

April 2019

PERFORMANCE REPORT 2018

MASSACHUSETTS COLLEGE OF ART AND DESIGN



MASSART

MASSACHUSETTS COLLEGE
OF ART AND DESIGN

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INTRODUCTION

Partnership Renewal Plan

Art College Peer Group

Reporting Periods

Strategic Plan Progress

INTRODUCTION

Partnership Renewal Plan

The underlying premise of the MassArt New Partnership Plan is that the college, as a specialized public institution, can and should be held to high standards of accountability and therefore should also be granted substantial freedom to determine how it achieves those outcomes. Legislation contained in Section 634 of the FY04 Massachusetts State Budget authorized the college to establish its own performance standards appropriate to the unique nature of its mission and mandates a report each year. This report provides quantitative and qualitative data on selected performance measures from the performance agreement included in the second Partnership Plan renewal, approved in September 2016, and highlights notable MassArt events, accomplishments, and directions in the past year.

Art College Peer Group

Peer institutions, approved by the BHE in March 2010, are listed below. This group includes colleges that are up to 50% larger or smaller than MassArt in enrollments, offer different configurations of programs and majors, and have varying financial resources; but when considered in the aggregate, average measures for the group provide valid benchmarks for MassArt on most performance indicators. These institutions are used for benchmarks for the key indicators included in the second section of this report.

Art Center College of Design
California College of the Arts
California Institute of the Arts
College for Creative Studies
Columbus College of Art and Design
Maryland Institute College of Art
Ringling College of Art and Design
Rhode Island School of Design
School of the Art Institute of Chicago
The University of the Arts

Reporting Periods

ENROLLMENT Final FY2018, preliminary FY2019
ADMISSIONS Fall 2018, Fall 2017 AICAD
FINANCIAL AID FY2018, Fall 2018
RETENTION AND GRADUATION RATES FY2017, FY2018
TUITION AND FEE REVENUE FY2018
PEER FINANCIAL BENCHMARKS FY2017

Strategic Plan Progress

Consistent with our mission and values, MassArt's campus-wide strategic planning process collectively crafted a shared vision that defines the work of the college in the years to come. We began our process in September 2017 with the intent to introduce and model a process of engaged dialogue and deep listening within our community. A variety of forums and events were designed toward this end, and these consistent conversations opened new ideas and perspectives across our divisions. Both the process and the actual plan took shape through the vital engagement of faculty, staff, students, alumni, retired faculty, boards, and community partners.

A steering group comprised of twenty-two faculty, staff, and students (nine of whom are alumni) served as the hub for processing community input. They enlisted the facilitation expertise of Artistic Logistics, a consulting firm with over twenty years of experience working with arts and cultural institutions. Based on input received, the steering group commissioned several ad hoc working groups to craft proposals and recommend goals. From those proposals, the steering group drafted priorities, identified goals, and in September 2018, shared emerging themes with the full community for review and comment. MassArt's board of trustees then unanimously approved MassArt at 150, our 2018-2023 Strategic Plan, at their November 27, 2018 meeting.

The Massachusetts Board of Higher Education (BHE) has a three-touchpoint policy for approving the strategic plans for all of the nine state universities. We have requested to be on the agenda for the BHE's campus strategic planning committee meeting on April 30, 2019 to complete the BHE's TouchPoint II. We anticipate that the Board of Higher Education will take action on our plan at their regular June 18, 2019 meeting. Once the plan is approved by the BHE, their policy is to forward these types of strategic plans to the Executive Office of Education for the Secretary of Education's final action.

While our strategic plan moves through the Commonwealth's system, aspects of the plan are already underway on our campus, including the implementation of a renewed information technology (IT) plan and a new five-year capital improvement plan. Internally, MassArt's board of trustees will continue to receive semi-annual reports and implementation assessments on a regular basis. On campus, we have already filled two new positions which have been identified as crucial to our progress (general counsel and director of IT enterprise operations).

A new tactical team is charged with making implementation recommendations to the president's cabinet, including proposing actions needed to accomplish each goal. We track progress through an online platform that uses dashboards to provide updates to the public. An assessment team is charged with developing benchmarks and measurements and will be assessing the implementation of our plan on a quarterly basis. They will also ensure our strategic alignment with the Renewal Plan for a Partnership with the Commonwealth - 2015-2020, the foundational document upon which the plan was built. We have benefitted from this partnership with the Commonwealth of Massachusetts for over a decade and plan to continue this partnership by submitting a renewal plan in 2020.



KEY INDICATORS

Academic Quality

Access and Affordability

Student Success and Engagement

Service to the Commonwealth and the Economy

Financial Health

ACADEMIC QUALITY

ADMISSIONS STANDARDS

First-time Freshmen

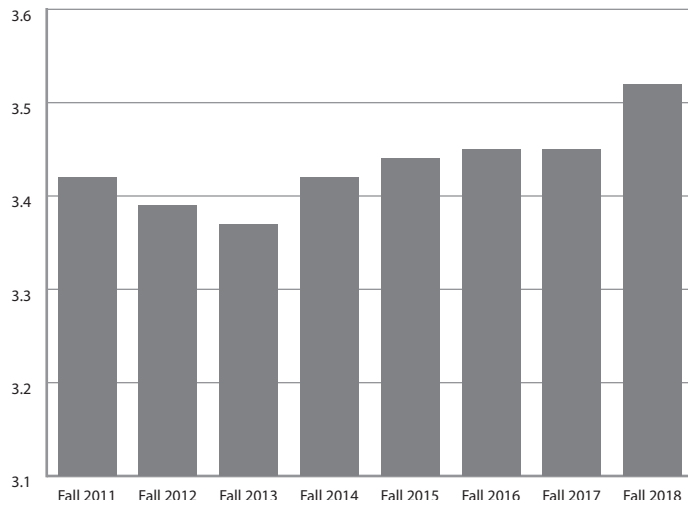
The admission process at MassArt is holistic and considers both academic achievements and artistic potential. For first-time freshmen, decisions place the greatest weight on high school GPA and the quality of the application portfolio. In Fall 2017, MassArt became part of the Test-Optional pilot and no longer considers standardized test scores in this decision process.

- 3.51 was the average weighted GPA
- 87% had GPA of 3.0 or higher
- 98% did not submit standardized test scores
- 2.39 was the lowest high school GPA reported

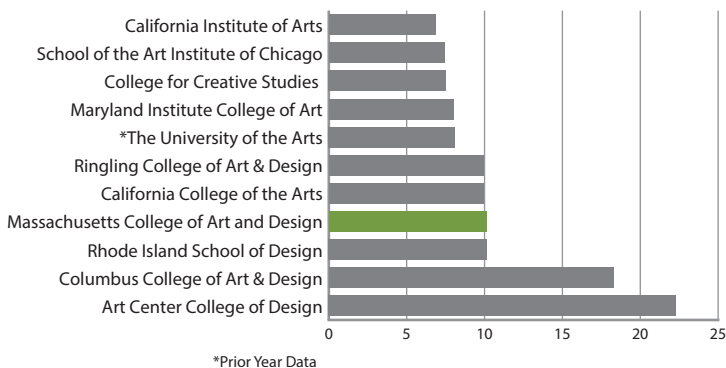
Transfer Students

Providing access to transfer applicants, particularly those from community colleges, is an important priority in MassArt's enrollment plan. The transfer admissions process strives to both maintain high standards and minimize time to degree for transfer students. The average college GPA for entering transfer students was 3.22 in Fall 2018; 68% had a college GPA of 3.0 or above.

Weighted High School GPA of Entering Freshmen



Student to Faculty Ratio Compared to AICAD Peers



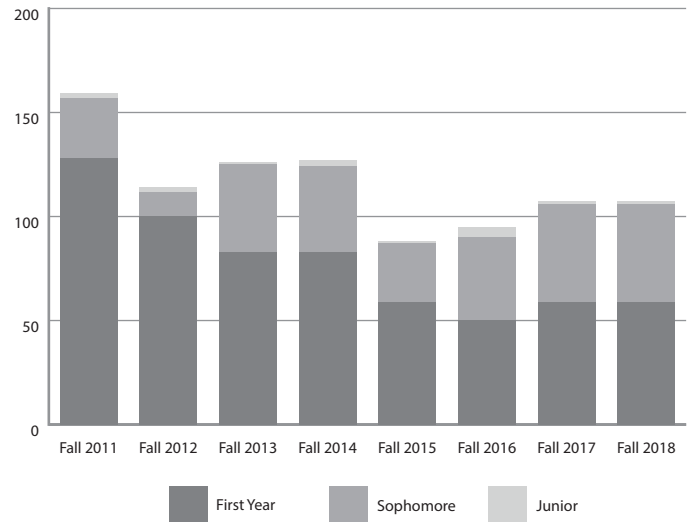
ADMISSIONS SELECTIVITY

In Fall 2017, MassArt ranked 5th in our AICAD peer group for admissions selectivity, accepting 70% of completed undergraduate applications. The most selective college in the group was California Institute of the Arts, with a reported acceptance rate of 25%; the least selective was The University of the Arts, at 75%. The median acceptance rate was 64%. Fall 2018 data is not yet available for AICAD peers.

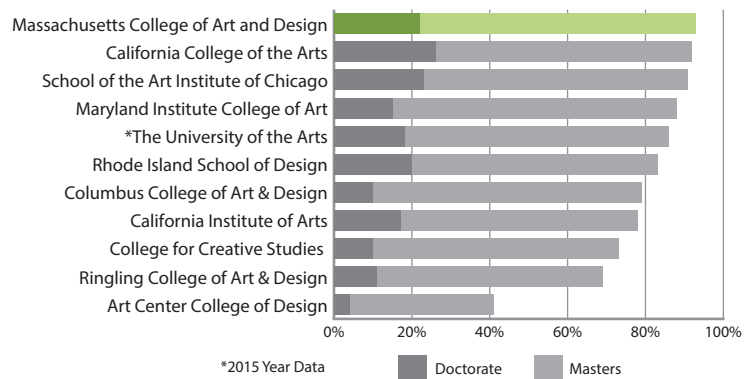
FACULTY CREDENTIALS

The current MassArt student to faculty ratio (student FTE to faculty FTE) for the BFA program is 10.14:1 which is less than the peer group average of 11. In Fall 2017, full-time faculty made up 60% of the faculty FTE for MassArt's BFA program, which is within seven percentage points of the average of 67% for our AICAD peers. Ninety-three percent of MassArt full-time faculty hold advanced degrees. This is the highest percentage in the peer group.

Transfer Admission by Class Level



Percent of Faculty with Advanced Degrees

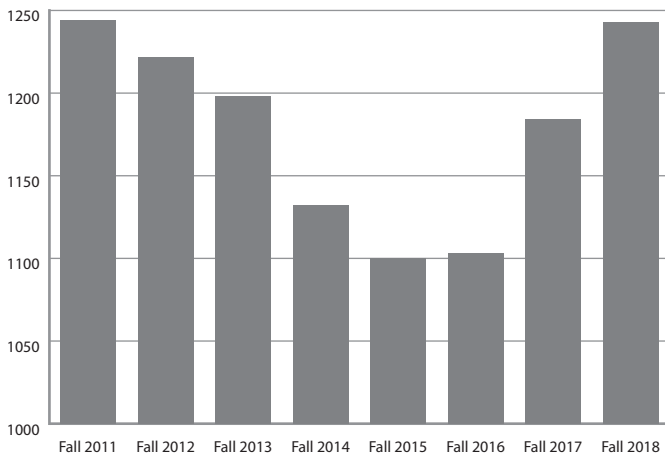


ACCESS AND AFFORDABILITY

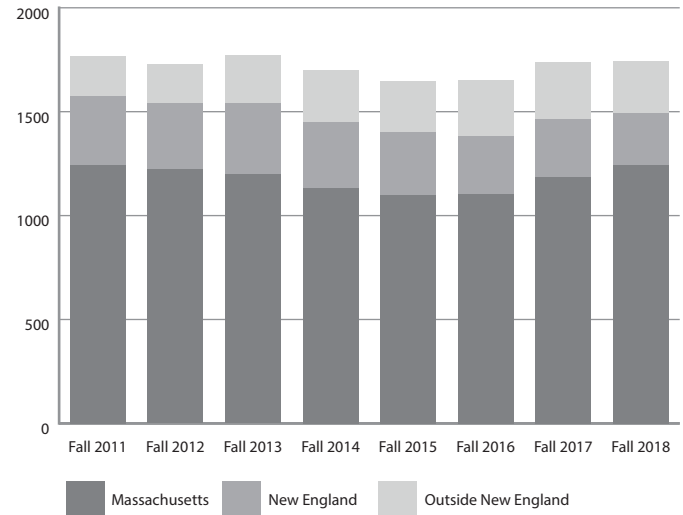
ENROLLMENT IN THE BFA DEGREE PROGRAM

Academic Year	MASSACHUSETTS		NEW ENGLAND		OUTSIDE NEW ENGLAND		TOTAL	
	Fall	Annual	Fall	Annual	Fall	Annual	Fall	Annual
2011-2012	1,244	1,277	329	330	196	192	1,769	1,799
2012-2013	1,222	1,273	319	326	188	192	1,729	1,791
2013-2014	1,198	1,233	343	338	231	233	1,772	1,819
2014-2015	1,132	1,174	316	323	253	255	1,701	1,752
2015-2016	1,100	1,135	301	306	245	249	1,646	1,690
2016-2017	1,103	1,156	280	286	265	270	1,648	1,712
2017-2018	1,184	1,231	280	287	272	285	1,736	1,803
2018-2019	1,243	1,288	248	253	251	262	1,742	1,803

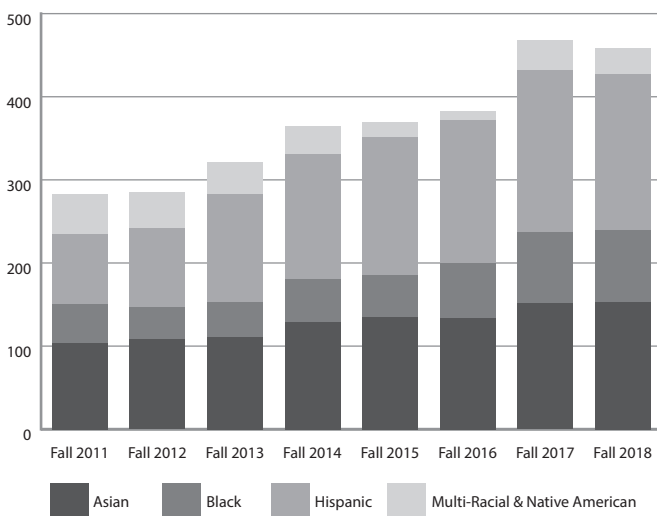
Massachusetts Residents Enrolled



Enrollment by Residency



BFA ALANA Student Enrollment



Enrollment of ALANA students in the BFA program remained stable between 2017 and 2018 after a decade of steady growth, even in years such as 2014 and 2015 when total BFA enrollment declined. MassArt has experienced the largest increase in Hispanic/Latinx enrollments, with enrollment of Asian students increasing at a somewhat less dramatic rate, and Black/African-American enrollment remaining largely stable. The lower number of students reporting themselves as 'Multiracial' results in part from a change in the way that this data is collected, with a two-question format that conforms to new federal guidelines. In Fall 2018, ALANA students constituted 30% of the US citizens and legal permanent residents enrolled in the BFA program who reported their race and ethnicity.

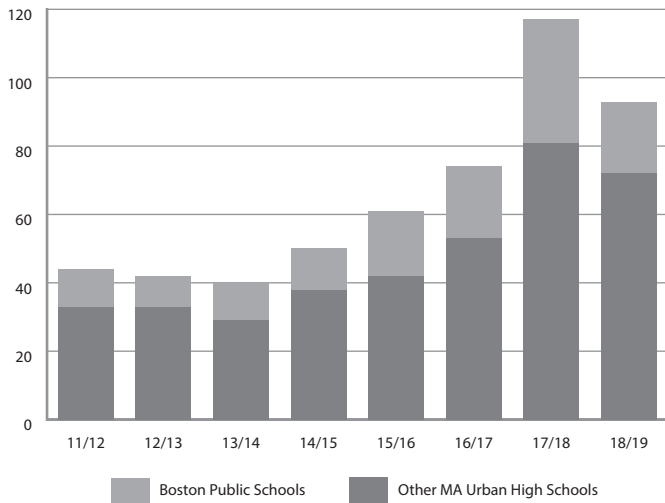
ALANA includes Native American, African American, Latinx, Asian, and multi-racial students; international students and those who did not report ethnicity are excluded from graduation rate comparisons.

URBAN AND COMMUNITY COLLEGE STUDENTS

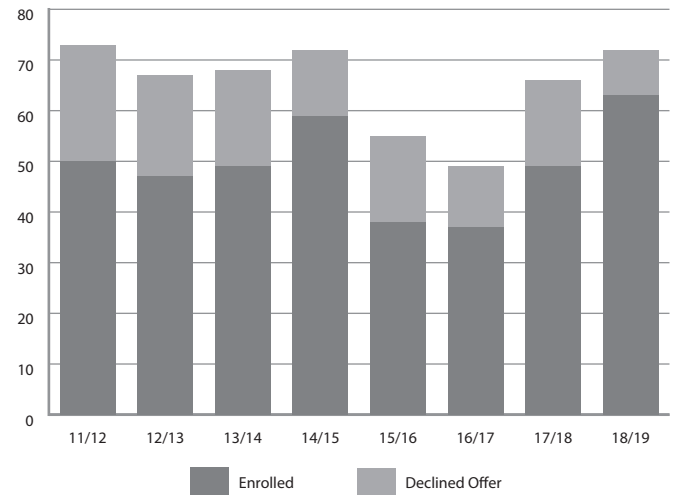
Providing access to students attending Massachusetts community colleges and urban high schools is an important value for MassArt and can present particular challenges. Many urban schools do not offer substantial curricula in the visual arts; urban students are frequently underprepared academically as well. A variety of recruitment strategies for urban students are in use at MassArt, including partnerships with high schools and community organizations.

MassArt has long-standing formal articulation agreements with Greenfield, Holyoke, and Massasoit Community Colleges. These agreements cover only a small number of our community college transfer applications; the majority of community college students enter MassArt through our general transfer admission process. The college continues to work with Roxbury Community College and Bunker Hill Community College to develop programs which align with MassArt curricula and will facilitate transfer to the college. In Fall 2018, 22% of incoming transfer students had attended a Massachusetts community college.

Admitted Applicants from Massachusetts Urban High Schools

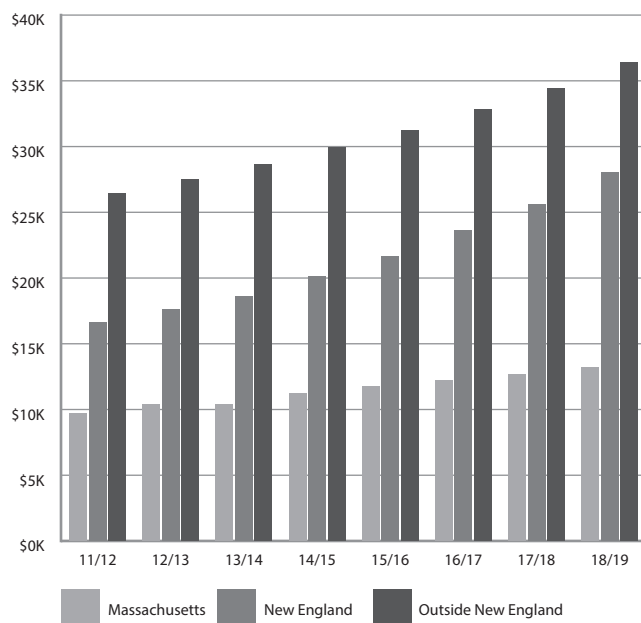


Community College Transfer Students Admitted

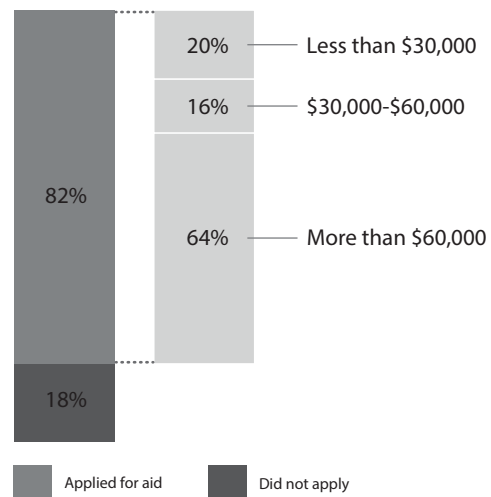


TUITION AND FEE STRUCTURE AND FINANCIAL AID

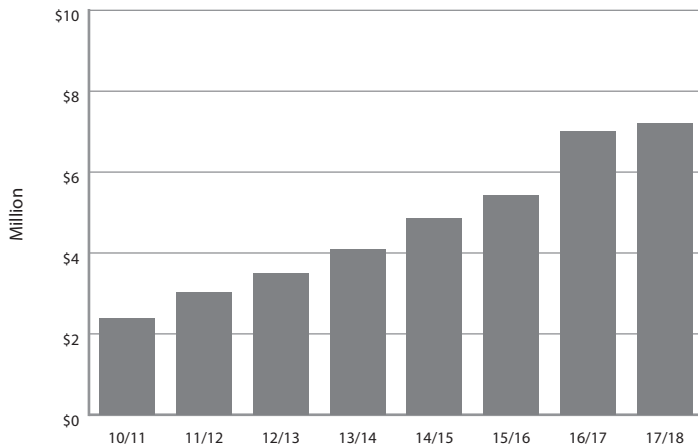
Student Charges



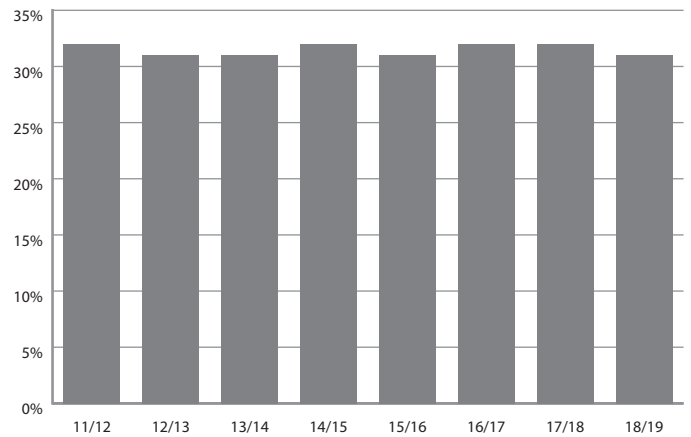
Family Income of Dependent Undergraduate Students Applying for Federal Financial Aid, Fall 2018



Total MassArt Funds Allocated to Undergraduate Financial Aid



Percent of All Undergraduates with Pell Grants



Grant Aid Awarded to Massachusetts Undergraduates

Academic Year	Outside Sources	College Funds	All Sources
2011-2012	\$2,591,475	\$1,279,992	\$3,871,467
2012-2013	\$2,562,517	\$1,267,372	\$3,829,889
2013-2014	\$2,482,148	\$1,011,345	\$3,493,493
2014-2015	\$2,534,487	\$ 958,089	\$3,492,576
2015-2016	\$2,451,043	\$ 1,363,374	\$3,814,417
2016-2017	\$2,515,307	\$1,928,611	\$4,443,918
2017-2018	\$2,724,989	\$2,179,999	\$4,904,988
\$ Increase	\$209,682	\$251,388	\$461,070
% Increase	8%	13%	10%

Financial Need of Massachusetts First-time Freshmen

	Fall	2015	2016	2017	2018
Massachusetts first-time freshmen		189	243	282	272
% Pell eligible		34%	28%	41%	32%
Average family income		\$38,269	\$32,961	\$32,970	\$37,475
Admissions yield for Pell eligible		56%	54%	56%	54%
Non-Pell eligible % with any need		37%	41%	33%	33%
Average family income		\$108,057	\$107,617	\$115,544	\$113,537
Admissions yield for need group		54%	59%	50%	43%
Total % of Massachusetts freshmen with any financial need		71%	69%	74%	66%

ENROLLMENT IN GRADUATE AND CERTIFICATE PROGRAMS

	Fall	2012	2013	2014	2015	2016	2017	2018
Master of Fine Arts		44	44	39	39	43	32	26
Master of Fine Arts, Dynamic Media		18	16	18	18	19	10	10
Master of Fine Arts Low Residency		35	35	28	14	19	26	30
Master of Design Innovation		--	--	--	--	6	14	14
Master of Architecture		24	21	20	23	28	29	25
Master of Arts in Teaching		16	16	13	14	17	16	19
Teacher Preparation Program		4	2	3	1	0	1	2
Post-baccalaureate certificates		5	6	5	3	8	4	7
Total graduate programs		147	140	126	112	140	132	133
Design certificates		94	93	82	89	74	77	86

MassArt graduate programs provide access to advanced professional degrees in design and fine arts. The market for graduate programs has become increasingly competitive over the past several years, and MassArt graduate enrollment has declined.

Certificate programs offered at the undergraduate and post-baccalaureate levels provide preparation and credentials for professional practice or further education in the visual arts.

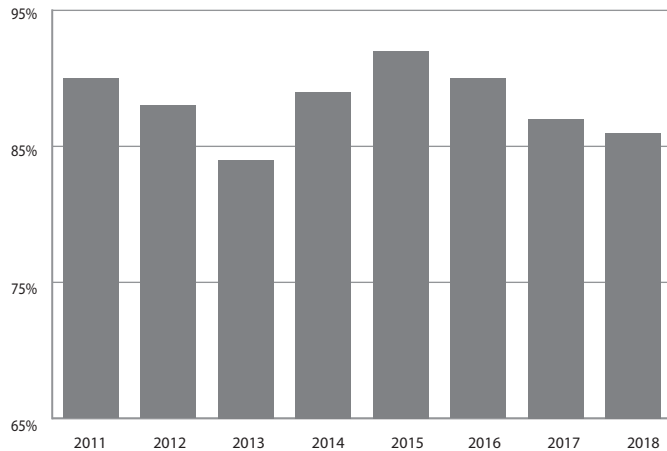
Our strategic plan includes renewed development of graduate and certificate programs.

STUDENT SUCCESS AND ENGAGEMENT

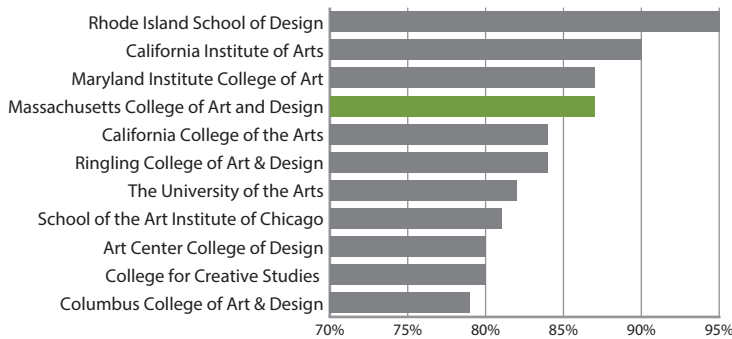
RETENTION RATE FOR FIRST-TIME FRESHMEN

MassArt's freshman to sophomore retention rate for the 2017 entering cohort was 86% —the fourth highest of our AICAD peers. The fall 2016-to-2017 rate also places MassArt among the top three Massachusetts state universities for fall-to-fall retention with the University of Massachusetts Amherst (91%) and Massachusetts Maritime Academy (87%). Maintaining a high freshman retention rate is a critical element in our commitment to increase both the six-year and four-year graduation rates.

MassArt Freshman to Sophomore Retention Rate



**Fall 2017 Freshman to Sophomore Retention Rates
MassArt and AICAD Peers**



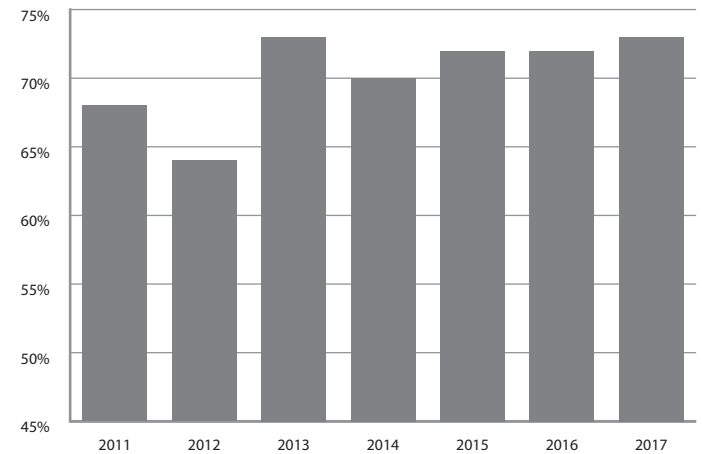
* Fall 2018 retention data not yet available. This value is for the previous cohort.

SIX-YEAR GRADUATION RATES

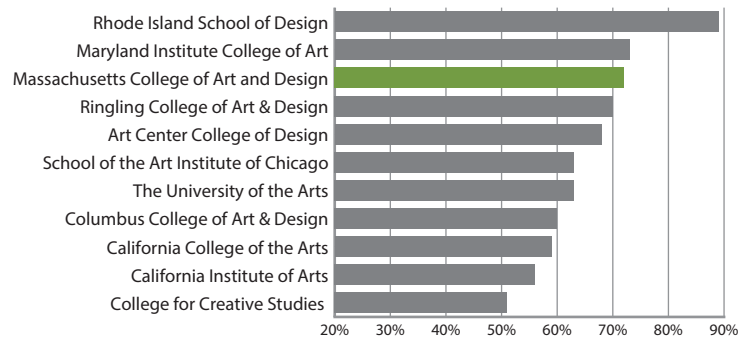
MassArt's six-year graduation rate for the 2011 entering freshman cohort was 73% —the third highest of our AICAD peers. The six-year graduation rate has remained over 70% for freshmen entering MassArt since 2013. The rate consistently ranks above the median for our AICAD peer group and in the top three of the Massachusetts state universities.

The college affirms our commitment to maintain an average six-year rate above 70%, and to increase the number of students who complete their degrees in four years. The four-year graduation rate has increased in recent years, and is 52% for the 2012 cohort.

MassArt First-time Freshman Graduation Rates

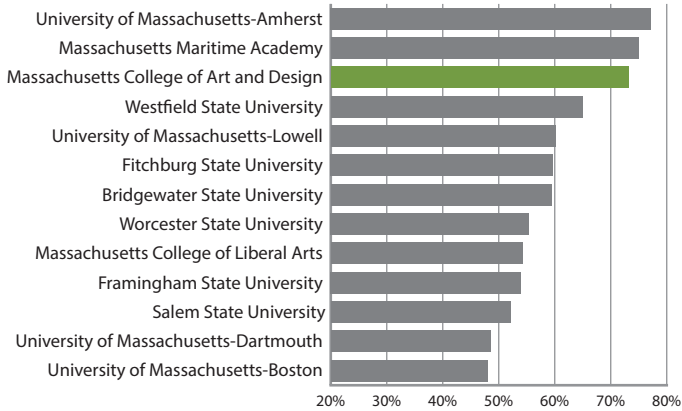


**Six-year Graduation Rates, Fall 2011 Freshman Cohort
MassArt and AICAD Peers**



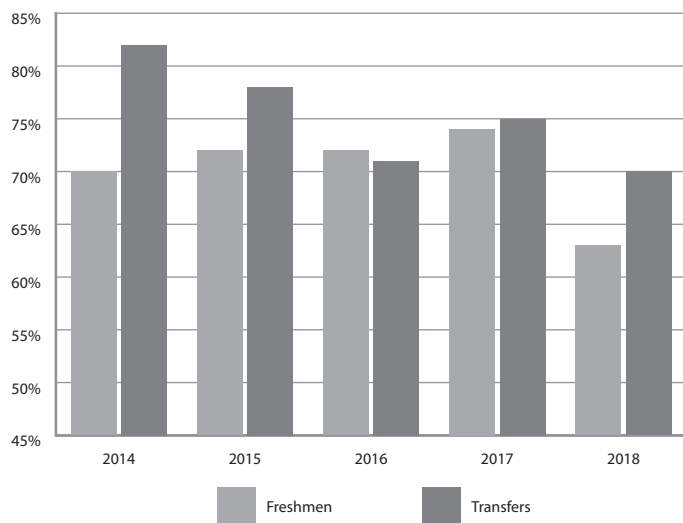
GRADUATION RATE BENCHMARKS

Six-year Graduation Rates, Fall 2011 Freshman Cohorts MassArt and Massachusetts Public Universities



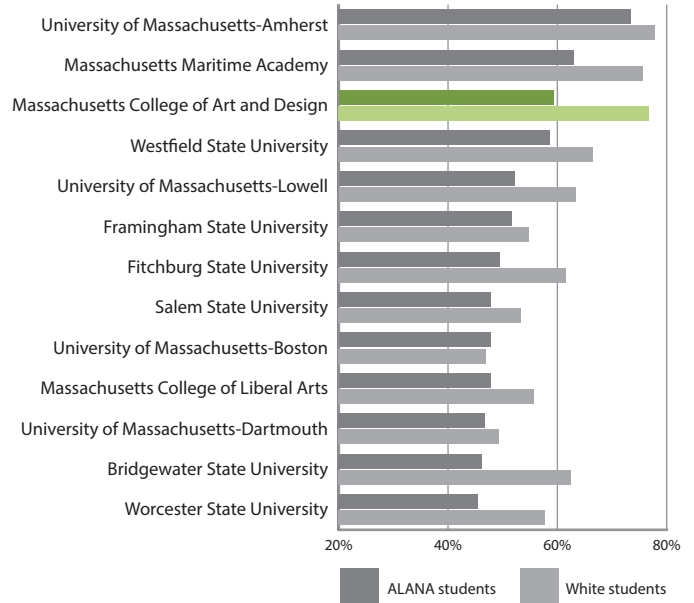
Two years ago, NCES began to track graduation rates for students who enter their current institution with prior post-secondary enrollments. MassArt's performance agreement, contained in the 2016 renewed Partnership Plan, specifies measuring graduation rates for incoming transfer student cohorts, using freshman graduation rates as benchmarks. Both groups include only students who attended full-time in their first semester. Since the majority of MassArt transfers enter as first-year students, six years is defined as 150% of the normal time to degree completion and graduation was tracked over that period. Students who entered at the sophomore level generally completed in a shorter period. The chart below presents graduation rates for both freshmen and transfer cohorts over the past five years. Transfer students typically meet or exceed the first-time freshman six-year graduation rate.

First-time Freshman vs. Transfer Student Graduation Rates Entering Cohorts 2008 to 2012



SIX-YEAR GRADUATION RATE FOR ALANA STUDENTS

Graduation Rate Gaps, Fall 2011 Freshman Cohorts MassArt and Massachusetts Public Universities



ALANA includes Native American, African American, Latinx, Asian, and multi-racial students; international students and those who did not report ethnicity are excluded from graduation rate comparisons.

One of MassArt's performance goals is to achieve graduation rates which minimize observed differences associated with race and ethnicity. For the entering freshman cohort of Fall 2011, the graduation rate for ALANA students (59%) was 18 percentage points lower than that of white non-Hispanic students (77%).

MassArt's ALANA student graduation rate (59%) ranked third among Massachusetts public universities for 2011 entering freshman cohorts, trailing the University Of Massachusetts Amherst and Massachusetts Maritime Academy. MassArt's 2011 ALANA graduation rate exceeds the rate for white students at six of the other Massachusetts public universities.

Because entering cohorts of ALANA students are relatively small at MassArt and fluctuate in both size and composition from year to year, single year cohort rates vary significantly and can be unrepresentative. A three-year aggregated cohort rate is a more reliable measure of success for this group of students. There is a 10 percentage point gap between the aggregated six year graduation rate of ALANA students (61%) and that of white students (71%) for the MassArt entering cohorts of 2010 to 2012. There was an 11 percentage point gap for the prior three-year aggregated cohort (2009-2011).

DEGREES AND CERTIFICATES AWARDED ANNUALLY

Degrees and Certificates Awarded

	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Average
Design Certificates	17	19	17	19	25	17	18	19
Bachelor of Fine Arts (BFA)	377	341	347	364	350	353	372	358
Post-Baccalaureate Certificates	5	3	3	5	5	5	1	4
Master of Fine Arts (MFA)	35	41	33	44	34	38	23	35
Master of Architecture (MArch)	5	10	7	11	9	6	10	8
Master of Arts in Teaching (MAT)	12	22	7	9	5	7	10	10
Master of Design: Design Innovation (MDES)	--	--	--	--	--	--	4	4

Design certificates include Graphic Design, Fashion Design, Furniture Design, and Industrial Design. Post-baccalaureate certificates include Teacher Preparation, Dynamic Media, Photography, and Fine Arts.

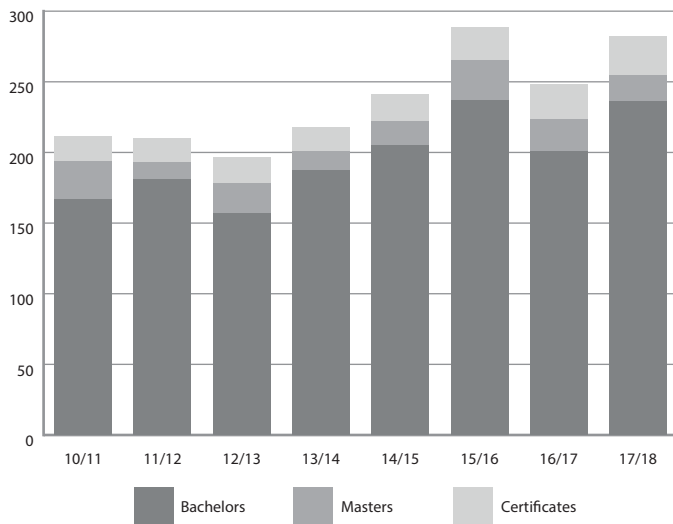
BFA DEGREES

BFA Degrees Awarded by Major Program

Major	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Average
Animation	21	15	26	22	36	37	46	29
Architectural Design	18	11	13	12	16	16	14	14
Art Education	26	19	22	20	13	20	29	21
Art History	16	11	13	20	23	10	6	14
Ceramics	7	9	8	3	6	10	7	7
Fashion Design	25	24	26	33	16	30	28	26
Fibers	10	13	11	7	15	9	10	11
Film/Video	11	25	8	23	13	16	14	16
Glass	9	4	6	5	4	4	5	5
Graphic Design	39	35	35	47	43	40	46	41
Illustration	41	43	47	35	54	56	65	49
Industrial Design	20	16	19	36	28	24	28	24
Jewelry/Metalsmithing	9	3	9	4	10	10	6	7
Painting	40	42	35	36	27	18	26	32
Photography	37	33	29	21	23	29	22	28
Printmaking	9	6	14	17	6	4	6	9
Sculpture	32	25	24	22	23	14	16	22
Studio for Interrelated Media	17	13	21	20	13	28	21	19
Art and Design, Open	11	10	3	5	--	--	1	4
Total	398	357	369	388	369	375	396	379

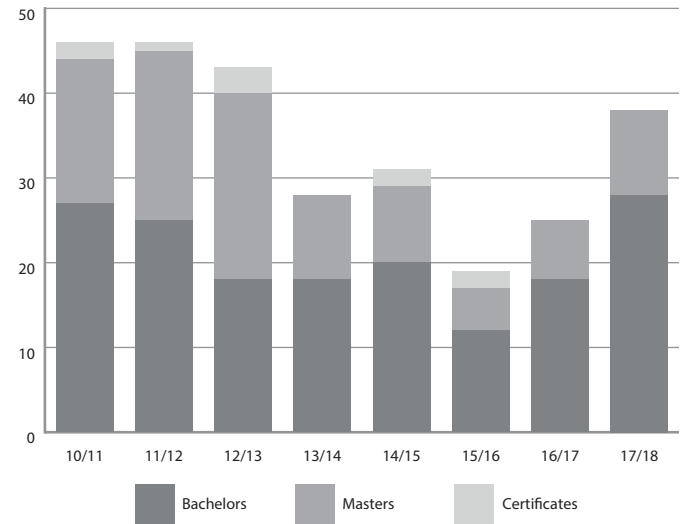
These are duplicated counts; double majors are included in this table in both majors. The unduplicated BFA graduate count for 2017/2018 is 372.

Degrees Awarded Annually in Design and Media Majors



Graduates of MassArt's programs in design and media serve the labor market needs of the Commonwealth's creative economy. In academic year 2017/2018, 56% of all degrees and certificates awarded were in design and new media majors.

Degrees Awarded Annually in Teacher Preparation Programs



The number of Art Education degrees awarded by MassArt the past two years increased slightly after a decline in previous years. Of these degrees, 85% were awarded to Massachusetts residents. All licensure-track graduates passed the MTEL test.

GRADUATE EMPLOYMENT

Summary of BFA Responses to the Annual Graduate Survey Classes of 2009 -2017

Academic Area	Majors in this Area	Portion of Graduates Who Responded	Response Rate	Employed Full-time or Part-time	Job is related to Field of Study	Did an Internship
Art Education	Art Education	54/147	37%	87%	87%	85%
Art History	Art History	22/83	27%	68%	60%	64%
Fine Arts 2D	Painting, Printmaking	74/253	29%	72%	64%	57%
Fine Arts 3D	Ceramics, Fibers, Glass, Metals, Sculpture	99/332	30%	71%	71%	58%
Environmental Design	Architectural Design, Fashion Design, Industrial Design	105/398	26%	77%	85%	79%
Communication Design	Animation, Illustration, Graphic Design	203/696	29%	79%	81%	64%
Media and Performing Arts	Film and Video, Photography, SIM	110/434	25%	75%	56%	58%
Total	All Majors	667/2,343	28%	84%	74%	77%

The response rate of 28% includes Knowledge Rate data (data provided by career development staff or faculty who know the status of graduates who did not respond to the survey.) Across seven academic areas, the percentage of 2016/17 graduates employed full- or part-time six months out of graduation is 92%.

In the fall of 2016 MassArt participated in an alumni survey conducted by the Strategic National Arts Alumni Project (SNAAP). Alumni who earned degrees from 1980-2015 were included in the survey population. The national report summary from SNAAP 2016 includes the following findings:

- Over six in ten (67%) currently work in the arts in some capacity, as an artist (56%), teaching art (28%), and/or administering a business or organization in the arts (19%). Many alumni are working in more than one of these capacities.
- More than 90% reported that their institution contributed "very much" or "some" to acquiring or developing skills and abilities in broad knowledge and education, improving work based on feedback from others, enhancing creative thinking, problem solving, and artistic technique.
- Half of alumni surveyed "strongly" or "somewhat" agreed that their institution integrated all aspects of career development, and that they took full advantage of career services while at their institution.
- Recent alumni (83%) are also more likely than older alumni (79%) to "strongly" or "somewhat" agree that their institution exposed them to a broad network of artists, leaders, and scholars through special programming.
- Alumni also noted areas where their alma mater could emphasize more skill development. The top three skill areas identified include financial and business management skills, entrepreneurial skills, as well as networking and relationship building skills.

FINANCIAL HEALTH

STATE OPERATING SUPPORT

The major underlying premises of MassArt's New Partnership Plan were that by gaining authority to set and retain tuition, accepting an equivalent reduction in the state maintenance appropriation, and actively managing enrollment, the college can maintain financial health at a cost savings to the Commonwealth. Achieving this end requires commitments from both parties to the agreement. MassArt must achieve the enrollment and tuition revenue targets set out in the plan's business model, and operating appropriations from the Commonwealth must be consistent with the model's projections.

From the start of the partnership until FY2013, MassArt achieved enrollments within 2% or less of its annual goals (exceeding them in some years), kept student charges affordable for Massachusetts residents, and steadily increased institutional resources allocated to student financial aid. In FY2014, BFA enrollment began to trend downward; this decline continued in FY2015 and FY2016. Enrollment stabilized in FY2017, and Fall 2018 had an entering class of 504 students. Application volume for Fall 2018 suggests that the decline in enrollment has reversed. Enrollment will begin incremental annual increases, bringing us close to planned targets again.

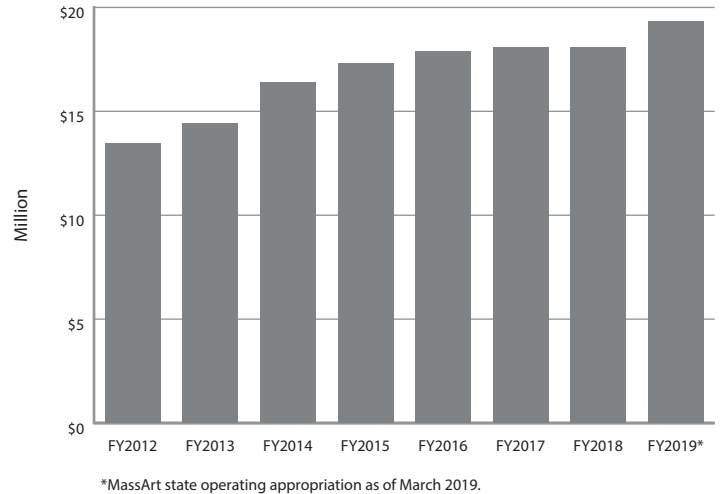
In FY2014 the legislature recognized the acute funding situation of the state universities. MassArt received an additional \$1 million in state funding, allowing the college to freeze student charges for Massachusetts residents at the FY2013 level. In FY2015 the appropriation did not increase enough to hold charges for a second year; tuition and fees for MA students increased 8%. Charges increased again by 4.5% in FY2016, 4% in FY2017, and 4% in FY2018.

UNDERGRADUATE TUITION AND FEES

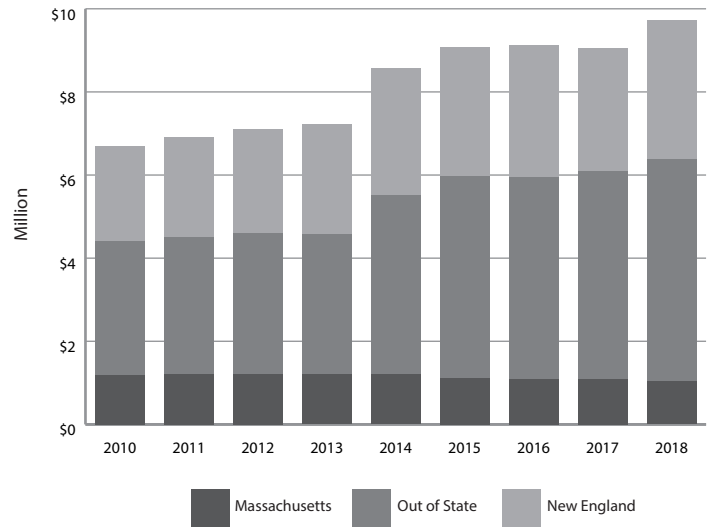
The combination of increases in tuition and fees as well as enrollment growth in the BFA program has resulted in a significant increase in net revenue from undergraduate student charges. The chart at right shows the growth in retained tuition by student residency status since the start of the partnership agreement.

As specified in our performance agreement, the tuition FTE is defined as the full-time student headcount plus 60% of the part-time headcount, which reflects MassArt's allocation of student charges.

State Operating Appropriation FY2012 to FY2019



Retained Undergraduate Tuition FY2010 to FY2018



Each year Massachusetts students receive over \$100,000 in tuition waivers as financial aid or through categorical programs. The impact of waivers on net tuition revenue is not reflected in the chart above.

Undergraduate Tuition and Fee Revenue FY2018

	FTE	Tuition and Fees	Revenue
Massachusetts	1,143.8	\$13,200	\$15,098,160
Out of State	268.9	\$36,400	\$9,787,960
New England	273.5	\$28,000	\$7,658,000
Total	1,686.2		\$32,544,120

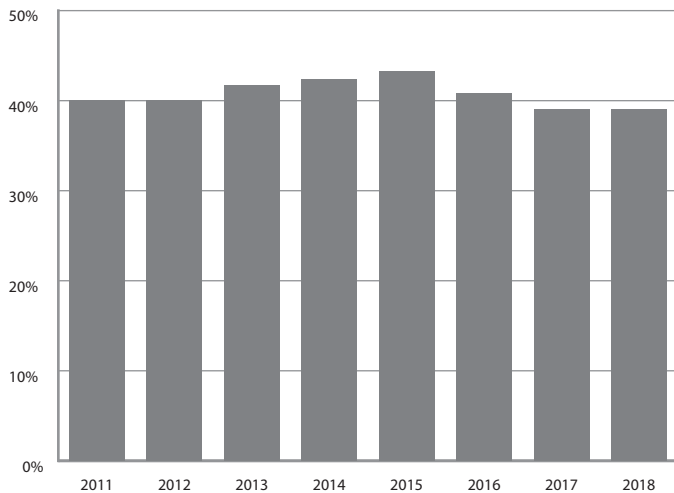
FINANCIAL HEALTH

TUITION DEPENDENCY

Core revenues include tuition and fees; federal, state and local appropriations; government grants and contracts; investment income; gifts; and other operating and non-operating sources. Tuition and fees in these charts include revenue from all programs.

The percentage of total core revenues derived from tuition and fees suggests the degree to which an institution's operations depend on annual student charge revenue. The state operating appropriation makes MassArt less dependent on student charges than our AICAD peers, and has allowed the college to remain affordable for Massachusetts residents. As state appropriations decline, the college's tuition dependency will begin to approach that of some of our private AICAD peers.

MassArt Tuition and Fees as a % of Core Revenues

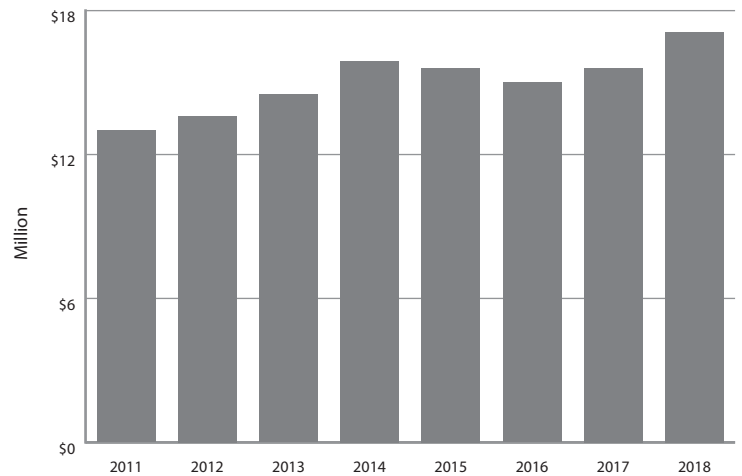


ENDOWMENT

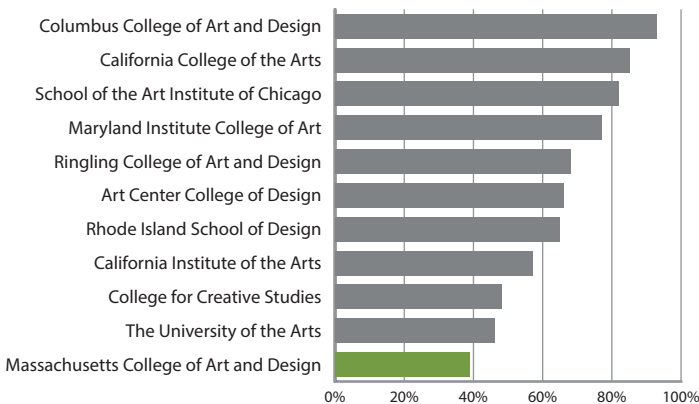
Since FY2003, the value of MassArt's endowment has increased by over 400%, from \$2.9 million in June of 2003 to over \$15.3 million in June of 2017. MassArt's total endowment is the second smallest of our art school peer group.

At the beginning of FY2017, average endowment per FTE for our peers was \$45,557 compared to \$8,517 for MassArt. Endowment per FTE at MassArt remained relatively the same between FY2016 and FY2017, but still is well below the average value at AICAD peer institutions.

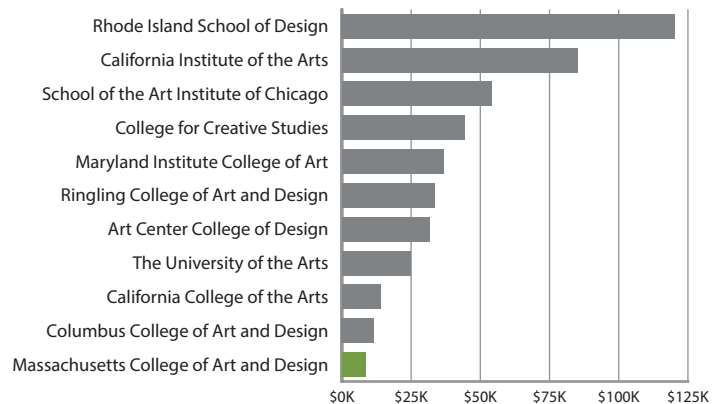
MassArt Endowment and Related Investments



AICAD Peers Tuition and Fees as a % of Core Revenues, FY2017



Endowment per FTE, Massart and AICAD Peers, FY2017



PEER EXPENDITURE BENCHMARKS

Peer financial benchmarks use data from the National Center for Education Statistics (NCES) Peer Analysis system for the FY2017 IPEDS Finance Survey. Total core expenditures (E&G) per FTE at MassArt are the lowest in our peer group. Core expenditures per FTE at MassArt were \$33,942, which is \$2,832 below peer median expenditures of \$36,774 in FY2017.

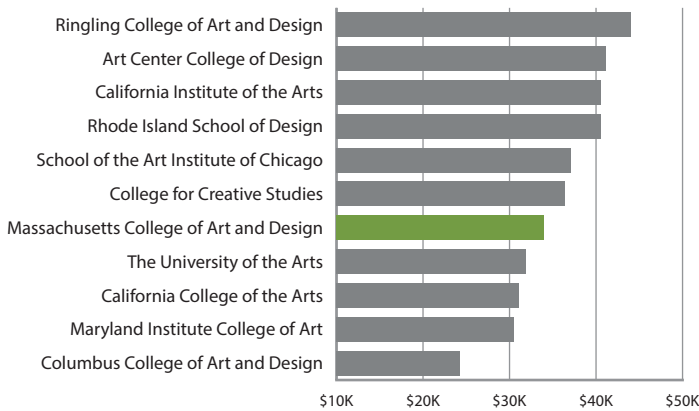
Core expenditures include: instruction, academic support, research, public service, student services, institutional support, operations and maintenance, and scholarships and fellowships.

Institutional support expenditures per FTE at MassArt are the second lowest in our peer group. This category includes most general administrative costs.

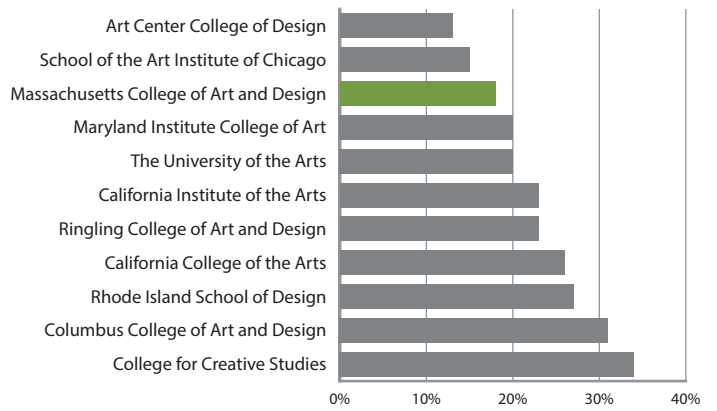
Both Art Center College of Design and College for Creative Studies tend to be outliers in the percentage of core expenses represented by institutional support costs. The ratio of these costs to the total E&G budget at MassArt is the second lowest of our peer group if Art Center is excluded, and are nearly 50% less than the percentage of E&G budget for Creative Studies.

MassArt's peer FTE expenditures for Institutional Support are the second lowest in the peer group, at \$5,944.

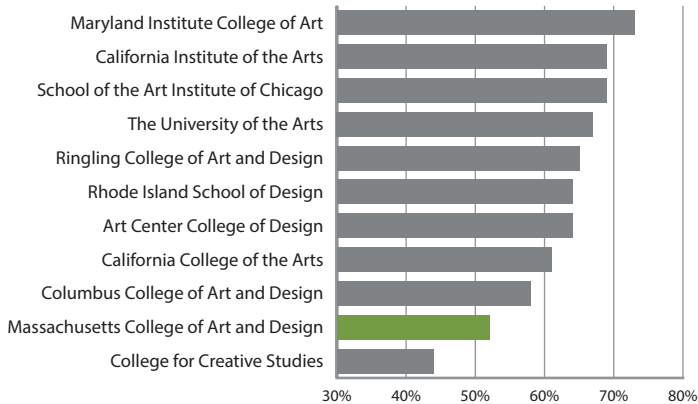
Core Expenditures per FTE, FY2017



Institutional Support to Total Core Expenses Ratio, FY2017



Instruction and Academic Support to Core Expenses Ratio, FY2017



Institutional Support Costs per FTE, FY2017

