New Academic Degree Program
Request for Preliminary Authorization

Institution: University of North Carolina at Charlotte

Degree Program Title: Master of Fine Arts (MFA) in Community-Centered Practices

Reviewed and Approved By (Provide Name and title only. No signature required in this section.)

Review	Name	Title
Provost	Joan F. Lorden	Provost and Vice Chancellor for Academic Affairs
Chief Financial Officer	Rich Amon	Vice Chancellor for Business Affairs
Faculty Senate Chair (Or representative)	Susan Harden	Faculty President
Graduate Council (If applicable)	David Dalton	Chair, Graduate Faculty Council
Graduate/Undergraduate Dean (If applicable)	Thomas L. Reynolds	Dean, Graduate School
Academic College/School Dean	Brook Muller	Dean, College of Arts + Architecture
Department Head/Chair	n/a	
Program Director/Coordinator	Carlos Cruz	Director, MFA in Community-Centered Practices

New Academic Proposal Process
New academic programs are initiated and developed by faculty members. The Request for Preliminary Authorization must be reviewed and approved by the appropriate individuals listed above before submission to the UNC System Office for review.

Please provide a succinct, yet thorough response to each section. Obtain signatures from the Chancellor, Provost, and Chief Financial Officer, and submit the proposal via the PREP system to the UNC System Vice President for Academic Programs, Faculty, and Research, for review and approval by the UNC System Office. If the Request for Preliminary Authorization is approved, the institution may begin work on the formal Request to Establish a New Academic Degree Program.

NOTE: If an institution is requesting preliminary authorization for a degree program at a higher level than their current Carnegie Classification (e.g. a Master's institution proposing a doctoral degree), then a request for a mission review must first be submitted to the UNC Board of Governors Committee on Educational Planning, Programs, and Policies, through the Senior Vice President for Academic Affairs. If approved by the Board, then the institution may proceed with the Request for Preliminary Authorization.

UNC Institution Name	UNC Charlotte
Joint Degree Program (Yes or No)? If so, list partner institution.	No
Degree Program Title (e.g. M.A. in Biology)	Master of Fine Arts (MFA) in Community-Centered Practices
CIP Code and CIP Title (May be found at National Center for Education Statistics)	50.9999 Visual and Performing Arts, Other
Require UNC Teacher Licensure Specialty Area Code (Yes or No). If yes, list suggested UNC Specialty Area Code(s).	No
Proposed Delivery Mode (campus, online, or site-based distance education). Add maximum % online, if applicable.	Campus Online (maximum 20%) Individual Community-based Learning Experiences or Directed Study as needed
Proposed Term to Enroll First Students (e.g. Fall 2022)	Fall 2024

I.   **SACSCOC Liaison Statement:** *(Provide a brief statement from the University SACSCOC liaison regarding whether the new program is or is not a substantive change.)*

The proposed MFA will require a SACSCOC Substantive Change Prospectus, to be completed and submitted according to the guidelines and deadlines outlined by the UNC Charlotte Office of Assessment and Accreditation and pending approval by the university's regional accreditor, SACSCOC: https://assessment.uncc.edu/accreditation/sacscoc/substantive-change.

II.   **Program Summary**: (*Briefly describe the proposed program and summarize the overall rationale.*) Maximum of 1,000 words.

Include the following in your narrative:
   a.   How this program supports specific university and UNC System missions.

The proposed Master of Fine Arts (MFA) in Community-Centered Practices is both interdisciplinary (visual and performing arts) and transdisciplinary: in addition to interdisciplinary work within the arts and design, our students will engage coursework in areas such as applied anthropology, sociology, business, public policy, or education in order to provide students with specific community-engagement tools that will provide depth to their creative research activities.[1] Thus, the proposed MFA will build upon existing graduate courses in areas that complement a student's project-specific interests as well as curricular strengths within the College of Arts + Architecture. In this way, each MFA student's course of study can be tailored to the needs of their community partners or specific research interests. The program will be offered within the College of Arts + Architecture which uniquely houses professional programs in architecture and urban design in addition to art, art history, dance, music, and theatre. The proposed MFA will provide cultural leadership and community engagement opportunities while preparing graduates through performing and visual art practices to address social issues and community needs, i.e., environmental design, urban planning, community development, and community arts initiatives.

Graduates contribute to creative economies across North Carolina, the region, and the country in two ways: applied research in the arts, and cultural leadership through the arts. The arts cultivate civic imagination, creative placemaking, and community cohesion. While traditional arts programs rely on "internal" discipline-based study that advance personal practices, this program focuses on "external" research methods and immersive experiences that move the artist's practice into the community-building sphere. The program provides a vehicle for the democratic sharing of expertise, insight and experience that transcends traditional social and economic barriers and places the arts in the center of critical community and civic conversations and initiatives.

This program will be unique within the UNC System and distinctive nationally. In all existing UNC System institutions where graduate arts degrees exist, students are focused on disciplinary knowledge and the advancement of personal practice (i.e., animation, graphic design, dance, theatre acting, studio art), not community-engaged, civic practice. The proposed program is distinct, yet complementary, in capturing the positive social impact of the cultural sector and community-based programming in the arts; it also envisions developing collaborations with other System institutions through both online and field-based community work. Currently, nine campuses in the UNC System offer graduate degrees in visual and performing arts (CIP Codes 50.0401 – 50.0904) listed below by degree offered and number of programs:

UNC Chapel Hill (MA/MFA, 5)
UNC School of the Arts (MFA, MM (Music), 13)
UNC Greensboro (MA, MFA, MM, 10)
NC State University (M Arts & Design, 4)
East Carolina University (MFA, MM, 3)

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[1] Courses from a range of disciplines will be available to MFA students, which will offer subject area content needed to support the research interests of each student; letters of support from Colleges and Programs have been secured and opportunities for research collaborations are on-going.

UNC Wilmington (MFA, 1)
Appalachian State University (MM, 1)
Western Carolina University (MFA, 1)
North Carolina Central University (MM, 1)

The proposed program will be based on several integrative strategies:
- Systems Thinking
- Cultural Entrepreneurship
- Arts-Based Research Methods & Communication
- Asset-Based Community Action

UNC Charlotte is the UNC System's "urban research university" located in the largest urban region in both North & South Carolina. There are no visual or performing arts graduate programs in the region except for Winthrop University in Rock Hill, SC.[2] Notably, there are 64 professional arts presenters and producers (theatres, museums, etc.) in the region, yet there is no degree-granting institution supplying advanced, graduate-level employees within the region (save Winthrop University). Importantly, a recent U.S. Bureau of Economic Analysis indicated that the arts and culture sector contributed $16 billion to NC's economy in 2019, which represented 2.7% of the state's GDP, 127,893 jobs, and total revenue generation of $8.8 billion.[3] Locally, these figures are equally impressive: in 2015 (the most recently study available), the nonprofit arts and culture industry in the greater Charlotte-Mecklenburg region generated over $359 million in annual economic activity. This overall activity supported over 11,000 full-time equivalent jobs and generated over $31 million in local and state government revenues.[4] Given this economic context, our proposed MFA aligns well with the UNC Charlotte mission statement, which drives the Institutional Plan (2016-21) and "….leverages its location in the state's largest city to offer internationally competitive programs of research and creative activity, exemplary undergraduate, graduate, and professional programs, and a focused set of community engagement initiatives."

"UNC Charlotte maintains a particular commitment to addressing the cultural, economic, educational, environmental, health, and social needs of the greater Charlotte region." One of the four major goals of the new 2022-2032 University Strategic Plan is to "Fulfill our role as North Carolina's urban research university to benefit our city, region and beyond by co-producing transformative solutions to societal issues and challenges." The arts are uniquely poised to support this goal and this program is specifically designed to address it.

The College of Arts + Architecture Strategic Plan 2021-2026 reframes the College mission statement:

The College of Arts + Architecture promotes the arts and design as engines of civic imagination and social change through leadership in creative teaching, performance, research, and public engagement.

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[2] Winthrop's total enrollment is 5,014 UG/1,059 G with ~100 graduate students in MA, MFA, or MM degree programs.
[3] See: www.ArtsActionFund/StateFactsheets
[4] These data were documented in the Arts & Economic Prosperity 5, the most comprehensive economic impact study of the nonprofit arts and culture industry in the United States; see https://artsandscience.org/the-charlotte-regions-creative-economy/.

The College of Arts + Architecture (2008) is unique in its organization within North Carolina and distinctive across the country. Only seven other universities in the United States have the combined disciplines of design professions (architecture and urban design) with visual arts (painting, sculpture, graphic design, digital media, art history, etc.) and performing arts (dance, music, theatre). This capacity – both in faculty and in physical resources – has encouraged a high degree of cross-disciplinary collaboration, research, and community participation/programming over the past 12 years.[5]

In addition to benefitting from cross-disciplinary activities in the College and University, the proposed program will integrate partnerships with local arts presenters and organizations, as well as non-arts organizations that integrate arts-based programs with their social services, education, and employment sectors. Arts are being integrated throughout the community by organizations of all types from major performing arts institutions and museums, to neighborhood-based independent initiatives, to art-based practices in schools, senior living centers, and workplace programs. The MFA program will help develop longstanding community relationships for students to work in the public sphere with municipal agencies, community health centers, and/or the judicial system in shaping policy and practice.

Partnerships between the MFA program and a wide range of organizations will amplify engagement opportunities connecting cultural program providers and participants that support a vital economic sector by preparing students to take a variety of roles in the industry. Initiatives across North Carolina linking cultural and community development will enable student access to arts organizations unique career opportunities. The goal is to connect applied *practice – research – experiential learning* objectives of the program through partnerships, exchanges and community projects. In these ways, the proposed Master of Fine Arts (MFA) in Community-Centered Practices will provide graduates with a range of opportunities within the arts, culture, not-for-profit, and governmental sectors.

III.   **Student Demand***: (Provide evidence of student enrollment demand, including external estimates. Discuss the extent to which students will be drawn from a pool of students not previously served by the institution. Maximum length 1,000 words.)*

Following the completion of an internal feasibility study, the UNC Charlotte Office of Academic Affairs commissioned Hanover Research (www.hanoverresearch.com) to conduct a prospective student study (completed May 24, 2018). "The purpose of the survey [was] to gain a greater understanding of the factors that help students decide whether or not to enroll at UNC Charlotte's proposed program ("Community Engaged Art") and respondents' overall opinions of UNC Charlotte."[6] The results of this survey concluded that UNC Charlotte *"…should offer a graduate degree program in Community Engaged Art."*

Significantly, a key finding was based on the level of interest in community engaged art, *"Respondents who prefer an MFA program to a MA program, as well as those with no preference*

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[5] Through this degree program, the College will continue evaluating the impact of arts-based practices to community development and quality of life indices through advancing public health, economic development, environmental sustainability, and social justice.

[6] 136 Alumni and 274 Non-Alumni were included in the survey.

between the two, are significantly more interested in enrolling in an interdisciplinary graduate program in Community Engaged Art. Further, *"Nearly 100 percent of respondents who are either 'very interested' or 'extremely interested' in earning an MFA or MA in the next three years are also 'extremely interested' in a Community Engaged Art Program."* This provides a strong motivation to present a unique approach to an MFA education.

Specific recommendations in the report included (page 5):
- According to survey results, The University of North Carolina at Charlotte *should offer a graduate degree program in Community Engaged Art.*
- Should UNC Charlotte move forward with a Master's degree program in Community-Centered Practices, *an MFA degree may be preferred to an MA degree and could result in greater enrollment.*
- UNC Charlotte *should offer a part-time program option and have the program last 1.5 to 2 years to appeal to the largest group of prospective students*.

Key Findings included (page 9):
- Most preferred program characteristics: part-time attendance, two-years in length, public institution, urban setting, hybrid course structure (both in-person and online courses).
- Top six program characteristics (of 13): fundraising, marketing, and communication; internships; arts marketing; methods of social practice; grant writing; and interdisciplinary community-engaged arts studio practice.
- Top four Influential factors (of 16) included (page 10): affordability, academic quality, relevance to career goals, and employment opportunities after graduating.

Currently, graduates of UNC Charlotte BA (Visual and Performing Arts), BM (Music), and BFA (Visual Arts) programs seeking continued skill development in the Charlotte region must enroll away from their homes – to Greensboro, Chapel Hill, Boone, Greenville, Cullowhee, Durham. More importantly, graduates seeking advanced education focused on arts-based community development have a limited set of opportunities, with none in the Southeastern U.S. and few at public institutions: Theatre and visual arts graduates have a particularly long history of social orientation and community/cultural production in the United States and the region. Relatedly, communities with strong arts-based educational institutions are documenting social cohesion, economic mobility, creative placemaking, and creative economic alternatives with more agility and social impact.

Five key recent reports highlight the research connecting the arts to community development:
- The "Social Impact of the Arts Project" at the U. Pennsylvania School of Social Policy & Practice began in 1994 to develop methods to explore the impact of the arts and culture on urban communities. "Cultural engagement represents an important dimension of community wellbeing by building social connections within groups and across social divides. The arts provide a resource that people can use to make sense of the world as it is, to connect with collective memory, and to imagine the future." They document connections – *community cultural ecology* – and the role that public policy can play. See: https://repository.upenn.edu/siap/about_siap.html
- The "Social Impact of the Arts Study: How arts impact King County communities" (Seattle, WA, 2018), documents the effect of arts integration in three areas critical to community: Youth Development and Education, Health and Wellness, and Neighborhood Vitality.

- In April 2019, the Barr Foundation and Americans for the Arts released *Programs Supporting Art in the Public Realm: A National Field Scan*. The scan identified grant programs supporting strong and diverse artistic expression aiming to empower artists to be active and creative citizens in their communities: http://animatingdemocracy.org/programs-supporting-art-public-realm-national-field-scan
- In Fall 2019, the Federal Reserve Bank of San Francisco published *Community Development Innovation Review: Transforming Community Development through Arts and Culture*, presenting research by PolicyLink and ArtPlace that explores outcomes when arts and cultural strategies are deployed in service of comprehensive community development and planning: https://www.frbsf.org/community-development/publications/community-development-investment-review/2019/november/transforming-community-development-through-arts-and-culture/
- In November 2019, the World Health Organization released the largest-ever report on the health benefits of participating in the arts, including more than 3,500 studies: https://www.ncbi.nlm.nih.gov/books/NBK553773/
- Each of these reports and organizational efforts describes the broad impacts of arts and cultural programs on communities, and the critical necessity of educating individuals to help foster and implement policies to encourage participation and measure results over time. These skills are not foremost in undergraduate arts programs where foundational practices are the focus; nor are these skills extended in traditional MFA programs whose goals are fulfilled through isolated studio exercises of self-reflection. Our proposed MFA will offer students the skills needed to practice their art in dialog with communities in order to increase their impacts and to help build social cohesion, aid economic mobility, and foster economic opportunities.

Further, economic opportunities developed through the arts and cultural sectors are impressive (citing only two areas in North Carolina):
- In Mecklenburg County (NC) there exist 58,000 creative jobs with a total of $2.8 B in total earnings helping to generate $360 M in total regional economic impact (See: https://artsandscience.org/the-charlotte-regions-creative-economy
- In Guilford County (NC) the arts contribute more than $160 million in economic impact, supporting nearly 6,000 jobs that generate $112 million in resident household income.

Today's students seek the skills necessary to integrate the arts in city-building work – cultural production, infrastructure planning, business alliance, and social connectivity – as essential to creating sustainable economic development initiatives.

IV. **Access, Affordability, and Student Success**: (*Provide an analysis of the impact of the program on student access and affordability. Maximum length 1,000 words. Reference sources such as College Scorecard, Census postsecondary outcomes data, etc.)*

a. Analysis of the impact of the proposed program on student access, including key metrics identified in the UNC System Strategic Plan and statewide initiatives (such as myFutureNC).
b. Analysis of student debt levels for similar programs and programs at the same academic level at the institution.
c. Provide an analysis of indebtedness, repayment, and relationship to potential earnings.

The proposed program is designed for students from a wide range backgrounds, including students holding studio-based undergraduate degrees, art education students, and students with employment backgrounds in cultural production or community leadership. The following list illustrates that the curriculum will be designed for: a) both full- and part-time enrollment and b) low-residency options that combine in-person and off-campus, community-engaged coursework.

Addressing access, affordability, and student success, the following highlights are important:
- The MFA in Community Centered Practices will be developed as a compact, 36 credit hour/12-month program. This may take several forms from full-time (fall, spring, summer or fall, spring, fall programs) or part-time paths that may extend coursework over a 2-year period.
- As a compact 36 credit-hour/12-month academic program, the MFA is both affordable and limits the amount of time that a student would potentially be out of the workforce.
- By limiting the number of semesters needed to complete the program (full-time enrollees) the program is more affordable as it will limit the number of semesters of tuition costs incurred by students (typical studio-based MFA programs require a minimum of six semesters).
- The MFA curriculum will be designed to accommodate a "low-residency" curriculum, which will enable students to continue to work and to enroll in coursework as their schedules permit.
- With the relative affordability of UNC Charlotte graduate tuition & fees, the cost to students is minimized:
  - Graduate tuition for a 12-month program at UNC Charlotte (fall, spring, summer or fall, spring, fall –for example) will total less than $15,000 for the full degree program.[7]
  - Given the earning potential of a graduate degree and the data indicating a growing marketplace for specialized degree programs in the arts and design, graduates of this program will be able to repay the cost of their graduate education within the first few years of employment.
    - The median annual wage for arts and design occupations was $48,130 in May 2019, which was higher than the median annual wage for all occupations of $39,810.
    - The median annual wage for education, training, and library occupations was $50,790 in May 2019, which was higher than the median annual wage for all occupations of $39,810. This is the Bureau of Labor Statistics (BLS) area that includes museum and curatorial sectors. https://www.bls.gov/ooh/arts-and-design/home.htm
    - The professional-and-related occupations category, which includes artists, is projected to increase by nearly 17 percent, roughly seven percentage points higher than the projected growth rate for the U.S. labor force. At 11 percent, the projected growth rate for artists is similar to the rate projected for overall labor force growth (10 percent). https://www.arts.gov/sites/default/files/103.pdf
- While the current COVID-19 pandemic has significantly impacted wide sectors of the economy including the arts and culture industries, the projected economic rebound anticipated with wide-spread vaccination will positively impact arts communities as audience demand for culture, entertainment, and social engagement return. In addition, this community-engaged MFA program aims to develop graduates who will forge new pathways for arts-based employment through entrepreneurial and non-traditional models.

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[7] This figure represents In-State Tuition and Fees for the full-time, 1-year program based on AY 2022-23 rates.

While there are six Regional and 55 State or Territorial arts agencies currently working across the country, an important trend has formed nationally, regionally, and in North Carolina that cities, governmental entities, regional business alliances, and cultural capital organizers have embraced and integrated the arts in the development of coherent communities. In North Carolina, city and county governments in Greensboro, Raleigh, and Buncombe County (Asheville) all maintain arts offices and dedicated budgets. City and County Cultural Master Plans are common in most communities in North Carolina. The "Creative Greensboro: Cultural Arts Master Plan" (December 2018) states, "We know the arts means economic vitality." The fifth economic impact study conducted by Arts & Economic Prosperity (AEP5) included Buncombe County, NC (Asheville) citing $68.9 million in total economic activity (Full-Time Equivalent Jobs, Resident Household Incomes, and Revenue to Local and State Governments).

Artist occupations fall within the BLS category known as "professional and related occupations." These jobs typically require high levels of education or specialized training. In 2003-2005, for example, 55 percent of the nation's artists had a bachelor's degree or higher level of education— nearly twice the rate as U.S. workers as a whole. Georgetown's Center on Education and the Workforce has found that by 2018, more than 75 percent of jobs in the five fastest growing industries required a postsecondary education. And yet, according to the study, the U.S. will have a shortfall of three million degrees by 2018. Projected growth in such occupations will afford graduates of the MFA program flexibility in the marketplace. For example, potential areas of employment for graduates of this program include local and regional governments, non-profit organizations, community development, economic development, as well as education, culture and entertainment.

Within the cultural organizations in the Charlotte region, several have reviewed this proposed degree program and commented:

- *"Museums and Universities are changing in response to community needs. No longer is it enough to specialize in an area of expertise and practice within a 'silo'. Young scholars and the broader community are also demanding aptitude in the practical application of that knowledge to benefit society…Succinctly put, there are not many MFA programs that include this broader approach as part of their charter or practice. UNC Charlotte could be at the forefront in thinking about the arts within the education track that mirrors where we are in practical application in the workforce. This is extremely important, and I think, would make your graduates highly desirable…"*

_Todd Herman, PhD, President & CEO / Mint Museums, Charlotte
- Commenting on the future potential to connect the MFA program to the Charlotte Mecklenburg Library, *"I can think immediately of the Library's and the College of Arts + Architecture's interests converging in three areas: Talent Acquisition, Joint Programming, and Community Design.*
  _Lenoir C. Keesler, Jr., CEO / Charlotte Mecklenburg Library
- *"On behalf of Discovery Place [Science Museum], I am proud to support UNC-Charlotte's plans to establish a Master of Fine Arts (MFA) program within the College of Arts + Architecture. The shift from learning in the traditional studio or rehearsal hall into learning with and from the community is imperative to our ever-changing cultural sector."*
  _Catherine Horne, President & CEO / Discovery Place
- *"The proposed MFA program would provide students the opportunity to gain firsthand experience developing and facilitating transformative arts-based projects and initiatives for communities across North Carolina. Through this form of experiential learning, students will develop creative problem-solving skills and understand the value of collaborative partnerships between the arts and civic sectors for the success and benefit of our communities."*
  _Wayne Martin, Executive Director / North Carolina Arts Council

These comments and studies reflect methodologies common to artists and designers as collaborators, provocateurs, and leaders of creative communities:
- Artists as Problem Solvers, ArtPlace:
  https://www.artplaceamerica.org/blog/artists-problem-solvers
- Why Artists Make Good Civic Leaders, ArtPlace:
  https://www.artplaceamerica.org/blog/why-artists-make-good-civic-leaders-carlos-contreras
- Artist-Municipal partnerships:
  https://blog.americansforthearts.org/2018/12/03/inside-artist-municipal-partnerships
- Boston's city government "Artists in Residence" program:
  https://www.boston.gov/departments/arts-and-culture/boston-artists-residence-air
- Minneapolis "Creative City-Making":
  http://animatingdemocracy.org/resource/creative-citymaking-search-new-village
- Arts &: A Creative Vision for St. Louis: https://vision.racstl.org/vision/;
- Artist-in-residence, Chattanooga DOT: https://forecastpublicart.org/artists-in-the-dot/

National enrollment, workforce, and economic data can be found at: https://datausa.io/profile/cip/visual-performing-arts#about. This data shows an average salary (2017) for visual and performing artist graduates as $58,627 and the most common occupations are Elementary & Middle School teachers, Graphic Designers, and Postsecondary teachers. The most specialized occupations for graduates include Graphic Designers, Commercial & Industrial Designers, Arts Production, and Music Directors/Composers. The number of Visual & Performing Arts graduates in the workforce has been growing at a rate of 5.42%, from 2.04M in 2017 to 2.15M in 2018.

Noteworthy, employment for arts graduates is also in non-arts fields as researched in 2014: http://bfamfaphd.com/wp-content/uploads/2016/05/BFAMFAPhD_ArtistsReportBack2014-10.pdf. This demonstrates not only the employability of arts graduates but also their resiliency and diversity of opportunity over their lifetime to adjust their skillset according to context.

The College of Arts + Architecture has participated in the Strategic National Arts Alumni Project (SNAAP), administered through the University of Indiana, which provides key indicators of the career paths for arts graduates.[8] SNAAP survey findings indicate that graduates with degrees in the arts gain the skills necessary for varied employment and the resilience to transfer those skills throughout their changing career. [9] Key findings indicate that CoAA alumni identified specific areas as important and stated that they acquired these skills at UNC Charlotte: Artistic technique; Broad knowledge & education; Creative and critical thinking, analysis & problem solving; Improved work based on feedback from others. Based on these findings, the College has worked closely with community partners and the Career Center to develop and promote funded internships with local organizations and new networking opportunities for students in the fine and performing arts that build upon the skills identified in the survey data. Of these skills, Creative and critical thinking, Analysis & problem solving and Improved work based on feedback from others each provide key skills necessary for artistic work based in community centered practices. These attributes contribute to demand for advanced educational opportunities that purposefully connect students with community experiences as this program proposes.

VI.   **Costs, Funding, and Budget** (*Maximum length 1,000 words*)
Adding a new degree program will cost the institution some amount of money and will potentially generate new revenues. Calculating the costs and identifying the funding sources associated with implementation of a new program requires several institutional offices (e.g., academic affairs, finance, institutional research, enrollment management) to collaborate to present an accurate estimate.

a. Complete and attach the *UNC System Academic Program Planning Financial Worksheet* showing all costs required and revenues generated for each of the first five years of the program. Provide a budget narrative for each year addressing the following:

i. UNC Academic Program Costs
Faculty costs include all faculty assigned to the proposed program, including faculty serving as program directors, coordinators, department chairs, etc. funded in the 101 instructional budget code. If an existing faculty member is reassigned to the program, the salary is reflected as a reallocated cost. New faculty salaries need to be competitive for the discipline, and figures should include all applicable fringe (e.g., retirement, medical). If the proposed program will hire new faculty, it is a new cost.

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[8] SNAAP is now managed as a three-way partnership between the University of Texas College of Fine Arts, the College of Fine and Applied Arts at the University of Illinois at Urbana-Champaign, and Arts + Design Alumni Research. The SNAAP survey will run again in fall 2022 and UNC Charlotte's CoAA has already registered to participate; the CoAA has participated twice in the survey to date (2011 and 2015).

[9] See: SNAAP See Data Briefs: http://snaap.indiana.edu/usingSNAAPData/valueForTheField/databriefs.cfm)

Graduate Assistant costs are identified either as new or reallocated, as appropriate, and should include all stipends, tuition remission, and benefits, as applicable.

EHRA Non-Faculty positions include non-instructional academic support costs directly associated with running the program, including amounts associated with the Dean's office, research support, etc. This should include salaries and all applicable fringe.

SHRA Non-Faculty positions includes all positions specific costs associated with the new program. This includes the additional staff needed to organize applications, prepare for the proposed program, and for general administration of the proposed program. New staff or purchases of new equipment should be adequate to support the stated goals and enrollments for the proposed program. Other program costs identified in the proposal should be realistic.

The proposed program will be managed by the College's newly appointed MFA Program Director (with support from the Associate Dean for Research and Graduate Programs, [ADR GP], whose job description includes oversight, support and ongoing evaluation of graduate degree programs in the College). In this role, the MFA Program Director (MFA PD) will serve as the Director of this interdisciplinary degree and as the primary academic advisor for MFA students. The MFA PD will work closely with the College's existing Assistant Dean for Advising and Assessment and ADR GP to ensure appropriate and timely advising is delivered to students. No new EHRA or SHRA positions will be needed to support this program. Program administration, including organization of applications and admissions processes, will be overseen by the MFA PD and the college's ADR in collaboration with the Chairs and Director of each supporting academic unit.

Given the anticipated small size of the first graduate MFA cohort, new resources will not be needed at the program's inception, except as noted for marketing and communications. Additionally, this program will initially build upon existing courses thereby minimizing the need for new classes. Therefore, our existing resources are adequate to support this new MFA program when it is launched.

In Years 1 through 4, the MFA's enrollment will not have a significant impact upon faculty course load or service. We anticipate that 4 to 6 students will enroll in the program's first year and that the program will grow to a cohort of 10 to 12 by year 5.[10] At that time, 1 new tenure track faculty line will be needed to support anticipated enrollment growth beyond year 5. This will be due to the fact that, in addition to

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[10] Program viability requires that the MFA graduate an average of 7 students/year in a five-year period as a minimum once the program has been established and once it has reached full enrollment. While this leaves little margin for attrition, CoAA graduate student retention rates have historically been high; CoAA 1-year "persistence rates" (term used by the Graduate School for continued enrollment or degree completion) for the years 2010 to 2019 average 88.7% (see UNC Charlotte Institutional Research Analytics-Graduate Level Retention and Graduation Dashboard: Fall Retention and Persistence Rate Tables, https://ir-analytics.charlotte.edu/tableau/graduate-level-retention-and-graduation-dashboard).

student advisement needs, a new faculty member will fill roles that will benefit the program and its future growth: this new faculty line will provide curricular support through the development of new courses as well as additional support for community-engaged activities and internship development, which will be central to the proposed MFA educational experience. As a program that will be built upon "community centered practices," appropriate partnerships will be needed and the development and maintenance of external community partnerships will require significant time and care. With appropriate resources, the MFA program will be positioned to grow in enrollment but that enrollment growth will also require a growth in partnerships through which each student's community centered work can be enacted. A limited number of community partnerships can be developed and managed by the MFA Program Director; however, when combined with advising and teaching loads, the supervision of partnerships, curricular programming and other service needs will exceed the MFA PD's capacity once the cohort of students grows beyond 6 to 8 students.

ii. UNC Academic Program Revenues
Funding sources may include enrollment growth formula funding, other state appropriation, regular tuition, tuition differential, general fees, special fees, reallocation of existing resources, federal funding, and other funding (such as awarded grants or gifts). The total projected revenue from the above categories should allow the proposed program to become self-sufficient within five years.

When estimating funding for new programs, institutions should take into account that students switching programs do not generate additional enrollment growth formula funds. For example, if a program projects enrollment of 20 students, but 12 of them switched into the program from an existing program at the institution, then only 8 of the students would generate additional formula funding.

Reallocation of Existing Resources includes the salary of faculty reassigned who may be partially or wholly reallocated to the new program. Explain how the current teaching obligations of those faculty are reallocated and include any faculty replacement costs as program costs in the budget. If substantial funds are reallocated, explain how existing undergraduate and graduate programs will be affected.

Federal Funding (In-hand only) refers to federal monies from grants or other sources currently in hand. Do not include federal funding sought but not secured. If anticipated federal funding is obtained, at that time it can be substituted for funds designated in other funding categories. Make note within the text of the proposal of any anticipated federal funding.

As a new graduate program, the proposed MFA will generate new graduate-level FTE funding for the College. Currently, only one unit in the College (Architecture) offers graduate programs. This proposed MFA will introduce a new interdisciplinary degree path and a new cohort of graduate students within the College.

As an interdisciplinary program supported by five academic units, the teaching load for this MFA will be absorbed in whole by the present faculty within the College (Art and Art History, Dance, Music, Theater, and Architecture). Existing CoAA courses provide the basis for new graduate course sections to be introduced, which will be cross-listed (including appropriate course numbering and syllabi requirements) in order to both extend the College's existing offerings and to engender interaction between MFA and other CoAA students. At the program's inception, a set of new graduate course sections will represent only a nominal increase in student enrollment per course. However, as the MFA program grows, new and specialized courses may be needed and that will represent a new set of resource needs.

b. Based on the institution's estimate of available existing resources or expected non-state financial resources that will support the proposed program (e.g., federal support, private sources, tuition revenue, etc.), please describe the following:

   i. How does the institution budget and allocate enrollment growth revenues? Is this program expected to generate new enrollment growth for the institution? If so, how will funds be allocated to the proposed program or be used to further other institutional priorities?

   As a new graduate program, the MFA will generate new tuition revenue. The Dean of the College of Arts + Architecture is responsible for determining the utilization of general funds allocated to college by the Division of Academic Affairs and all student fees.

   This program will further the College's goals of increasing scholarly activity through the introduction of a new graduate students and through community-engaged research enhancing connections with a broader range of community partners (municipal offices, community groups, not for profit organizations) as an integral part of the curricular experiences of students in the program.

   ii. Will the institution seek other additional state appropriations (both one-time and recurring) to implement and sustain the proposed program? If so, please elaborate.

   The program will request enrollment increase funding through the yearly budget review process conducted by the College and Academic Affairs. As enrollment increases, corresponding increases in Student Credit Hours (SCH) will be reviewed in the Dean's office and examined in light of the UNC System Office funding formula. These funds, if available, will be used to hire additional faculty as "joint appointments" between existing College departments in order to support this interdisciplinary MFA program.

   The College will request funding for recruitment and advertising of the new MFA program in its first five years, managed by the Associate Dean for Research with input by the unit Chairs.

Existing graduate programs in the College carry a tuition differential of $875.00 per semester ($1750 per year; fall/spring) and the MFA will also carry this tuition differential. All programs within the College also carry a Major fee of $125.00 per semester (fall/spring; $250.00 per academic year). Total college-level fees for the MFA will be $1000 per semester.

Fees are used to support scholarships and student enrichment programs. A portion of these funds will be used to enhance classroom technology available to students including the acquisition and maintenance of state-of-the-art digital tools and equipment and specialized software licenses among other technical needs. This increment will also help support graduate research.

The Major fee supports free entry to all performances and events each semester for each student within the College. This fee also supports a CoAA paid internship program that places students in roles within local arts organizations and is coordinated through the College. The College fee also supports student services and professional development through advising, orientation programs, lectures, and other educational or networking opportunities conducted jointly with local area organizations.

As an interdisciplinary program, faculty from each unit within the College will provide support through existing and/or new course sections at the graduate level that extend the content offered by courses within the College. Existing physical resources currently support the various disciplines within the College and have the capacity to support a cohort of new graduate students. Additionally, existing courses in other degree programs will provide elective classes for MFA students and will foster interdisciplinary research opportunities. For example, the proposed Master of Fine Arts in Community-Centered Practices will have access to coursework in areas such as applied anthropology, sociology, business, public policy, or education in order to provide students with specific community-engagement tools that will provide depth to their creative research activities.[11] Letters of support from Colleges and Programs have been secured; reception to requests for collaboration with the proposed MFA program have been

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[11] Courses from a range of disciplines will be available to MFA students, which will offer subject area content needed to support the research interests of each student; letters of support from Colleges and Programs have been secured and opportunities for research collaborations are on-going.

very positive and discussions regarding research collaborations are on-going. Thus, the proposed MFA will build upon existing graduate courses in areas that compliment a student's project-specific interests.

However, without additional funding for advertising and recruitment, the pace of growth for the program will be slowed.

VII. **Contact:** (List the names, titles, e-mail addresses and telephone numbers of the person(s) responsible for planning the proposed program.)

Position Title	Name	E-mail Address	Telephone
Dean, College of Arts + Architecture	Brook Muller	Bmuller7@uncc.edu	704.687.0090
Associate Dean for Research & Graduate Programs	José Gámez	jlgamez@uncc.edu	704.687.0104
Master of Arts in Community Centered Practices Program Director	Carlos Alexis Cruz	ccruzcas@uncc.edu	704.687.1486
Director of Communications & External Relations	Meg Whalen	Meg.whalen@uncc.edu	704.687.0878
Assistant Dean for Advising & Assessment	Elena Payne-Wiens	epaynewi@uncc.edu	704.687.0876

Signatures. This Request for Preliminary Authorization has been reviewed and approved by the appropriate institutional committees and authorities and has my support.

Position Title	Signature	Date
Chancellor	*(signature)*	7/12/22
Provost	*(signature)*	7/11/22

Cost Category *	Cost Sub-Category	Start-up Costs **	1st Year	2nd year	3rd Year	4th Year	5th Year	TOTALS
Tenure/Tenure- Track Faculty	New		$ -				$ -	$ -
	Reallocated		$ -					$ -
Non Tenure-Track Faculty	New		$ -	$ 5,000	$ 5,000	$ 6,000	$ 8,000	$ 24,000
	Reallocated		$ -					$ -
Graduate Student Support	New		$ -	$ 5,000	$ 5,000	$ 6,000	$ 7,500	$ 23,500
	Reallocated		$ -					$ -
EHRA Non-Faculty Positions	New		$ -					$ -
	Reallocated		$ -					$ -
SHRA Non-Faculty Positions	New		$ -					$ -
	Reallocated		$ -					$ -
Student Support (Scholarships)			$ 2,000	$ 4,000	$ 5,000	$ 5,000	$ 6,000	$ 22,000
Libraries			$ -					$ -
Supplies and Materials			$ -	$ 2,000	$ 2,000	$ 2,000	$ 4,000	$ 10,000
Travel, Communications, and Fixed Charges			$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 10,000
Equipment and Technology			$ -	$ -	$ 2,000	$ 2,000	$ 2,000	$ 6,000
Facility Repair and Renovation			$ -			$ 2,000	$ 2,360	$ 4,360
Facility New Construction or Expansion			$ -					$ -
Other (Identify): Advertising			$ 2,000	$ 3,316	$ 3,702	$ 4,088	$ 4,000	$ 17,106
TOTALS			$ 6,000	$ 21,316	$ 24,702	$ 29,088	$ 35,860	$ 116,966

* For personnel, include all salary and benefit expenses

** For start-up costs, include all costs incurred prior to the first year of student enrollments

Student Scholarship Support:
Scholarship funding generated by Tuition Differential Increment to be awarded as recruitment incentive.

Note: The balance of Tuition Differential Increment Funds generated will go towoards student enrichment through workshops, community-engaged research support, instructional support, etc.

Note: A New Tenure Track Line will be needed in year 6 to support additional growth in the MFA program.
Instructional Position Salary rate and Other Academic Costs projeccted at $94633 ($65, 312 salary plus $29321 in Other Academic Costs)