no no no MFA – Visual Arts MFA – Directing
Queens	Art History and Art Film and Media Fine Art Stage & Screen Studies	MA - Art History MA / PhD - Cultural Studies (practicum option: work of art, performance, film, play, text)
Ryerson	Image Arts (BFA): Photography Studies Film Studies New Media Radio and Television (BA)  Journalism (BJour)	MA / PhD – Communication & Culture (joint w/ York) MFA – Documentary Media MA - Media Production MJ – Journalism
Toronto – St. George Campus          UTM (Mississauga)   UTM – Sheridan   UTSC (Scarborough) UTSC – Centennial	History of Art  Visual Studies  Book and Media Studies  Cinema Studies  Semiotics and Communication Theory  Art and Art History Fine Art History Visual Culture & Communication Communication, Culture & Information Technology  Journalism Visual and Performing Arts New Media Studies	MA / PhD – History of Art MVS – Visual Studies MA - Book History & Print Culture MA – Cinema Studies no  (MA / PhD above) (MA / PhD above) (MVS above)  no  no (MVS above) no
Trent	Cultural Studies: Image, Sound & Performance Writing & Narrative Film, Video & Media Social Thought	PhD – Cultural Studies (interdisciplinary focus incl. art, film, theatre, literature, media, philosophy, music, history)
Waterloo	Digital Arts Communication	no

	Fine Arts (incl. film) Interdisciplinary Programs incl.: Fine & Performing Arts Speech Communication	MFA – Studio Art no  no
Western Ontario	Film Studies Media, Information & Technoculture Media Theory & Production  Visual Arts	MA – Film Studies MA – Journalism MA / PhD – Media Studies MA – Popular Music & Culture MFA – Visual Arts MA – Art History PhD – Art and Visual Culture
Wilfrid Laurier	Communication Studies  Cultural Studies  Film Studies	MA – Communication Studies MA – Cultural Analysis and Social Theory no
York	Communication Studies  Relevant Fine Arts faculty areas: Film (BA / BFA)  Visual Arts (BA / BFA)  Digital Media Fine Arts Cultural Studies	MA / PhD – Communication & Culture (joint w/ Ryerson) MA / PhD – Cinema & Media Studies MFA – Film Production MFA – Screenwriting MFA / PhD – Visual Arts MA – Art History PhD – Art History & Visual Culture no no  (film degrees above) MDes – Design (York)
York – Sheridan	Film and Media Arts Design (BDes) (incl. visual communication, information design, & interactive multimedia)	

Of the over 80 university-affiliated undergraduate programs in areas related to communication, cultural studies, media, film, visual arts, fine arts, interactive media, digital media or multimedia studies that are offered in Ontario, only half offer a corresponding graduate degree. Of these graduate degrees, only Ryerson and York offer an MFA program specifically in film or time-based media production. As these programmes are both based in Toronto, Windsor has an opportunity to position itself as a major alternative to these programmes. It is not possible to provide statistics for the number of past, current, and future graduates of all related undergraduate programs, or estimate how many of these graduates would come to Windsor rather than attend one of the competing programs. Nevertheless, the number of students forced to change institutions in order to pursue an MFA in film production because their institution does not provide a corresponding graduate degree is significant. This group represents another element of the pool of potential students for the proposed MFA. We estimate that approximately 5 students per year will come from these sources.

### 13. Graduates of Cognate Programs

Several universities offer cognate programs in other fields, including a variety of fine arts programs, journalism, cinema and media studies, film and video production, etc., which also do not have corresponding graduate programs. These again might be added to the pool of potential MFA students.

In addition to the above, graduates of cognate disciplines from the University of Windsor or other universities, who are engaged in the study of art and/or, culture, including English, Anthropology and Sociology, Language and Literatures, Performing Arts, and Music, among others, might be deemed by the Graduate Committee to meet the requirements for admission into the proposed MFA program. We anticipate that up some students will apply from the cognate pool.

**14. Anticipated Future Enrolment Trends**

The enrolment in the proposed MFA program will be limited to 10 students per year. In the event of students withdrawing from the program a compensatory additional number of students will be admitted in the subsequent year to maintain the average of 10 recruits each year. Due to current needs within the local community, this figure should not be difficult to attain shortly after the program is introduced.

In that the number of declared Majors in the constituent programs of Communication, Media and Film and Visual Arts continues to increase, it is anticipated that the number of students seeking admission to the Joint MFA program will also increase.

As the demand within the local community is met, the growing reputation of the program will attract more students from the surrounding region and from farther afield. Naturally, this catchment expansion pattern will develop against the backdrop of a constant flow of University of Windsor graduates into the program.

*Please indicate the origin of student demand (% domestic and visa students). For graduate programs also indicate the undergraduate or master's programs from which students would likely be drawn.*

It is anticipated that the student pool will consist primarily of domestic students, principally from Windsor and south-western Ontario, but also potentially from surrounding provinces and states.

Past and current graduates from Communication, Media and Film and Visual Arts undergraduate constituent programs would form the largest pool from which students would be drawn.

Graduates from a variety of cognate undergraduate disciplines would be qualified to enter the proposed MFA program, including students from Drama and Performing Arts, English, Languages and Literatures, Music, Sociology, etc., depending upon the specific courses taken at the undergraduate level as determined by the Joint MFA Admissions Committee following a review of applications.

<i>Projected enrolment levels for the first 5 years of operation. (If the program is in operation, use actual and projected data.)</i>	Year 1	Year 2	Year 3	Year 4	Year 5
	10	10	10	10	10

<i>Projected steady-state student enrolment per year:</i>	1 <sup>st</sup> Year	2 <sup>nd</sup> Year	3 <sup>rd</sup> Year	4 <sup>th</sup> Year
	10	20	20	20
	One-year program			

<i>Projected steady-state student enrolment overall:</i>	20 FTE
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**15.Societal Need**

*What tools and methodology were used to assess societal need?*

Over the last several years of running an undergraduate and Master's in Communication and Social Justice program a great deal of interest has been generated among our undergraduates keen to pursue film production at the graduate level.

Until now Visual Art and Communication Studies double majors have had to choose between an MA in Communication and Social Justice and a MFA in Visual Arts. While the Master's in Communication Program allows a non-print thesis, overall the program is not geared towards the needs of film production students.

For many of our locally-based students, relocating to the GTA for an MFA degree is an expensive proposition, but their only option. Moreover, entry to these institutions is limited due to the high demand for such programs and limited number of students such programs can accommodate.

A great deal of interest and anticipation has been built around the discussion of a Joint MFA that will serve both Communication, Media and Film and Visual Arts constituencies, bringing together faculty from both programs. Student productions will reflect a productive synergy drawing on the intellectual traditions and practices of both programs.

Students are keen to develop production skills in order to enter the burgeoning film/media industry in the Windsor/Detroit area and Hollywood North in the GTA.

Initiating the Joint MFA in Film Production is an opportunity to benefit the University, serve the city and community of Windsor, and participate in the much-needed local economic diversification.

*Please provide information on the dimension of the societal need for graduates of the new program/program change (e.g., socio-cultural, economic, scientific, or technological).*

The primary

societal need for the proposed Joint MFA program is professional development related to the film/media industry. A smaller portion of the students will enter into teaching careers, government positions, the non-profit sector, or pursue the degree for personal growth.

*What is the geographic scope of the societal need for graduates of the new program/program change (e.g., local, regional, provincial, or national)?*

We anticipate the largest percentage of students will be recruited from the same regions as our undergraduate students, southern Ontario. A greater proportion of applicants will be our own undergraduate student pool in Communication, Media and Film and Visual Arts. However, in that we are proposing a unique joint MFA in Film Production, we expect students from the Windsor-Detroit region, across Canada, the U.S., and beyond to apply for admission.

*Please provide information on the anticipated duration of, and trends in, societal need for graduates of the new program/program change.*

The need for the skills our program offers will continue in a globalising economy especially as the region orients, expands, and maintains its film and entertainment industry production.

*Is the evidence of societal need and student demand for the proposed new program/program change sufficient to justify duplication where there are programs in the system that are the same or similar? How does this initiative differ from similar programs in the system? What are its innovative and distinguishing features?*

The MFA Degree in Film Production is unique in Ontario in that it is a Joint Communication, Media and Film and Visual Arts degree bringing together the expertise and experience of our graduate faculty.

## **16.RESOURCES**

*Please provide detailed information on the resources currently available, anticipated sources of new resources, reallocation of resources or cost-savings, and the additional resources required to run the proposed new program or program change. Incorporate new information or issues raised during or after the review of Form 1. [There is almost never a neutral resource impact of a proposal.]Note: The attached Budget Summary Sheet must also be completed and submitted as part of the complete new program/program change proposal.*

## **RESOURCES AVAILABLE**

### **Faculty and Staff**

*What are the faculty and staff resources (including all faculty and staff from affected areas/departments) currently available and committed to actively support the initiative (e.g., administrative, teaching, supervision, etc.)?*

#### **a) Faculty Resources**

Five faculty members from the Department of Communication, Media and Film and four from Visual Arts will actively contribute to the Joint MFA Program, offering a variety of creative, practice-based and theory courses. Additional support to the program can be drawn through partnerships with other creative arts departments such as Music and Drama. While such partnerships will enhance the Joint MFA Program they will not be critical to successfully running the program.

#### **b) Staff Resources**

Currently between the two AAUs there are four full-time secretarial staff members.

*Provide an assessment of faculty expertise available and committed to actively support the new program.*

The proposed Joint MFA involves the specific interests and skill sets of nine faculty members in Visual Arts and Communication, Media and Film and is designed to utilise the expertise of these faculty members. Nonetheless, each course offered in the program will be flexible enough to be offered by any future faculty appointments in the fields relating to film, video, time-based media and all related theoretical practices.

#### **Other Resources**

*What are the resources currently available and committed to actively support the initiative (including library, teaching and learning support, space, equipment, facilities, GATAs, etc.)?*

#### **c) Space Resources**

Graduate students require dedicated office space. Currently we have sufficient space available to accommodate graduate students in the extant MA in Communication and Social Justice and the Joint MFA Program. The existing space will accommodate the new cohort of the Joint MFA Program's students.

**What are the student support services currently available and committed to actively support the initiative?**

Support services are offered by the university to all graduate students. Additionally, both departments provide need-based academic counselling and advising to graduate students. Given the number of majors currently receiving this, the addition of 10 students per annum to current counselling loads will not be onerous. The Graduate Chairs and nine faculty members in Visual Arts and Communication, Media and Film will be able to perform this function without significantly increasing their workload.

#### **d) Reliance on Resources from another Area/Unit**

*Will the new program rely on existing resources of another campus unit (e.g., courses in the calendar, equipment or facilities outside the proposer's control or use of existing equipment within the proposer's control with maintenance and upgrading requirements specified)? Please elaborate and provide relevant details.*

Except for voluntary faculty time on thesis committees, the proposed Joint MFA program will not rely on the resources of units outside Visual Arts and Communication, Media and Film. The Joint MFA will however permit students to transfer up to one pre-approved graduate courses from other departments in cognate disciplines, assuming that the student meets the prerequisite admission standards of the program.

The program will need maintenance budget in year two and three for equipment acquired in year one. Due to the fast changing nature of technology used in film production the program will require an equipment renewal and upgrade budget in year five and every five years thereafter.

### **17. ANTICIPATED SOURCES OF NEW RESOURCES**

*List anticipated sources of new resources available from within the area/department or Faculty (external grants, donations, government grants, etc.)*

With the film production training we offer undergraduates in Visual Arts and Communication, Media and Film, the intense popularity of this disciplinary area, the dearth of graduate programs in this field evidenced by the high number of applicants to similar programs, and the potential job opportunities for students with advanced training and skills, the Joint MFA Program can anticipate an increasing number of applicants from across the country. New

students will provide new sources of revenue through tuition and per capita governmental funding. Both tuition and per capita governmental funding are also at a higher rate than that provided for undergraduate students.

In addition to the resources attached to the students, there are potential funding opportunities in the private sector willing to support successful media production training institutions. Private funders have contributed to the undergraduate program in Communication, Media and Film, such as the Avid sponsorship that provided a state of the art post-production editing suite. Both departments will continue to pursue private and public funding. The addition of the Joint MFA Program will strengthen efforts to acquire financial support from outside the university.

## **18. REALLOCATION OF RESOURCES AND COST-SAVINGS**

*In reviewing the resources required to run the proposed program/program change, what opportunities for internal reallocation of resources and cost-savings have been identified and pursued by the area/department?*

Visual Arts and Communication, Media and Film have streamlined and revised their undergraduate curricula to reflect a state of the art education in media production and visual art. Combining faculty resources at the graduate level reduces the overall strain involved in redistributing faculty time from the undergraduate to the graduate program. However, the additional course delivery in the graduate program will immediately require four sessional stipends to ensure the smooth functioning of the undergraduate program. In the long term Communication, Media and Film will require a tenure track position in lieu of sessional stipends.

## **19. ADDITIONAL RESOURCES REQUIRED**

### **a) Faculty**

*What additional faculty resources (including faculty resources required by all affected areas/departments) are required to run the proposed program?*

Four faculty members in the Fall and Winter term will contribute one course each to the graduate curriculum. This will result in losing four courses a year from the undergraduate curriculum. However, all the courses now listed in the undergraduate curriculum of Visual Arts and Communication, Media and Film are required courses and must be offered. Faculty for these four courses must be replaced every year. In the short term four sessional stipends are essential to deliver the undergraduate program. Thus, while no new full-time faculty members will be required at the outset for the proposed Joint MFA Program, as many as four sessional stipends will be required yearly due to faculty members switching their undergraduate courses to teach in the Joint MFA Program. In the long run, once the viability of the proposed Joint MFA Program is established, appointing a full-time tenure track faculty will be necessary.

### **b) Staff**

*What additional staff resources (including staff resources required by all affected areas/departments) are required to run the proposed program?*

### **Staff Resources**

The proposed Joint MFA Program will increase the workload of existing staff. At present four secretaries, two in each department, oversee about 800 undergraduates, 35 graduate students, and about 15 faculty members in the two departments taken together. Once the budget freeze lifts we anticipate receiving additional secretarial support.

### **c) Administrative Resources**

The proposed Joint MFA Program will utilise Graduate Program Chairs already in place to administer existing graduate programs in Visual Arts and Communication, Media and Film.

### **d) GA/TAs**

*What additional GA/TA resources (including GA/TA resources required by all affected areas/departments) are required to run the proposed program?*

GA resources would be required to attract students and would be very beneficial as part of the graduate students' training to assist in delivering the undergraduate curriculum.

### **e) Library**

*What additional library resources (including library resources required by all affected areas/departments) are required to run the proposed program?*

The proposed graduate program will not require increased library resources.

#### **f) Teaching and Learning Support**

*What additional teaching and learning support resources (including teaching and learning support resources required by all affected areas/departments) are required to run the proposed program?*

Teaching and Learning Support services currently in place are sufficient. Admitting 10 graduate students every year should not strain existing services.

#### **g) Student Support Services**

*What additional student support services are required to run the proposed program?*

Student Support Services currently in place are sufficient. The addition of 10 graduate students per year should not place a strain on existing services.

#### **h) Space and Facilities**

*What additional space and facility resources (including space and facilities resources required by all affected areas/departments) are required to run the proposed program?*

The Joint MFA Program will provide an opportunity to maximize the use of production facilities at the university. Studio 5 provides an open space for teaching, housing equipment, and most importantly, a place where students meet to collaborate on their productions. Studio 5 can accommodate the MFA students and this will provide an important place for graduate students to meet undergraduate students. This sort of communal space will expose MFA students to eager undergraduates still in training and keen to crew for and assist in graduate thesis projects, mutually benefiting all those who are involved.

In addition, the Joint MFA will use the currently underutilized Sound Stage in the basement of Erie Hall.

Classes can be accommodated by existing classroom space available in both Visual Arts and Communication, Media and Film.

#### **i) Equipment**

*What additional equipment (including equipment resources required by all affected areas/departments) is required to run the proposed program?*

Additional equipment, cameras, tripods, sound and lighting kits will be required at the inception of the program. The department of Communication, Media and Film currently has two High Definition Digital Video cameras that were purchased for faculty and graduate students. The Joint MFA Program will ensure that this equipment is used to its full potential. The School of Visual Arts has a 25 seat computer lab in the Lebel Building that could accommodate post-production editing and time-based media projects. In addition the new 12 seat computer lab also has software to facilitate the potential thesis work of MFA candidates.

#### **j) Consistency with Five-Year Plan**

*Are the resources requested consistent with the resources requested in, and the focus of, the area's Faculty Five Year Plan?*

The FASS 5-year plan encourages and anticipates an increase in graduate student programming and enrolment.

## Section 20: Program Learning Outcomes

<p><u>At the end of this program the successful student will know and be able to:</u></p>	<p><u>A University of Windsor Student will have the ability to demonstrate:</u></p>
<ul style="list-style-type: none"> <li>-- identify contemporary concepts and issues in art, film, society and culture and translate these concepts through a distinct creative voice</li> <li>-- demonstrate an awareness of how visual communication and art practice are culturally, politically, historically and economically bound</li> <li>-- articulate the role of research, technique and concept and be able to communicate findings as applied to creative projects</li> </ul>	<p>A. the acquisition, application and integration of knowledge</p>
<ul style="list-style-type: none"> <li>--define relevant research questions to shape approaches to filmmaking and digital media production.</li> <li>--utilize multiple sources of information to inform practice</li> <li>-- analyze and prioritize the needs of a complex film/media project</li> </ul>	<p>B. research skills, including the ability to define problems and access, retrieve and evaluate information (information literacy)</p>
<ul style="list-style-type: none"> <li>-- apply knowledge of film/media aesthetics and techniques to identify and solve contemporary filmmaking and media production problems</li> <li>-- constructively assess one's own and others' creative work</li> <li>-- synthesize technical and aesthetic skills to make creative decisions that will emotionally engage the audience in the story</li> <li>-- problem-solve within budgetary constraints</li> </ul>	<p>C. critical thinking and problem-solving skills</p>
<ul style="list-style-type: none"> <li>-- demonstrate mastery of the creative process through synthesis of the intuitive and analytical approaches</li> <li>--devise a suitable budget to realize a long term film/digital media project</li> <li>--utilize effective writing skills to prepare synopses, proposals, and funding applications</li> <li>--write clearly and concisely with well-argued and well-grounded ideas</li> <li>-- communicate using industry terminology</li> </ul>	<p>D. literacy and numeracy skills</p>
<ul style="list-style-type: none"> <li>-- Apply creative practice as a method of research and learning that integrates ethical issues, integrity and personal responsibility</li> <li>--negotiate the ethical dimensions of working in the public realm</li> <li>-- respect working relationships and follow set protocols according to industry standards</li> <li>-- develop a coherent approach to the championing and development of ideas, rights management and contract negotiation</li> </ul>	<p>E. responsible behaviour to self, others and society</p>
<ul style="list-style-type: none"> <li>--to work successfully with peers and community groups</li> <li>--utilize effective writing skills to prepare synopses, proposals, and funding applications</li> <li>--tell a compelling visual story</li> <li>--conform written concepts and stories to the visual medium</li> <li>--apply pragmatic principles of storytelling through an increased awareness and utilisation of non-verbal storytelling methods</li> </ul>	<p>F. interpersonal and communications skills</p>
<ul style="list-style-type: none"> <li>--work successfully with peers and community groups</li> <li>--negotiate the ethical dimensions of working in the public realm.</li> <li>--demonstrate an enhanced awareness of and responsiveness to the collaborative nature of film and media</li> </ul>	<p>G. teamwork, and personal and group leadership skills</p>
<ul style="list-style-type: none"> <li>-- demonstrate flexibility, versatility, risk taking and experimentation</li> <li>-- realize a coherent, sophisticated and mature project</li> </ul>	<p>H. creativity and aesthetic appreciation</p>

-- imagine their role as vital creative producers of contemporary culture --discuss the critical role of independent art, media, and documentary production in contemporary society	I. the ability and desire for continuous learning
--	---

**21. MONITORING AND EVALUATION**

*How will the success of the program be monitored and evaluated? (include information to be gathered, method, criteria for evaluation, review process, and use of information to adjust activities/plan.)*

The Graduate Chairs of each AAU will meet regularly to assume co-responsibility for monitoring and evaluating the Joint MFA Film Program.

Together they will: monitor data on times to completion and successful completion rates; maintain data regarding the disciplinary background of the students recruited; solicit feedback from students upon completion of the program; conduct an external assessment of the program through the first scheduled OCGS review.

**22.C.The Program Details**

The MFA Degree in Film Production is a Joint Communication, Media and Film and Visual Arts with additional faculty from Music and Drama invited to serve in the program.

The curriculum entails 24 graduate course credits that include one theory course (28-660 Contemporary Issues in Visual Art, 40-543 Film Theory and Criticism, or 40-515 Media Representation and Reception) and three Production courses (40-516 Media Production and Design I, 40-517 Media Production and Design II, and 40-5xx Advanced Studio). Each course is 3 graduate credits, totalling 12 credits for 4 courses and the thesis in year two is worth 12 credits.

In the first year students complete 2 courses in the Fall and 2 in the Winter semester and will be expected to present their thesis proposal that entails completing all pre-production work on the thesis film. In the second year students are expected to complete production and post-production and publicly defend the thesis film.

**Admission Requirements**

*Please provide information on program specific admission requirements, selection criteria, arrangement for exemptions or special entry, credit transfer, etc.*

Student admission will be determined by GPA, portfolio submission, and a clear statement of interest describing their intended film thesis production. The program goal is to admit 5 students from Communication, Media and Film and 5 from Visual Arts each year. These numbers will be revisited in three years to correct any major ongoing imbalance in the student intake from each of these areas. In the event that student/s drop or withdraw from the program additional students will be admitted in the subsequent admission round to maintain overall 20 students in the two year program.

**Program Curriculum Structure/Program of Study**

**Total courses:**

Total Courses: Four Courses

**Major requirements:**

One of the three theory courses:  
28-660 Contemporary Issues in Visual Art,  
40-515 Media Representation and Reception  
40-543 Film Theory and Criticism  
and  
Three film production courses  
40-516 Media Production and Design I

Course work will culminate in Thesis Proposal Defense involving a proposal, budget, production, and post-production schedule

**Other requirements:**

“Thesis Film”

This is worth 12 graduate credits and will be conducted under faculty supervision. Students will defend their thesis film at the end of the year before a thesis panel. Those that fail the defence will have the option to appear before the thesis panel again after 6 months.

**Recommended options (if any):**

Students will be encouraged to attend local and national film festivals to keep in abreast with developments in the field.

**Standing Required for Continuation in Program**

*GPA requirements for continuation in the program: these should be in-line with the regulations for standing required for continuation in the program as set out in the undergraduate and graduate web calendars [www.uwindsor.ca/calendars].*

The Faculty of Graduate Studies and Research requires that students maintain at least an 8.0 cumulative GPA at all times.

**Standing Required for Graduation**

*Minimum GPA requirement to graduate in the program: these should be in-line with the regulations for standing required for continuation in the program as set out in the undergraduate and graduate web calendars [www.uwindsor.ca/calendars].*

All program requirements must be met and in a timely fashion. The Faculty of Graduate Studies and Research requires that students must attain at least an 8.0 cumulative GPA to graduate.

**Program Sequencing**

*Provide program sequencing for each year of the program.  
 Please ensure that all pre-requisites are met in the sequencing.*

Courses are designed specifically to be offered in a manner that permits all students to register in a required course whenever that course is offered. The flexible nature of each course (which reflects the expertise of the faculty member teaching the course that term) will be a characteristic of the entire program. Students will be required to progress through the program in a linear fashion, collecting prerequisites comprised of predetermined knowledge and understanding.

**Student Workload**

*Provide information on the expected workload per course credit (3.0) of a student enrolled in this new program/major program change.*

<b>Expected Workload per 3.0 Course Credit</b>	<b>Average Time the Student is Expected to Devote to Each Component Over the Course of the Program</b>
Lectures	3 hrs / week
Tutorials	---
Practical experience	8 hrs/week
Independent study	6 hrs / week
Reading and work for assessment, including meeting classmates for group work/project assignments (essays, papers, projects, laboratory work, etc.)	25-30 hrs / semester
Studying for tests/examinations	15 hrs / semester (where relevant)
Other: <i>[specify]</i>	---

**How does the student workload for this program compare with other similar programs in the department/program area?**The workload is comparable to senior level undergraduate courses. At the graduate level there will be greater emphasis on independent research, production design, collaborative film crew projects in keeping with the higher standards of graduate level work; consequently, the overall amount of time required outside of class time will be greater.

**23. A. JOINT MFA PROGRAM (Communication, Media and Film & Visual Arts): DRAFT BUDGET PROJECTIONS**

<b>Projections of Enrolment, Expenditures and Revenues</b> (10 enrolments a year expected)									
<b>Year</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Total Students</b>	<b>Total Revenue</b>		
<b>Number of Full-time Students:</b>	F-W	F-W	F-W	F-W	F-W	50			
<b>Tuition Income</b>									
Full-time Graduate Student Tuition @ \$6000	11 new \$66,000.	10 new \$60,000.	11 new \$66,000	10 new \$60,000.	11 \$66,000.	With room for 1 student dropping (10% attrition every other year)	\$ 565,950.		
Studio Fee @ \$75x3courses=\$225/stdnt	\$1650	\$1500	\$1650	\$1500	\$1650		+		
	= \$67,650	10 returning \$60,000 = \$121,500	10 returning \$60,000 = \$127,650	10 returning \$60,000 = \$121,500	10 returning \$60,000 = \$127,650				
Growth Incentive Program Income @12500/student	\$136,000	\$125,000	\$136,000	\$125,000	\$136,000		\$658,000 <b>\$ 1,004,000</b>		
<b>Total Income</b>	<b>\$203,650</b>	<b>\$ 246,500</b>	<b>\$263,650</b>	<b>\$246,500</b>	<b>\$263,650</b>		<b>=\$ 1,223,950</b>		
<b>Itemized Expenses</b>	F-W	F-W	F-W	F-W	F-W				
4 Sessional courses	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000		\$		
External Examiners 1-2 days	\$1,500.	\$1,500.	\$1,500.	\$1,500.	\$1,500.		1,017,937.		
Equipment: capital cost	\$100,000	-	-	-	-				
Equipment: maintenance	-	\$10,000	\$10,000	\$20,000	\$30,000				
Equipment renewal	-	-	-	-	\$50,000				
100% Studio fee waivers (F)	\$2,475	\$2,256	\$2,475	\$2,256	\$2,475				
GAship (W) @ \$9000 ea (W)	\$49,500	\$135,000	\$139,500	\$135,000	\$139,500				
Film Production Scholarship 4 @ \$3000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000				
<b>Total Expense</b>	<b>\$189,475</b>	<b>\$184,756</b>	<b>\$189,475</b>	<b>\$194,756</b>	<b>\$259,475</b>				
	<b>Total Tuition Revenue projected for 5 years</b>							<b>\$565,950</b>	
<b>Yearly Expenses</b>	\$189,475	\$184,756	\$189,475	\$194,756	\$259,475				
	<b>Total Expenses projected for 5 years</b>							<b>\$ 1,017,937.</b>	
<b>Projected Yearly net Income</b>	\$14,175.	\$61,744.	\$54,175	\$51,744	\$4,175				
	<b>Total net income projected for 5 years</b>							<b>\$206,013</b>	
<b>NOTE: BIU's are not included in the above calculation</b>									

**B. Dean's "business plan"**

<b>University of Windsor- Joint MFA Program (Communication, Media and Film &amp; Visual Arts) Proposal</b>									
<b>Revenue and Cost Analysis</b>									
									<b>Steady State</b>
				<b>Fall 2010</b>	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>Fall 2013</b>	<b>2014</b>	
<b>Assumptions:</b>									
	Year One			10	10	10	10		
	Year Two			0	10	10	10		
				10	20	20	20		
<b><u>Incremental Program Revenues</u></b>									
Provincial Funding for Grad Students (NET)	Domestic students only		\$5,400	54,000	108,000	108,000	108,000	108,000	000
Tuition Revenue (\$1,780/semester* 3)	100% Domestic	8%	\$7,305	78,894	170,411	184,044	198,767	669	
Studio Fee (\$75 x 3 courses)			\$225	2,250	4,500	4,500	4,500	0	
<b>Total estimated revenue</b>				<b>132,894</b>	<b>278,411</b>	<b>292,044</b>	<b>306,767</b>	<b>669</b>	
<b><u>Incremental Costs associated with Grad Students:</u></b>									
GA Payments	75%		\$9,537	71,528	147,347	151,767	156,320	010	
Scholarships/Grad Studies office/OGS,OGSST	4 @ \$3,000		\$12,000	12,000	12,000	12,000	12,000	00	
				83,528	159,347	163,767	168,320	010	
<b><u>Incremental Program Expenses</u></b>									
Sessionals (4) assuming 2 VA & 2 Comm.Studies	\$6,000 \$9,000 VA	Comm.St		30,000	30,900	32,782	35,822	17	
External Examiner				1,500	1,500	1,500	1,500	0	
Student Fee Waivers				2,250	4,500	4,500	4,500	0	
Equipment				100,000				00	
Equipment Maintenance				0	10,000	10,000	20,000	00	
<b>Total incremental expense</b>				<b>133,750</b>	<b>46,900</b>	<b>48,782</b>	<b>61,822</b>	<b>317</b>	
Central Overhead Recovery	40%	(not applicable)							
<b>Total Program Costs</b>				<b>217,278</b>	<b>206,247</b>	<b>212,549</b>	<b>230,142</b>	<b>327</b>	
				<b>(84,384)</b>	<b>72,164</b>	<b>79,495</b>	<b>76,626</b>	<b>42</b>	

## FINAL CHECKLIST FOR PROPOSERS

Having completed the program/course change proposal form, please complete the following table by marking an "X" in the appropriate column.

PRIMARY CRITERIA	Yes	No	N/A
Does the program or course tie into the University's Strategic Plan?			
Is the program or course "Unique" in Ontario? In Canada? In North America?			
Is there evidence that a market exists for this program or course (a) on-campus; and/or (b) off-campus?			
Does this program or course have income potential? (How many students would it generate?)			
Does this program or course address current issues? (e.g., double cohort, large-class problem, absence of upper-level on-line classes, etc.)			
Are there U or W courses which have been developed for flexible learning indicating either (a) partial development already exists, or (b) a degree of expertise exists?			
Are there departmental procedures in place for (a) course planning; (b) course development; and, (c) course delivery (Policy documents, Committees, Timelines, etc.)?			
Is there evidence of support from the Dean(s), AAU Head(s)/Director(s)/Chair(s) for this program?			

SECONDARY CRITERIA	Yes	No	N/A
Does the new program or course have partnership options (with other departments or faculties, or other universities)?			
Does the new program or course allow for staggering options (e.g., every other year, or Windsor one year and another site the following year)?			
Is the new program or course a complement to other Windsor flexible learning programs (will not interfere with other programs)?			
Is the new program or course a complement to other Windsor on-campus programs (will not interfere with other programs)?			
Does the department have the "critical mass" to undertake the program or course (a) sufficient interested and capable faculty; (b) academic support; and (c) TA/GA support?			
Are additional resources required: (a) faculty/staff/GA/TA; * As per the Faculty of Human Kinetics growth plan we are anticipating the addition of 3 more faculty members  (b) equipment; (c) library; (d) IT support?			
Are there data on (a) incoming student demographics (profiles) that align with flexible learning (age, geographic location, employment, family responsibilities, etc.); and (b) technological profiles (hardware and software resources and skills)?			
Does the department have a plan regarding (a) marketing flexible learning courses; (b) the timely appointment of instructors; (c) technical support (CTL, Tutorials, TA/GAs, staff contact person, etc.); (d) intra-departmental communications (committees, policies); and (e) inter-department communications (committees)?			
Are there mechanisms and policies in place to address quality-control of (a) instruction; (b) materials (audio, video, PowerPoint, textual load, discussions and so on; and (c) learning (student assessment)?			