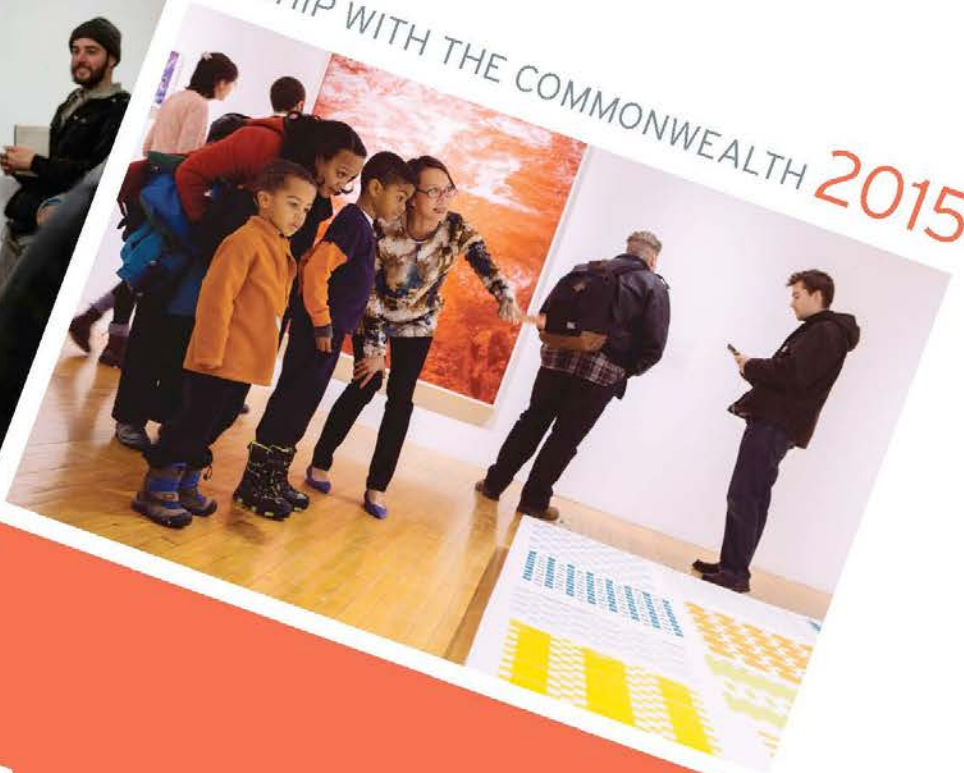


RENEWAL PLAN FOR A PARTNERSHIP WITH THE COMMONWEALTH 2015



MASSART

MASSART
MASSACHUSETTS COLLEGE
OF ART AND DESIGN

**MASSACHUSETTS COLLEGE OF ART AND DESIGN
RENEWAL PLAN FOR A PARTNERSHIP WITH THE COMMONWEALTH 2015-2020**

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PART 1. RENEWAL PLAN

MASSACHUSETTS COLLEGE OF ART AND DESIGN

RENEWAL PLAN FOR A PARTNERSHIP WITH THE COMMONWEALTH 2015-2020

Submitted to the Board of Higher Education (BHE), Summer 2015

The following plan is a proposal to the BHE for the renewal for a five-year period of the partnership authorized by the legislature, developed by the Massachusetts College of Art and Design (MassArt) Trustees, and originally approved by the BHE in 2004. The Plan has worked remarkably well for MassArt and its students. Annual reports submitted to the BHE and the legislature have documented the success of the plan. What follows essentially continues the original plan, but updates both planning numbers and certain policies based upon current strategic planning and circumstances.

I. THE CONTEXT

Massachusetts College of Art and Design is one of the leading freestanding colleges of art and design in the United States, and is unique in being the only publicly supported one in the group. Its peers include professional colleges of visual arts, including Maryland Institute College of Art, Rhode Island School of Design, University of the Arts, Columbus College of Art and Design, School of the Art Institute of Chicago, California College of the Arts, Art Center College of Design, California Institute of the Arts, Ringling College of Art and Design, and College for Creative Studies.

MassArt was founded in 1873 by an act of the Legislature to ensure that the Commonwealth could meet the demand of the industries of Boston, Lowell and Lawrence for textile designers, and to provide training for teachers of art throughout the state. Today, MassArt offers eighteen undergraduate majors in a wide variety of art and design disciplines, eight graduate degrees in ten areas, four continuing education and certificate programs, and six youth programs. Because of its state support, the college is able to offer access to a strong professional education in the visual arts for all talented students, regardless of economic resources.

A. History of the Partnership

Massachusetts College of Art and Design formally embarked upon a new course in April 2004, when the Board of Higher Education, acting on special legislation passed in June 2003, approved a five-year operating plan for MassArt. The plan was renewed again in spring of 2009, allowing MassArt and the Commonwealth to continue to deliver high-quality instruction at an affordable price. The Massachusetts State Legislature had given MassArt and the Board of Higher Education the opportunity to demonstrate that with additional flexibility, the college could enhance its quality, its national stature, and its role in educating the Commonwealth's residents, while retaining its founding commitment to access for talented Massachusetts students regardless of their economic circumstances.

The 2003 legislation and subsequent Partnership Plan represented a transformational moment for the college. At a time when cultural and creative industries were increasingly being recognized as a vital component of the Massachusetts and New England regional economy, the plan gave MassArt more flexibility and autonomy, and recognized the college's unique mission and distinctive role within the state's higher education system. As a result of this new operating flexibility, MassArt could achieve its educational aspirations, develop new non-state revenues, strengthen its role in the creative economy as a cultural and educational resource and serve as a model for other public universities. MassArt's Board of Trustees and its administrative leaders were granted increased responsibility for steering the course of the college's financial, academic and administrative affairs. MassArt welcomed this new to provide professional education in art and design of the highest caliber.

Beyond the enrollment and revenue growth during the span of the partnership, the college gained other benefits through its independent status. These included programmatic improvements, increased fundraising effectiveness, new facilities, and cost savings from increased collaborations. Listed below are examples of improvements and successes:

1. MassArt's graduation rate for entering first-time freshmen increased to over 70% for the past two cohorts, reaching the six-year benchmark and ranking second in 2014 among both MA state universities and Association of Freestanding Colleges of Art and Design (AICAD) peer art colleges.
2. MassArt continued to maintain high admission standards, with an increase in average weighted high school GPA from 3.27 in 2010 to 3.42 in 2014 for incoming first-time freshmen.
3. MassArt opened a new residence hall in June 2012 after almost two years of construction. The residence hall project is a cooperative partnership between MassArt and the neighboring Massachusetts College of Pharmacy and Health Sciences (MCPHS) and Wentworth Institute of Technology and has increased MassArt's on-campus housing capacity to 918 beds. This allows MassArt to provide housing for all first and second year students. The building, now called 'The Tree House,' has 17 residential floors containing 136 suites and 493 beds, a health center, and a café/lounge. The new residence hall improves the quality of on-campus student life, increases student retention, and helps recruit students from outside the region.
4. The new MassArt Design and Media Center, scheduled to open for the spring 2016 semester, will become the new front entrance to the college, as well as a central artery to adjacent buildings, connecting the Tower Building and the North, South, and East Halls. New studio and classroom spaces will provide a flexible framework to support contemporary interdisciplinary practices and teaching methods in the areas of design (industrial design, animation, graphic design, fashion design, illustration, and architecture) and media (film, video, and photography), facilitate collaboration and cross-disciplinary study among the design, media, and fine arts programs, and provide a gathering place for external organizations and members of the community.
5. MassArt graduates are key contributors in industries from information technology to healthcare, design, architecture and manufacturing. With more than 45,000 jobs in the creative sector that contribute almost \$2.1 billion annually to the Massachusetts state economy*, MassArt is an economic generator fueling the creative economy. *(Source: New England Foundation for the Arts)

B. Community Engagement

Massachusetts College of Art and Design is serious about making a difference in its community and strives to be a good neighbor. Located steps away from top academic, cultural, and medical institutions, the college is a member of academic consortia and maintains mutually beneficial partnerships with neighborhood organizations. These relationships are forged with the goal of expanding educational resources available to students and contributing to the vitality of our communities.

The college instills these values in its curriculum. Members of the faculty identify projects that go beyond the classroom, and students apply their skills and interests to projects at local hospitals, schools, and community-based organizations.

The college also makes art and design accessible to all through its public programs and educational offerings for local schools. MassArt connects with thousands of residents each year through extensive programming on and off campus. This work is exemplified in particular through three areas of the college: **Artward Bound, the Center for Art and Community Partnerships (CACP), and Gallery Education**. All three programs have received support through the Department of Higher Education's Performance Incentive Funding (Artward Bound from FY12-14; CACP and Gallery Education from FY13-15.)

In January 2015, the **Carnegie Foundation for the Advancement of Teaching** selected MassArt for its 2015 Community Engagement Classification, bringing the total number of campuses in the United States that hold the Community Engagement Classification to 361. MassArt is:

1. one of only two freestanding art/design schools in the U.S. to receive the designation;
2. one of 25 Massachusetts schools with the classification;
3. one of the 5 institutions in arts, medicine, and other health professions to be selected in 2015.

MassArt has also partnered with **Campus Compact** for five years. Campus Compact is a national coalition of nearly 1,100 colleges and universities committed to the public purposes of higher education. It is a network comprising a national Boston-based office and 34 state and regional Campus Compacts. As the only national higher education association dedicated solely to campus-based civic engagement, Campus Compact enables campuses such as MassArt to develop students' citizenship skills and forge effective community partnerships. Through MassArt's presidential membership with Massachusetts Campus Compact (MACC), MassArt has leveraged 9 temporary but full time MACC AmeriCorps*VISTA positions over the last five years (seven in CACP, 2 in Artward Bound.) This resource has leveraged a significant amount of increased capacity for the work of MassArt's stellar engagement programs. For example:

- **Artward Bound**

Artward Bound is a four-year college preparatory program in the visual arts. At home on MassArt's campus, Artward Bound prepares local youth in grades 8-12 with the artistic and academic skills needed for admission to, and success at, an art/design college or other post-secondary institution. Artward Bound is designed for underserved, potential first-generation students who live and attend schools in Boston. Student-artists enrolled in the program are expected to participate through their senior year of high school. While enrolled in Artward Bound, students have access to MassArt materials, facilities, and youth programs at no cost. A commitment to Artward Bound allows student-artists to gain confidence through constant access to artistic people and surroundings, and dependable materials. Familiarity with peers and mentors eases key transitions through high school and into college, and enhances daily advancement in personal, intellectual, professional, and creative growth.

- **The Center for Art and Community Partnerships**

The Center for Art and Community Partnerships (CACP) cultivates innovative, sustainable relationships with the broader community to explore and expand the relevance of art and design in public life. MassArt's Center for Art and Community Partnerships (CACP) matches MassArt faculty, students, staff, and alumni who want to carry out art-based projects with neighborhood organizations, schools, corporations, and institutions to create mutually-beneficial, sustainable partnerships in the visual arts. Now celebrating its 10th anniversary, the Center uses art and design as a catalyst for citizens to act creatively together. CACP positively impacts over 6,500 people annually in Mission Hill, Roxbury and Dorchester through its programs.

An important initiative of CACP is the *sparc! the ArtMobile* initiative. *sparc!* travels to the communities surrounding MassArt's urban campus - specifically the Boston neighborhoods of Mission Hill, Roxbury and Dorchester - fully stocked with art supplies, and brings hands-on art projects, events and support to neighboring schools, businesses and community groups. *sparc!* exists to utilize and share the resources of MassArt with the greater community. It "connects the dots" between many institutions and organizations in the area, bringing together people of all ages through creative activity. *sparc!*'s democratic, community-driven process and its year-round programming are sought out regularly by neighbors who are positively impacted by its offerings.

- **The Gallery Education Program**

The Gallery Education Program in the Bakalar & Paine Galleries shares MassArt's expertise and resources beyond the college, and its programs help children as early as preschool engage with art. The numbers of youth and community members that Gallery Education serves nearly quadrupled in four years, going from 600 in FY09 to over 2,000 in FY13. Gallery Educators on staff also provide professional development for BPS teachers, and substantial pre-professional training for approximately

70 Art Education majors per year. Gallery Education programs connect art and people, accommodating a range of learning abilities and backgrounds. This is achieved through education of 4th-12th graders; education of the MassArt community; education of specific populations (e.g. BPS teachers, adult learners, artists); and engagement of artists as educators. Gallery Education has offered its 'Looking to Learn' program for almost twenty years, using contemporary art as a gateway to imagination, creative skill-building, and personal understanding for K-12 students, through both classrooms and gallery visits.

- **Bakalar and Paine Galleries**

The David and Sandra Bakalar Gallery and the Stephen D. Paine Gallery showcase dynamic and thought-provoking contemporary exhibitions by emerging to established artists. Hosting four to six professional exhibitions each year, the galleries aim to present a balance of different media – ranging from painting, design, and photography to sculpture, installation, and performance art.

In the Bakalar and Paine Galleries, the Gallery Attendant Training Program is a vital and exemplary program. Gallery attendants are undergraduate student workers and vital members of the gallery team. They are skilled artist-educators who ensure the safety of exhibited artwork while creating a welcoming environment for all. Gallery attendants are paid, receive ongoing year-long training, and are prepared for potential careers in museums and art galleries.

II. FIVE-YEAR IMPLEMENTATION PLAN RENEWAL

Massachusetts College of Art and Design is submitting this implementation plan to the Board of Higher Education in response to three specific outside sections in the Massachusetts FY04 state budget that govern MassArt's special status:

Section 49 allows any college so wishing to submit to the Board of Higher Education a proposal for a five-year entrepreneurial plan to leverage the strengths of the college.

Section 633 allows the college to retain all tuition for a five-year pilot period. Tuition-retention was made permanent for MassArt through further legislation passed in 2005.

Section 634 allows MassArt specifically to implement other key elements of the New Partnership by giving the college the authority to propose its own tuition and fee levels, enrollment targets, and to develop a performance measurement system specific to the college, subject to general oversight by the Massachusetts Board of Higher Education.

The Partnership Plan submitted here is in alignment with objectives of the college's current Strategic Plan, and with the goals of the BHE's Vision Project. Over the next five years MassArt will continue to work toward achieving these goals, which include increasing college completion rates for underserved populations and closing achievement gaps for African-American and Hispanic students.

A. Working Framework for the Plan

To ensure true partnership, certain conditions were agreed upon among the Massachusetts Board of Higher Education, the State Legislature, and Massachusetts College of Art and Design Trustees. We propose that the following framework, developed in 2004 and renewed in 2009, be continued:

1. MassArt will continue to retain its tuition and fees and, within the general framework of this agreement, establish those charges for in-state, New England, and out-of-state students.
2. The Commonwealth will continue to cover the fringe benefits of employees whose salary is paid in full or in part from retained tuition. This does not include employees paid by continuing education, housing trust funds, or grants. (Section 633 for FY04; legislation to extend this provision indefinitely was passed in FY05.)

3. The Board of Higher Education will remain the “Employer of Record” for all employees covered by state college collective bargaining units; all MassArt employees will remain members of their respective statewide bargaining units.
4. The BHE will work with the college, the administration, and the legislature to ensure that MassArt does not incur unfunded costs for new mandatory tuition waiver programs established by the legislature or through bargaining as a result of tuition retention.
5. MassArt will continue to participate in capital outlay programs and special funding initiatives authorized by the BHE on the same basis as other public colleges, for projects related to the college’s mission and curriculum.
6. MassArt will participate in the Department of Higher Education’s system-wide formula-funding model. Peer colleges will be chosen from the major freestanding art and design colleges with which MassArt competes.
7. MassArt will maintain its strong commitment to enrolling a diverse student body and to strengthening its participation in K-12 programs and community partnerships in the greater Boston area.
8. MassArt will continue to support the DHE’s Vision Project and participate in activities related to the college’s special mission and strategic plan. These include increasing college participation and preparation for urban students, closing achievement gaps in college completion rates, and improving student learning through more effective use of assessment.

B. The Components of the Plan

The legislation that created the plan directs the college to address various elements in its implementation plan. This section responds to each item identified in the legislation. The complete text of the legislation is included in Appendix I.

Please note that as part of that original agreement with the legislature, the legislature reduced MassArt’s FY04 state appropriation by the value of the tuition it remitted to the Commonwealth in the previous year. This was a one-time reduction made in exchange for the tuition retention legislation.

C. Financial Plan

1. Background and Assumptions

Professional education in art and design is resource intensive. The studio model at the core of education in the arts relies on studio-based interaction between a faculty-artist and a small group of students in a mentoring relationship. In addition to the necessity of a low student-faculty ratio, a college of art and design must maintain and continually upgrade specialized studio facilities such as foundries, print shops, kiln rooms, and glass shops, as well as specialized technology-based labs in areas such as industrial, graphic and fashion design, animation, and film-making. These specialized spaces, using sophisticated and expensive equipment, also require lab managers to maintain them and to help students effectively and safely use the resources provided. These factors all contribute to higher core educational expenditures for colleges of art and design. Core expenditures per FTE student at MassArt in FY’13 were \$24,596, \$7,390 lower than the \$31,986 median expenditures per FTE at our ten designated art college peers.

MassArt’s state appropriation offsets a portion of these educational expenses and enables the college to keep the cost of attendance affordable for Massachusetts residents; in-state student charges presently cover less than 50% of the total cost of education per student. Additional revenue sources including student fees, fund-raising, and auxiliary enterprises narrow the remaining gap in resources.

In FY’16 the new Design and Media Center (DMC) will expand the college’s current

specialized facilities and allow MassArt to offer state of the art teaching and design spaces for students. Capital investments such as the DMC and the future upgrade of the Galleries, which will be funded entirely from private donations, position the college to be competitive for years to come.

Continuing state support for operations of undergraduate programs is necessary if MassArt is to deliver a high quality education at an affordable price. But state support alone, even if increased by the legislature, cannot reasonably be expected to fully meet the demands of this highly specialized environment. Therefore, to close the funding gap, MassArt needs to continue to develop varied and increased sources of revenue to support its essential mission.

In addition, increased collective bargaining cost, energy prices and a projected declining enrollment nationally over the next few years will result in tighter budgets for all state universities. MassArt is in the unique position to off-set national enrollment factors with increased enrollment resulting from the reduction in the number of area peer/competitor art colleges as they close or merge with larger partner universities.

The following are essential goals of a comprehensive five-year financial plan:

- Further strengthen the total financial resources available to the college. This can be done through a continued collaboration with PACE, ProArts Consortium, and College of the Fenway (COF). MassArt has saved money through joint contracts, shared positions, and cost avoidance through our partnerships with other educational institutes (see more detail in section 6).
- Narrow the resource gap for academic operations between MassArt and its Association of Independent Colleges of Art and Design peers. The new Media and Design Center and state of the art instructional area upgrades will continue to narrow this gap.
- Expand current successful partnerships with other college and universities aimed at expanding opportunities for students and reducing operations costs. The current multi-school partnerships save the college over \$2M annually.

2. Principles and Strategies

MassArt will continue to follow the principles and strategies implemented to increase our overall financial resources over the next five years:

- **State appropriation:** The college will continue to participate in the state college budget formula developed by the BHE and the state universities. The annual state appropriation is critically important to MassArt's planning and future sustainability. It takes into account the tuition retained each year as one of the college's resources.
- **Affordability:** Growth in enrollment, minimal increases in student charges together with successful fundraising resulted in increased revenue for the college's annual operating budget over the past five years. The college has increased financial aid by \$4.5M since 2008. The goal is to keep fees and tuition affordable as we stabilize and incrementally increase enrollment through the enrollment plan outlined in section 4.
- **Collaborations:** Increase collaboration with current partners including PACE, Wentworth Institute of Technology and Massachusetts College of Pharmacy and Health Sciences and explore new opportunities with partners such as the School of the Museum of Fine Arts. These current and new collaborations produce additional value to our students by the way of cross registration, shared services, intramurals and clubs, and other cost avoidance and savings initiatives.
- **Sustainability:** Explore cost savings to traditional fixed costs such as energy. MassArt will continue to invest in sustainable resources, such as the Alternative Energy Program through the Division of Capital Asset Management and Maintenance (DCAMM). In addition, MassArt is

exploring partnering with MTEP, which will deliver steam to the college at a much cheaper price than it costs the college to produce itself.

3. Financial Model Assumptions

- Tuition and fee retention (section 633): Outside section 633 and subsequent 2005 legislation allows MassArt to retain its tuition and to carry over retained funds from year to year. This authority has been in operation since July 1, 2003. The college worked with the Office of the Comptroller to set up appropriate accounts for both retained tuition and fringe benefits for employees paid from retained tuition. This authority is key to the college's ability to realize additional revenue from increased enrollment of in-state and out-of-state students.
- Gradual increase in FTE enrollment in the BFA program from current 1660 to 1730 over the next five years. In FY15, in-state FTE enrollment will be 66% of total BFA enrollment.
- State appropriation increase at 4%, inclusive of collective bargaining increases.
- Increase out-of-state tuition to maintain competitiveness with peer colleges and remain in line with the overall cost of education.
- Increase tuition for New England students, which will be 20-25% lower than out-of-state students, continuing to give MassArt a competitive pricing advantage in the region.
- Potential increases in in-state tuition of up to \$800 each year of the plan after a year-end evaluation of projected revenue and state appropriation.
- Continue to modestly increase institutional financial aid. MassArt has increased institutional financial aid since 2008 by over 400%, bringing the institution's commitment to over \$5 million dollars in FY15.
- The value of tuition waivers will remain level for the life of the plan based on historic trends.
- Direct operational support from continuing education and graduate programs will remain level for the duration of this plan. Those new programs (i.e., Master of Design in Innovation) and the retooling of the Masters in Art Education program will lead to greater interest in graduate and continuing education programs.
- Fringe benefits: the legislation also stipulates that "fringe benefits be funded as if employees' salaries were supported by state appropriations for fiscal 2004 only (section 633)." This does not include employees paid by continued education, housing trust fund or grants. It is essential to the proposed financial model that this language be continued through the life of the tuition retention agreements.

4. Enrollment Plan

In the last five years, MassArt continued to implement enrollment management strategies designed to:

- Achieve the optimal mix of Massachusetts resident, New England, non-resident, and international students to achieve financial goals;
- Maintain a priority commitment to talented Massachusetts residents;
- Strengthen the college's competitiveness in recruiting highly qualified students throughout the U.S. and abroad;
- Maintain the commitment to recruiting and retaining a demographically diverse

student body;

- Support access for students from economically disadvantaged backgrounds;
- Actively seek talented students from Massachusetts urban areas, especially Boston.

During these last five years, the college worked with two consulting groups, Noel-Levitz and Human Capital Research, to develop optimal pricing and institutional financial aid strategies to achieve the targets included in the last enrollment plan. MassArt will continue to work with Human Capital for at least one more year. Results achieved, with current models will be assessed and strategies will be adjusted to respond to current demographic realities.

The plan for the previous five year partnership agreement projected an undergraduate FTE enrollment increase from 1564 to a maximum of 1900 FTE. It focused on increasing enrollments of out-of-state and international students, while adhering to the legislative mandate that at least 60% of undergraduates be Massachusetts residents. We projected that in-state undergraduate degree enrollment would be 65% of the total by 2015, down slightly from 71% in 2004. The college predicted that the annual increase in out-of-state student would be modest at first, and accelerate in 2012, when our new residence hall could guarantee campus housing for all first and second year students.

The increase in non-resident enrollment was intended to enrich and diversify our student population as well as to help achieve financial targets. It became apparent early in the implementation of the last plan that FTE enrollment targets were overly ambitious, and they were revised for the remaining years of the plan to a maximum of 1750 in FY15. We have not yet achieved this goal and FTE students stand at 1660.

Enrollment in the BFA program declined by 3.9% in fall of 2014 from its peak of 1772 in 2013. The loss resulted from both a smaller incoming class and a large graduating class in June 2014. Retention rates for continuing students remained strong, but a larger number of students are completing their degrees in four years. This is a positive change and the trend is expected to continue. It does, however, present challenges for the enrollment model, which was built around an average time to degree of 4.5 years or more.

Demographic changes in the pool of graduating high school students, particularly in primary markets in the northeast US, have begun to impact enrollment and will limit the potential to increase the size of entering freshman classes for the next few years. Decreases in the traditional applicant pool of high school seniors will be offset with increased recruiting in underserved populations (urban school districts, African American and Hispanic students, and veterans) in Massachusetts and beyond, and by increasing access to MassArt programs for transfer students.

It may take 2-3 years to develop these new markets; the recent trend to lower enrollment is likely to continue for another year before stabilizing and then resuming small annual increases to a total of 1730 FTE in the BFA program in the final year of this plan. This renewal proposal presents a more realistic enrollment plan for the next five years. This enrollment plan includes these strategies:

- MassArt has created and filled the position of Dean of Admissions and Enrollment Management; to work strategically to increase college participation and provide access to underserved student populations, targeting veterans, Boston Public Schools, state-wide private high schools, etc.
- An admissions counselor has been designated to coordinate and increase recruiting activities for Massachusetts community colleges. This position will assist the community colleges and students with preparation and admissions.
- A Career Path Roadmap was developed and provided to all incoming students for Fall 2015. The roadmap creates a four-year path to help students navigate and prepare for a career in the creative economy (Appendix V).

- MassArt's Academic Compass program will be extended from freshman year to freshman-to-senior year. The Compass program works continuously to improve services for all students, especially those who are underserved or are from historically underserved communities, based on variable criteria identified by the Admissions department. The program co-sponsors activities and events relevant to students' personal academic development and interests as they transition and move through college.

5. Projections for total student charges for each year (section S634, 49)

Legislation allows the Massachusetts College of Art and Design Board of Trustees to annually set all student fees and charge for in-state, New England, and out-of-state students. From 2010 to 2015 total charges for students were below the projections approved in 2009 by the BHE.

Enrollment increases and geographic shifts in the student population, together with increased student charges in each residency category, resulted in increased revenue for the college's annual operating budget over the past five years. The revenue from tuition and fees has allowed for increases in the operating budget to improve and expand academic programs. Modest increases in tuition and fees will continue for both Massachusetts residents and non-resident students. The goal is to maintain affordable education for Massachusetts residents and competitive net pricing for non-residents.

Since this is a true partnership between MassArt and the Commonwealth, it is important to note that projections for student charge (tuition and fees) increases are based upon several assumptions that are to a large extent outside the college's control. These assumptions include: a level or increasing state appropriation over the next five years, which includes new collective bargaining costs and continued recognition that the college cannot absorb additional legislatively-mandated waiver programs. If these assumptions are not met on the part of the DHE and the Commonwealth, then the college's attempt to limit tuition and fees increases will not be possible. Consequently, the college would reduce expenses and services, which could significantly impact the college's ability to deliver a high quality education.

Massachusetts resident student charges (tuition and fees) increases are expected to be in the range of 4% to 7% each year. The goal is to be on the lower end of the range, thus limiting the financial exposure for students and their families. MassArt will continue to evaluate expenditures and put in cost controls when revenues do not meet projected expenditures. For FY16 students charges increased by only 2.9%, lower than other universities. We have been very effective in cost controls and keeping departments at level or below level funding for the next fiscal year. This limit on tuition and fees for Massachusetts residents reflects the partnership between the college and the state that recognizes the need for a continued state appropriation. The high cost of quality education in art and design, as noted above, requires that students pay a significant share of those costs; tuition and fees are necessarily above the charges at other Massachusetts state universities, but below those charged by all University of Massachusetts campuses. At present, state appropriation enables MassArt to underwrite more than 60% of the true cost of education for Massachusetts residents.

MassArt's non-resident student charges (includes international students) will be adjusted to be competitive with peer institutions of art and design. The rates will also be tied to the college's cost of providing an education on a per-student basis. According to the legislation, out-of-state tuition rates shall "appropriately balance the financial needs of the college with the need to be competitive with peer institutions regionally and nationally" (section 634.) For FY15, these charges at peer colleges average over \$40,000 per year, while MassArt's non-resident student charges are currently set at \$29,700.

Over the next five year period, New England student charges will be set to achieve a pricing discount of \$8,000 from out-of-state charges. MassArt offers a tuition advantage program for all New England students, as the other New England states are an important competitive admissions market for the college. MassArt currently enrolls more than 300 New England

students, many of whom are from low and moderate-income families.

A detailed financial plan and budget based upon projected enrollments, student charges, and in-state/out-of state student mix for each of the next five years is attached (Appendix III). The working assumption is that all increases will occur on the fee side; however, the balance between tuition and fees may be adjusted if the college incurs no additional unfunded costs for mandatory tuition waivers.

6. Philanthropy and Grants

MassArt has several fundraising goals that reflect the aspirations of the college community.

A top fundraising priority is completing the effort to raise \$12 million to renovate the Paine and Bakalar Galleries. To date \$5.2 million has been raised in gifts and pledges with another \$6.8 million needed to successfully transform the only free, publicly funded galleries in the Northeast to ensure they are safe, accessible, attractive and reflective of the world-class contemporary art exhibited by professional artists. The college and the Foundation are embarking upon a bold fundraising effort that will attract private philanthropic support.

A second fundraising priority is to fund much needed scholarships. MassArt funds scholarships in a variety of ways, for example:

- Individual donors establish many scholarships with particular focus. These funds are restricted for a particular major or area of interest, or they are endowed scholarship funds. As such, MassArt initiated an event associated with its annual fashion show, which attracted 172 patrons who raised \$125,000 in one evening to establish a full-time, four year scholarship for a fashion design major.
- MassArt's signature fundraising event, the MassArt Auction, sold out on April 9, 2015 and grossed over \$1 million. This was an increase of \$250,000 from last year.
- Private philanthropy also provides much needed financial support. Between 2009 and 2014, MassArt Foundation raised \$14,475,765 in private donations. During the same period, the MassArt Foundation transferred to Massachusetts College of Art and Design \$2,377,000 in unrestricted funds.

It is estimated that between 2015 and 2020, the MassArt Foundation will transfer \$650,000 annually, resulting in a total transfer of \$3,150,000 in private unrestricted funds to the college. At the same time, the MassArt Foundation expects to raise private funds to complete the Bakalar and Paine Galleries project, expand the MassArt endowment and increase funds for specific projects that enhance the quality of a MassArt education. These funds are expected to exceed \$8,000,000.

7. Increased Efficiencies through Partnerships

MassArt continues to partner with neighboring private colleges. MassArt will continue to realize annual operating efficiencies through its close ties and shared programs with other colleges, notably through its membership in the Colleges of the Fenway (COF). Major collaborations currently underway include cross registration programs; a shared Center for Global Education, a shared intramural sports program, shared extra-curricular programs in the performing arts, and a new grant-funded center for the support of teaching and learning. In fall 2010, the college opened a major expansion of its campus center, in partnership with Massachusetts College of Pharmacy and Health Sciences, which included a new bookstore and greatly expanded and upgraded dining facility. In conjunction with the Massachusetts State College Building Authority, a new residence hall was built, housing both MassArt students and others from the Colleges of the Fenway, as well as a common health center for three of the colleges. A common wide-area network and IT training facility developed by the six college members is another significant feature of the COF consortium.

Through cross registration agreements with the Colleges of the Fenway and the Pro Arts

Consortium, MassArt students take a wide range of credit classes at ten freestanding Boston colleges. These collaborations represent a significant “value added” factor, providing students with services and programs that might not otherwise be available, at no additional charge.

MassArt will continue to develop mission-related entrepreneurial activities and programs to strengthen the college’s competitive position and generate revenue for the general operations of the college. These initiatives include:

- Expanded course offerings, programs and workshops offered through Professional and Continuing Education, such as the Art New England Summer Program at Bennington College.
- Strengthened academic partnerships with local business and industry in areas such as design thinking and entrepreneurial initiatives. MassArt recently signed an MOU with the School of the Museum of Fine Arts to work more closely on program development and other services for students to increase value and efficiencies for both schools. In addition, MassArt is in discussion with the National College of Art and Design in Ireland to develop a joint program for medical device design. This will compliment work already under taken by our Industrial Design faculty and students who have been partnering with both Massachusetts General Hospital and Brigham and Women’s Hospitals on medical/design projects.
- New graduate programs, such as the Master of Design in Innovation Leadership recently approved by the BHE, and additional Master level programs under development for design professionals.
- Full summer rental of our current residence halls to outside groups enables the college to reduce student rental charges during the academic year.

In addition, MassArt is an active member with Partnership to Advance Collaboration and Efficiencies (PACE). This is a collaborative initiative of Massachusetts’ nine state universities and 15 community colleges. The PACE mission is to lead a systematic effort for campus collaborations which will benefit each institution, their geographic region and the Commonwealth. It is designed to promote cost savings and operational efficiencies, increase productivity and improve service delivery.

MassArt’s participation in the PACE bookstore contract Request for Proposal produced financial and administrative benefits. PACE was able to negotiate for the college favorable percent commission on sales, one time signing bonus, facility investment, technology investment, textbook scholarships, and a price match guarantee program. PACE leadership and expertise provided operational efficiencies and ensured a best value bookstore contract for MassArt.

III. COMMITMENTS TO THE COMMONWEALTH

A. Plans to Ensure Access and Affordability

Plans to ensure continuing access to the institution by residents of the Commonwealth and commitment to preserve affordable in-state tuition rates for Massachusetts residents (section 634, 49):

Outside section 634 requires that “the number of Massachusetts resident students will at minimum equal the number of enrolled MA residents in fall 2002 or 60% of matriculated undergraduate students, whichever is greater” (FY04 State Budget Section 634). In AY15 Massachusetts students make up 66% of total BFA enrollment. In the initial years of this plan the number of Massachusetts residents enrolled may go down somewhat, before leveling off and perhaps increasing again as new programs and markets are developed. It will continue to remain above the 60% legislative minimum.

MassArt will continue to admit Massachusetts resident students without regard to their financial need. At least 60% of all institutional financial aid is reserved for MA residents. MassArt has increased aid over the last five academic years from \$1.3M in FY10 to \$5.2M in FY15. MassArt will

continue to ensure that the college offers affordability and opportunity for Massachusetts residents.

B. Affirmative Action Policies and Programs

Affirmative Action policies and programs that affirm the need for and commitment to maintain and increasing access for economically disadvantaged and minority students (section 49):

MassArt is committed to affirmative action, equal opportunity, non-discrimination and diversity, and to providing a learning, working, and living environment for students, employees and other members of the college community which values the diverse backgrounds of all people. The college is committed to assuring that the "college experience" is one that challenges, empowers, supports and prepares its students, to live in, work in, and value our increasingly global and diverse world. The college believes that diversity of socioeconomic, racial, ethnic, religious, gender, sexual orientation, gender identity, age, and disability backgrounds enriches the institution and its various constituencies. The college will not tolerate behavior based on bigotry, which has the effect of discriminating unlawfully against any member of this community.

MassArt provides equal access to educational, co-curricular, and employment opportunities for all applicants, students, and employees regardless of race, color, religion, gender, sexual orientation, national origin, age, disability, or veteran status in compliance with all applicable laws, regulations, and policies. All benefits, privileges, and opportunities offered by the college are available to students, employees, and other persons having dealings with the institution on a non-discriminatory basis. The college is committed to taking a pro-active affirmative action with respect to recruitment, selection, and promotion of students and employees. Outcomes over the past five years indicate continued growth in the diversity of the faculty and staff at MassArt.

The college's mission statement and strategic plan further strengthen our commitment to providing access for a diverse student body. The racial and ethnic diversity of the undergraduate degree student population has increased significantly in the past five years. In fall 2009, 21.9% of matriculated undergraduate students were from diverse ethnic and racial backgrounds; by fall 2014 the percentage of students of color in the BFA program had increased to 24.6%. According to data from HEIRS published on the DHE website, this makes MassArt the second most diverse of the state universities, behind only Salem State University at 27.5%.

During the period of the last partnership plan enrollment of Hispanic/Latino students more than doubled, and now constitutes 10% of all BFA students. Enrollment of African American students increased 16%, and Asian American students 18%. The percentage of Massachusetts students from ethnically diverse backgrounds is slightly higher than that of total enrollment. Twenty-eight percent of the entering class of fall 2014 were students of color; the number of incoming African American students increased 80% over the prior year. Entering Massachusetts students in fall 2014 (and as of this date, again for fall 2015) mirrored the population demographics of the Commonwealth for Black (6%) and Hispanic (10%) ethnicities; at 10% of the class, the percentage of Asian students exceeded the percentage of the state's population (6%) that is Asian. As adequate financial aid is often a critical issue, MassArt continues to expand scholarship programs targeted at low-income urban students, both with private foundation grants and institutional funds. Continued enrollment growth for a diverse student body, particularly from Massachusetts, is an objective in the MassArt strategic plan.

MassArt offers extensive youth programs in the Boston area through Professional and Continuing Education Youth Programs and through the Center for Art and Community Partnerships (CACP). These are both feeders to future enrollment in college-level programs, as is the college's strong partnership with the Boston Arts Academy, whose student population is 75% students of color.

The college is actively working with various Boston and Lawrence high schools to expand its dual enrollment program. Through a grant from the Surdna Foundation, it is developing a new Artward Bound-Pathways to College program for cohorts of students beginning in 9th grade to prepare

them for art and design college education. It is also a partner in the new Northeastern University "boot camp" to prepare Boston high school students for entrance into Boston area colleges. A performance goal of the college is to increase the enrollment of Boston students by a minimum of 20%.

The college has for several years provided a mentoring program to support first and second year students from the Boston Public Schools and other urban areas. A faculty member in the Studio Foundation program is assigned half time to support urban students in their transition to college. A recent comprehensive analysis of MassArt retention and graduation data for entering cohorts from 2003-2010 indicates that the aggregate graduation rate for Black and Hispanic students is 60%, about 10% lower than that of white and Asian students (70%). MassArt's total six-year graduation rate consistently exceeds the rates predicted using the methodology developed by Alexander Astin at the UCLA HERI project, which incorporates consideration of both demographic and academic characteristics of entering freshmen. One of the goals of both the MassArt strategic plan and the partnership performance agreement is to close this achievement gap over the next five years.

MassArt is also continuing its relationships with Bunker Hill Community College, Roxbury Community College, and UMass Boston, by reviving cross-registration agreements. To ensure that students with talent in the visual arts acquire sufficient academic preparation to succeed before matriculating at MassArt, applicants with promising portfolios but weak academic performance are offered conditional admission to the college and referred to community colleges for an additional year of preparation. Many students accept this offer and matriculate the following year. Students from Massachusetts community colleges constituted 46% of incoming transfer students in fall 2014. In general, MassArt's specialized curriculum can make transfer from community colleges (or from four-year liberal arts colleges) challenging, as many do not offer courses equivalent to our first year curriculum. Students often lose credits when transferring to MassArt and their time to degree is extended. Some of this may be unavoidable when students must meet the requirements of new disciplines, but MassArt's admissions staff has been working with faculty to expedite and improve the transfer process. Existing community college articulation agreements are being updated with the aim to more effectively recruit and enroll transfer students.

IV. ACADEMIC PLANNING

Academic planning is an ongoing focus for MassArt. During the first five years of the New Partnership Plan, MassArt added 22 new full-time faculty members, an increase of 23%. These included positions in Studio Foundation (the first year program), Art Education, Animation, Art History, Liberal Arts, and Photography. These new positions allowed the college to significantly increase faculty diversity as well.

In the following five years, from 2009 to 2014, because of declines in state appropriation and the desire to limit student tuition/fee increases as much as possible, additional growth of full-time faculty in the BFA program was tied to program growth or to development of new majors, in order to maintain the balance of tenure track and adjunct faculty required by the MSCA faculty staff contract.

The college was also able to adjust credit/contact hours for studio classes to attain for the first time full compliance with the standards of the National Association of Schools of Art and Design (NASAD), our national accrediting body. To remain in compliance with the MSCA faculty union contract, the increase of contact hours for studio courses to achieve a 2:1 ratio with credits necessitated a reduction in the full-time faculty course load from 4 to 3 courses per semester for studio departments.

New academic programs were also developed in Animation (BFA), Architecture (M-Arch), and Art Education (M.A.T.). The Dynamic Media Institute, the college's MFA program in design, was expanded as well, bringing the graduate full-time equivalent enrollment in fall 2009 to 164 FTE.

In the future, careful analysis of market demand and required resources will be a central component of any new program development. A new undergraduate program focusing on inter- or trans-disciplinary studies is under discussion for implementation within the next three years.

A new Master of Design in Innovation was approved by the BHE and will be implemented in AY'16. The new low-residency MFA based in Boston is also underway and very successful. We also anticipate modest enrollment growth in existing and recently implemented graduate programs in fine arts and art education. All of the graduate and certificate programs generate net revenue for the college and contribute to recognition of MassArt as a comprehensive college of art and design.

Major planning in the academic area centers on the improvement, expansion, and re-purposing of facilities. The new Design and Media Center (the first art and design educational facility purpose-built for MassArt) will be ready for occupancy for the Spring 2016 semester. A significant upgrade and expansion of our public galleries and exhibitions program are currently in the planning and fundraising stage. Both the college's strategic plan and the partnership plan detail objectives for academic planning.

A focus on assessment across the curriculum is another component of academic planning. Assessment of learning outcomes is an increasing focus for both NEASC and NASAD, and the college will report on outcomes assessment standards as part of accreditation. MassArt's studio departments and majors have a strong culture of on-going assessment of student work, which extends beyond performance in specific classes. It includes semester and annual reviews of work produced across courses by both faculty and outside reviewers. Most majors also require thesis projects or cumulative portfolios for graduating students.

For the past two years, the Dean of Academic Programs has guided the work of assessment across all academic disciplines and departments. Faculty is engaged in the process of identifying and assessing broad learning goals for all MassArt students. This effort will lead to development of appropriate measures of student learning for a visual arts curriculum, and to publication of learning goals and evidence that MassArt students are meeting them. This project will be completed within the timeframe of the renewed partnership plan.

The Dean of Academic Programs has also represented MassArt in Advancing a Massachusetts Culture of Assessment (AMCOA) for the past two years. MassArt hosted the Region Three annual professional development workshop in 2014. In the workshop approximately thirty faculty members from across the region learned how to assess their assignment prompts to best elicit student work meeting the VALUE rubrics criteria. The Dean also presented at the April AMCOA state meeting on assessing non-text-based student work and developing systems of assessment. In addition, the Dean served on a panel presentation at the Annual AMCOA spring conference on campus assessment work. This led to being invited to the Salem State University General Education conference to present and to being the keynote for the 2015 Region Three annual workshop, both in May.

V. ADMISSIONS STANDARDS (section 634) (Appendix IV)

MassArt adopted new admission standards in response to the original New Partnership legislation. The standards exceed those established by the BHE for the state universities, and are designed to assist the college's admissions staff in selecting students who present credentials which our research has shown to be indicators of success in MassArt's BFA program. The only change to these standards anticipated in the next five years is revision of the SAT sliding scale to reflect planned changes in that test's structure and scoring. A full description of the standards appears in Appendix IV.

PART 2. PERFORMANCE AGREEMENT

Part 2. Performance Agreement

I. Annual Reports

During each of the next five years, MassArt will continue to submit annual reports to the DHE and the legislature by April 1, covering performance on the goals of this plan during the prior fiscal year. The purpose of these reports will be primarily informative: to benchmark the progress made towards objectives described in MassArt’s proposal, and to assess the need for changes in goals or implementation strategies.

II. Accreditation

MassArt is committed to maintaining full accreditation by the National Association of Schools of Art and Design (NASAD) and New England Association of Schools and Colleges (NEASC), as well as program specific accreditation by professional associations where appropriate (National Architecture Accrediting Board (NAAB), Industrial Designers Society of America, American Institute of Graphic Artists). We expect renewal of full NEASC and NASAD accreditation in 2017 after self-study report and campus visit, including program specific accreditations by IDSA (Industrial Design Society of America) and AIGA (American Institute of Graphic Artists) as part of the NASAD process. We also expect continued full accreditation by NAAB for the Master of Architecture degree after review in 2016.

III. 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. However, when considered in the aggregate, average measures for the group provide valid benchmarks for MassArt on most performance indicators. The following institutions will be used as benchmarks for key indicators in the annual performance report.

College	Fall 2013 ~ FTE
Art Center College of Design	1795
California College of the Arts	1892
California Institute of the Arts	1470
College for Creative Studies	1286
Columbus College of Art & Design	1297
Maryland Institute College of Art	2088
Ringling College of Art & Design	1233
Rhode Island School of Design	2421
School of the Art Institute of Chicago	3191
The University of the Arts	2009

IV. Performance Indicators

The annual reports will include performance indicators that address both the goals of the Vision Project and the objectives of the MassArt strategic plan. These include: increasing college participation and preparation; raising college completion rates; achieving higher levels of student learning; preparing students to become active, informed citizens; closing achievement gaps; building a diverse and equitable learning community; implementing comprehensive strategic enrollment management; and embracing a flexible and sustainable model of resource stewardship. Both quantitative and qualitative measures will be used. Where appropriate, performance measures will be compared to benchmark values derived from prior performance, data from MassArt's art school peers, or other reliable sources.

A. Increase College Participation and Readiness

1. Provide a variety of accessible entry points and clear pathways to and through the full range of MassArt programs for a diverse population of students.

Measures of Success:

- a. Policies and practices facilitating admission of transfer students are improved.
 - b. The number of transfer students from MA community colleges is increased.
 - c. Increased number of transfer students admitted at the sophomore or junior levels.
 - d. Part-time study options are implemented for degree students.
 - e. The number of students entering degree programs from continuing education or youth programs increases.
 - f. Partnerships and articulation agreements with feeder institutions, including Boston Public School and local community colleges are strengthened and expanded.
 - g. Increased number of undergraduates admitted from MA urban high schools, particularly Boston Public Schools, by 2019.
2. Maintain admissions standards and policies that are tailored to the college's programs and mission, and ensure that qualified students are admitted (these indicators are part of the current performance agreement).

Measures of Success:

- a. At least 95% of entering students will fully meet MassArt Admissions standards, with a target of 98%.
 - b. Maintain an average weighted high school GPA for first-time freshmen that is greater than or equal to 3.35; the average GPA in 2014 was 3.42.
 - c. Maintain average college GPA for incoming transfer students of 3.20 or higher; the average GPA was 3.20 in 2014.
 - d. Maintain admissions selectivity (percentage of applicants admitted) for freshmen applicants at or above the median of the ten largest AICAD colleges.
3. Establish a cohesive enrollment plan to recruit, enroll, and graduate an academically and artistically talented diverse student body to meet the goals of the partnership plan.

Measures of Success:

- a. Enrollments and student charge revenues fall within 2% of plan targets.
- b. MA residents constitute at least 60% of total undergraduate degree enrollment.
- c. Enrollment of non-resident students increases to 37% by 2019.
- d. Enrollment targets for specific academic programs and majors are set and achieved.
- e. Increases in ethnic and/or socioeconomic student diversity are achieved and maintained.

- f. Measures of academic and artistic qualifications at admission (i.e. GPA, portfolio quality, SAT/ACT scores, etc.) are maintained at levels required for student success.

B. Increase College Completion

1. Increase the percentage of BFA students who complete degree programs.

Measures of Success:

- a. The 6 year graduation rate for first-time freshmen is maintained at or above 70% using a three-year rolling average, and is in the top quartile of our AICAD peers.
- b. The 4 year graduation rate is increased from 55% in 2015 to 60% in 2019.
- c. Graduation rates for transfer students, based on normal time to degree determined by admission level, are comparable to rates for freshmen.
- d. Increases in retention and graduation rates for specific student populations.

C. Achieve Higher Levels of Student Learning

1. Design and implement curricula and co-curricula that address MassArt's 14 College-Wide Learning Outcomes.

Measures of Success:

- a. The percentage of courses that address multiple learning outcomes specified in "14 College-Wide Learning Outcomes" increases. (baseline data to be established in 2015/16)
- b. Participation in co-curricular programs that address specific outcomes (i.e. internships, travel programs) increases. (baseline data to be established in 2015/16)
- c. A 3-year academic plan is developed with inclusive participation of academic community.

2. Create opportunities for cross-departmental and inter-institutional collaboration to advance interdisciplinary, multidisciplinary, and /or trans-disciplinary study.

Measures of Success:

- a. The number of cross-listed and/or co-taught MassArt courses is increased.
- b. New and interdisciplinary programs are implemented.
- c. Collaborative courses offered through College of the Fenway and Pro Arts Consortium are created.
- d. Paired MassArt courses and/or learning experiences (Art/Design and Liberal Arts/Sciences; Fine Art and Applied Art; inter-Art/Design) are developed.

3. Create a culture and practice of curricular assessment that contributes positively to teaching and learning and is linked to accountability, planning, and excellence.

Measures of Success:

- a. Curricular assessments (versus individual student assessments) are included in specific courses or departments.
- b. A schedule for internal and external program review is implemented.
- c. Use of existing assessment measures (i.e., review boards) to improve and document program quality is increased.

4. Maintain quality measures for faculty in the top two quartiles for AICAD peer colleges (these indicators are part of the current performance agreement).

Measures of Success:

- a. The student faculty ratio for the BFA program (student FTE: faculty FTE, including full-time, part-time, and adjunct instructors) is maintained at or below the median for peer art colleges.

- b. At least 90% of all full-time faculty will have terminal degrees in their fields; the percentage remains in the top three of AICAD peer colleges.
- c. Full-time faculty comprise at least 60% of faculty FTE, and exceed the median percentage for AICAD peer colleges.
- d. National searches are conducted for all permanent full-time faculty openings; candidates with terminal degrees (or equivalent professional expertise and experience) in their fields are hired; 80% of searches conclude with first-choice candidates hired.

D. Prepare Active and Informed Citizens

- 1. Provide opportunities and means for civic engagement as a core value of the college.

Measures of Success:

- a. Increase in the number of courses and programs addressing the value of civic engagement.
- b. Increase in the number of students participating in civic engagement programs.

- 2. Develop a diversity plan that addresses institutional and social issues.

Measures of Success:

- a. A set of diversity and social justice standards and values for the MassArt community is adopted.
- b. Forums for open dialogue about issues of concern and to share successes are held.
- c. The system for reporting incidents that run counter to institutional values, principles, and community standards is promoted through multiple channels.
- d. Professional development programs on cultural competency are provided for faculty and staff.
- e. Recruitment processes for job openings are implemented to attract more diverse applicant pools.
- f. A 4-year social diversity plan is presented in FY15 and implemented in FY16-FY20.
- g. Learning experiences that increase opportunities for diverse identities and cultures and non-dominant views are implemented across the curriculum.

E. Close Achievement Gaps

- 1. Narrow or eliminate achievement gaps in retention, graduation, and academic performance associated with student demographic characteristics.

Measures of Success:

- a. College services and learning systems to support a diverse community of students are developed or strengthened.
- b. The number of students served by targeted services is increased.
- c. Differences in retention and graduation rates based on student characteristics (race/ethnicity, gender, SES) are reduced, measured using aggregated data from three years of entering cohorts.
- d. The next campus survey, "HERE: Perspectives on Living, Learning, and Working at MassArt," indicates better understanding of diversity issues.

F. Implement a Sustainable Model of Resource Stewardship

- 1. Align the college's physical financial, and human resources with the academic plan.

Measures of Success:

- a. A system that employs a variety of data matrixes to better assess resource use is implemented.

- b. Newly developed spaces and programs are adequately staffed and funded.
 - c. Improvements are cited in updated space utilization studies.
 - d. The FY16-19 Academic Plan is aligned with the budget process and administrative decisions.
2. Establish environmental, social, and economic sustainability as a management principle.

Measures of Success:

- a. Sustainability committee present recommendations for social, economic, and environmental sustainability practices.
- b. Management responsibility for site-specific application of sustainability principles is assigned.
- c. Recycling and other sustainable practices on campus increase; annual data published.
- d. The next campus master plan is produced and aligned with on-going capital projects.
- e. Annual report on carbon neutrality is produced; improvements shown over five-year period.

3. Increase annual fundraising and endowment to meet institutional advancement goals.

Measures of Success:

- a. Increase in funds raised in annual fund drive; percentage of goals met.
- b. Increase in faculty/staff/alumni participation in the annual fund.
- c. Increases in the number of new and returning donors.

4. Continue to monitor current performance indicators for financial health.

Measures of Success:

- a. Annual independent financial audit results in a clean audit report without qualifications or significant findings.
- b. Measures of financial health derived from the IPEDS finance survey, benchmarked to MassArt's art school peers.
 - i. Core expenditures per FTE student: compare to median of AICAD peers.
 - ii. Expenditures per FTE for institutional support: maintain below the median of AICAD peers.
 - iii. % of core expenditures for instruction/academic support at or above the median of AICAD peers.
 - iv. % of core expenditures for institutional support below the median of AICAD peers.
- c. Increased cost savings achieved through collaborations and consortium agreements: benchmarked to savings achieved FY15.

5. Continue to keep student charges affordable, particularly to MA residents.

Measures of Success:

- a. The rate of increase for Massachusetts resident tuition and fees, benchmarked to the partnership plan financial model; annual increases no more than 4% to 7%.
- b. Net revenue realized from tuition and fees as a percentage of the annual operating budget; revenue categories are undergraduate tuition and fees, graduate and PCE revenue, state appropriation, and other. Benchmarking to MassArt trend data and to art school peers.

V. Annual HEIRS Data Reporting

Because the Department of Higher Education has a need to analyze and track trends at a system level, MassArt will continue to submit annual HEIRS instructional activity and degrees awarded files according to current system file specifications and submission schedules, and will submit fall students and applicant files with modifications made to field definitions, coding, and error checking as warranted by the college's

individual admissions standards. Whenever possible, the HEIRS system will be used as the data source for performance indicators included in annual reports. However, not all indicators can be measured using HEIRS, and other appropriate and reliable data sources will be used when needed. A report including both annual data and trends for performance indicators will be submitted to the BHE and legislature by April 1, of each year, covering the period of the prior year.

APPENDICES

FY04 BUDGET OUTSIDE SECTIONS

SECTION 49.

Section 7 of said chapter 15A, as so appearing is hereby amended by inserting at the end thereof the following paragraph:

The board of trustees of a state or community college with the potential to expand its mission, profile, and orientation to a more regional or national focus may submit to the board of higher education, for its approval, a five-year plan embracing an entrepreneurial model which leverages that potential in order to achieve higher levels of excellence. Such plans shall include, but not be limited to, budget and enrollment projections for each year, projections for total student charges for each year, projections for in-state and out-of-state enrollments for each year, and plans to insure continuing access to the institution by residents of the commonwealth and affirmative action policies and programs that affirm the need for and a commitment to maintaining and increasing access for economically disadvantaged and minority students. Said proposal, upon its receipt by the board of higher education, shall be transmitted to the secretary of administration and finance, the chairs of the house and senate committees on ways and means, and the house and senate chairs of the joint committee on education, arts, and humanities. The board shall, with ninety days of the submission of the plan, take a vote to approve said plan. Approval shall require a two-thirds vote. If the board proposes amendments to the plan, and said amendments receive a two-thirds vote of approval, said amendments shall be returned to the institution's board of trustees. If the board of trustees approves said amendments, the plan shall be considered adopted. If the institution's board of trustees rejects the proposed changes, it may submit a redrafted plan, which will be treated as a new plan under the provisions of this section.

SECTION 634.

The Massachusetts College of Art shall submit to the board of higher education, and said board shall consider, a proposal under clause (p) of section 22 of chapter 15A of the General Laws, as amended by section 63 of this act. The proposal shall establish tuition rates and admission standards for the college, and shall assure that the number of undergraduate degree candidates who are Massachusetts residents enrolled on October 1 of 2003 and each subsequent year thereafter shall be no less than 60 per cent of the total number of undergraduate degree candidates enrolled, or the number of Massachusetts residents enrolled on October 1, 2002, whichever is greater. In-state tuition rates for the college shall preserve affordability for Massachusetts residents. Out-of-state tuition rates shall appropriately balance the financial needs of the college with the need to be competitive with peer institutions regionally and nationwide. The proposal shall include provisions for performance standards specific to the mission of said college to be used in place of the performance measurements system otherwise in effect. Within 90 days of the submission of a proposal, the board shall formally approve the proposal, or shall return it to said college with suggested changes. If the board takes no action within 90 days of receipt of said proposal, it shall be considered approved.

SECTION 633.

Notwithstanding any general or special law to the contrary, for fiscal years 2004 to 2008, inclusive, all tuition and fees received by a board of trustees of the Massachusetts College of Art shall be retained by the board of trustees of that institution in a revolving trust fund or funds and shall be expended as the board of the institution may direct. Any balance in the trust funds at the close of a fiscal year shall be available for expenditure in subsequent fiscal years and shall not revert to the General Fund.

Notwithstanding any general or special law to the contrary, the board of trustees for the university of Massachusetts system and the president of the university are hereby authorized and directed to establish a two year pilot program for out of state tuition retention at the flagship campus of the university at Amherst. The board shall promulgate regulations to allow the administration of the Amherst campus to retain, in fiscal year 2004, all tuition paid by students who are not residents of Massachusetts. The regulations shall ensure that no resident of Massachusetts is denied admission to the Amherst campus as a result of the tuition retention pilot project. The board of trustees for the

university system shall issue a report on the progress of said initiative no later than February 1, 2004 to the house and senate chairs of the joint committee on education, arts, and humanities, and the chairs of the house and senate ways and means committees. The report shall include the number of out of state students attending the school, the amount of tuition revenue retained under the program, and any programs or initiatives funded with the retained revenue.

Notwithstanding any general or special law to the contrary, for employees of public higher education institutions who are paid from tuition retained pursuant to this section, fringe benefits shall be funded as if those employees' salaries were supported by state appropriations. This section shall apply only to fringe benefits associated with salaries paid from tuition retained by the boards of trustees of public higher education institutions as a direct result of the implementation of this section. This section shall apply only in fiscal year 2004.

Appendix II Historical Financial Data

Massachusetts College of Art and Design - FY2010 to FY2015

Actual FY2010 - FY2014 & Estimate for FY2015

Updated - May, 2015

MassArt	Actual	Actual	Actual	Actual	Actual	Revised
Operating Accts - Day Undergraduate Program	FY2010	FY2011	FY2012	FY2013	FY2014	Estimate
						FY2015
I) Fund Balance - Beginning of Fiscal Year	5,218,770	7,344,899	9,948,207	9,246,884	7,783,132	9,899,248
II) FY Funding & Revenue	34,682,811	37,081,324	35,601,309	37,597,421	40,877,801	42,302,389
III) FY Expenditures - Operating	32,556,682	34,478,016	36,302,632	39,061,173	38,761,685	42,281,612
IV) FY Operating Surplus (Deficit)	2,126,129	2,603,308	-701,323	-1,463,752	2,116,116	20,777
V) Fund Balance - End of Fiscal Year	7,344,899	9,948,207	9,246,884	7,783,132	9,899,248	9,920,025

II) Funding & Revenue - SEGMENTS	Actual	Actual	Actual	Actual	Actual	Revised
	FY2010	FY2011	FY2012	FY2013	FY2014	Estimate
						FY2015
A) State Funding	11,706,484	13,405,199	13,405,202	14,405,472	16,353,442	17,446,839
B) Stimulus Funding	2,736,609	2,701,720	0			
C) Tuition Retention						
Tuition	6,664,411	6,881,510	7,049,251	7,161,486	8,526,531	9,086,800
Less tuition waivers & FA transfer	<u>-328,101</u>	<u>-335,011</u>	<u>-331,437</u>	<u>-570,734</u>	<u>-924,505</u>	<u>-1,212,000</u>
	6,336,310	6,546,499	6,717,814	6,590,752	7,602,026	7,874,800
D) Campus Support						
1) Campus Support - Fee						
Student Fee	12,039,895	13,303,600	14,471,220	15,607,260	15,796,225	16,351,000
Less funding to FinAid	<u>-1,160,000</u>	<u>-1,850,000</u>	<u>-2,350,000</u>	<u>-2,830,000</u>	<u>-3,200,000</u>	<u>-3,800,000</u>
	10,879,895	11,453,600	12,121,220	12,777,260	12,596,225	12,551,000
2) Campus Support - Other						
Other fees & sources	1,662,708	1,667,662	1,746,620	1,977,696	2,219,703	2,559,750
Foundation support	464,805	411,644	395,633	540,730	591,116	680,000
Transfers -- CE & Grad	<u>896,000</u>	<u>895,000</u>	<u>1,214,820</u>	<u>1,305,511</u>	<u>1,515,289</u>	<u>1,190,000</u>
	3,023,513	2,974,306	3,357,073	3,823,937	4,326,108	4,429,750
> Total Funding & Sources	34,682,811	37,081,324	35,601,309	37,597,421	40,877,801	42,302,389
III) FY Expenditures - Operating	32,556,682	34,478,016	36,302,632	39,061,173	38,761,685	42,281,612

Enrollment & Rates	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Enrollment						Estimate
In-State	1,162	1,187	1,184	1,180	1,162	1,102
Out-of-State	188	186	189	186	226	246
New-England	302	312	313	315	331	312
	1,652	1,685	1,686	1,681	1,719	1,660
Rates - Full Year						
In-State	8,400	9,000	9,700	10,400	10,400	11,000
Out-of-State	24,400	25,400	26,400	27,500	28,600	29,700
New-England	14,900	15,700	16,600	17,600	18,600	19,900

MassArt Capital Fee

					Estimate	
Ave Operating Expenditures per FTE Student :	19,707	20,462	21,532	23,237	22,549	25,471
Expenditure per Student plus F/A & SGA :	20,678	21,828	23,192	25,330	25,068	28,610
Exp per Student including State Fringe :	23,533	25,511	27,075	28,564	28,531	32,526

Appendix III Projected Financial Data

Massachusetts College of Art and Design - FY2016 to FY2020

June 2, 2015

MassArt Operating Accts - Day Undergraduate Program	Estimated FY2016	Estimated FY2017	Estimated FY2018	Estimated FY2019	Estimated FY2020
I) Estimated Fund Balance - Beginning of Fiscal Year	9,920,025	9,942,300	10,017,473	10,123,955	10,286,716
II) Estimated Funding & Revenue	43,116,727	45,176,960	47,779,070	50,648,033	53,331,019
III) FY Projected Expenditure Budget - Operating	43,094,452	45,101,787	47,672,589	50,485,272	53,211,476
IV) FY Operating Surplus (Deficit)	22,275	75,173	106,482	162,762	119,542
V) Estimated Fund Balance - End of Fiscal Year	9,942,300	10,017,473	10,123,955	10,286,716	10,406,259

II) Estimated Funding & Revenue - SEGMENTS	Budget FY2016	Estimated FY2017	Estimated FY2018	Estimated FY2019	Estimated FY2020
A State Funding - Estimate	17,579,577	18,282,760	19,014,070	19,774,633	20,565,619
B) Tuition Retention					
Tuition	10,108,900	10,645,200	11,265,250	12,112,150	13,069,900
<u>Less tuition waivers & FA transfer</u>	<u>-1,320,000</u>	<u>-1,440,000</u>	<u>-1,550,000</u>	<u>-1,660,000</u>	<u>-1,760,000</u>
	8,788,900	9,205,200	9,715,250	10,452,150	11,309,900
C) Campus Support					
1) Campus Support - Fee					
Student Fee	16,870,500	18,122,000	19,848,750	21,568,250	22,922,500
MassArt Capital Fee	366,750	656,000	670,000	682,000	692,000
<u>Less funding to FinAid</u>	<u>-4,400,000</u>	<u>-4,800,000</u>	<u>-5,180,000</u>	<u>-5,540,000</u>	<u>-5,870,000</u>
	12,837,250	13,978,000	15,338,750	16,710,250	17,744,500
2) Campus Support - Other					
Other fees & sources	2,321,000	2,121,000	2,121,000	2,121,000	2,121,000
Foundation support	650,000	650,000	650,000	650,000	650,000
<u>Transfers - CE & Grad</u>	<u>940,000</u>	<u>940,000</u>	<u>940,000</u>	<u>940,000</u>	<u>940,000</u>
	3,911,000	3,711,000	3,711,000	3,711,000	3,711,000
> Total Funding & Sources	43,116,727	45,176,960	47,779,070	50,648,033	53,331,019
III) FY Projected Expenditure Budget - Operating	FY2016 43,094,452	FY2017 45,101,787	FY2018 47,672,589	FY2019 50,485,272	FY2020 53,211,476

Enrollment & Rates	FY2016	FY2017	FY2018	FY2019	FY2020
Enrollment					
In-State	1,050	1,060	1,095	1,125	1,150
Out-of-State	280	280	280	280	280
New-England	300	300	300	300	300
	1,630	1,640	1,675	1,705	1,730
Rates - Full Year					
In-State	11,500	12,200	13,000	13,800	14,400
Out-of-State	31,000	32,400	34,000	36,000	38,000
New-England	21,400	23,200	25,200	27,600	30,000
MassArt Capital Fee	225	400	400	400	400
Ave Operating Expenditures per FTE Student :	26,438	27,501	28,461	29,610	30,758
Expenditure per Student plus F/A & SGA :	30,068	31,426	32,599	33,953	35,288
Exp per Student including State Fringe :	34,055	35,572	36,838	38,352	39,855

 MassArt Admission Standards

		Minimum Requirement	
Required college preparatory courses:	English	4 years	
	Mathematics (Algebra I, II, Geometry/Trigonometry, or comparable course work).	2 years	
	Sciences (with laboratory)	2 years	
	Mathematics or Science	1 year	
	Social Sciences (1 year of US History)	2 years	
	Foreign Language	2 years	
	Electives (from above subjects or Arts & Humanities and/or Computer Sciences)	2 years	
	Art	2 years	
	Minimum total units	17	
Minimum high school grade-point average	3.0		
Sliding scale for applicants with GPA below 3.0	GPA/minimum combined SAT, including writing test	2.51-2.99	1425
		2.41-2.50	1485
		2.31-2.40	1545
Cut-off for admission	No freshman applicant admitted with a high school GPA below	2.3	
Transfer students	At least 12 transferable credits Applicants with fewer than 12 credits must meet the freshman standards.	Minimum 2.5 college GPA	
Portfolio		15 or more examples of current work –	
Statement of purpose		Choice of essay topics provided by the Admissions Committee	



MASSART

**YOUR
CREATIVE
CAREER**

Massachusetts College of Art and Design Career Guide

MASSART

Massachusetts College of Art and Design Career Guide

Exploring and expanding your talent in whatever medium you choose requires technique, practice, reflection and revision. Those same skills will serve you well as you explore career opportunities throughout your time at MassArt. Internships and work related experience, student leadership, community service and travel abroad add to your experience, all fueled by your greatest asset as an artist, your curiosity. This guide is a suggested career map to help you explore possibilities and make the most of your MassArt experience.

get started!

MASSART.EDU/CAREERDEVELOPMENT

COVER *Prajje Jean-Baptiste (Fashion '08) was an intern with women's apparel and accessories designer, Sara Campbell. After graduation, he created his start up fashion brand, Prajje 1983. Visit prajje1983.com. Photo by Evgenia Eliseeva.*



Elisa Melegari, Metals '14

*Metal Shop Intern,
Stonybrook Fine Arts*
elisamelegari.com

“My responsibilities at Stonybrook were assisting in teaching jewelry workshops, helping to maintain the shop, mold-making, wax working, and bronze casting. I learned about working as a commissioned artist. I could not learn this in a classroom. Working at Stonybrook has allowed me to meet, and work with, some very talented metalsmiths in Boston.” Elisa Melegari is a New York City- based artist and jeweler.

PHOTO BY BENJAMIN TODD



FRESHMAN YEAR

MEET PEOPLE, MAKE FRIENDS, AND FIND RESOURCES

Get Set Up

COMPLETE YOUR PROFILE ON YOUR CAREER DEVELOPMENT ACCOUNT. Look for work-study or off campus jobs. Get set up by going to massart.edu/careerdevelopment.

READ YOUR MASSART EMAIL for important messages from your academic department and Career Development.

CONNECT WITH CAREER DEVELOPMENT VIA FACEBOOK AND TWITTER.

Skill Development

GET INVOLVED ON CAMPUS. Join student activities, exhibitions, and volunteer. Look into Student Leadership. Get a part-time job.

BECOME A CITIZEN ARTIST. MassArt's Center for Art and Community Partnership offers community based student employment, leadership training and student generated initiatives. **Visit CACP on the 2nd floor of Kennedy.**

Gather Information

APPLY FOR STUDENT LEADERSHIP POSITIONS in the spring. Position listings will be posted as jobs in your Career Development Account.

ATTEND NEW MAJORS ADVISING DAY in the spring semester. Meet faculty and students from the 21 different majors at MassArt.

ATTEND THE ANNUAL STUDY ABROAD FAIR.

CROSS REGISTER through the Colleges of the Fenway (COF) and Pro-Arts Consortium. Ask the Academic Resource Center (Tower 8th floor) for more information.

+

ON CAMPUS RESOURCES

CAREER DEVELOPMENT

Do you need a job while you're in school? Looking to gain more experience through an internship? Career Development offers advising, resume assistance, job/internship listings, and help along the way.

CACP

If you're interested in becoming involved with the outside community and utilizing your skills as an artist, then the Center for Art and Community Partnerships (CACP) is the office for you!

STUDENT LEADERSHIP

Each year during the Student Leader Selection Process, students who are interested in holding a leadership position on campus can apply to a number of different roles, such as Resident Assistant, Orientation Primer, CACP Student Associate, Student Gallery Manager, Tour Guide and more!

STUDY ABROAD FAIR

Learn about the MassArt International Exchange full immersion programs.



**Hillary Roberts,
Fashion Design '13**

Apparel Design Intern, PUMA North

Hillary interned at PUMA North America, one of the world's leading sport lifestyle companies that designs and develops footwear, apparel and accessories. She worked alongside the women's and men's apparel design team and assisted and created digital illustrations, printed presentations, compiled mini sheets and created updates in the PRM database system. Hillary is now employed as a Colour Specialist for Converse.



**Eric Magnussen,
Industrial Design '15**

*Product Development Intern,
Cool Gear International*

“I helped create models of products that were often used in meetings with prospective buyers. I rendered images of possible products that the company was looking to sell to buyers and sketched and ideated possible ideas for products that could be manufactured by the company. I worked alongside other designers to create different ways of using a product that was being designed. I would advise other students to work as hard as they can and give 100% of their effort on every project they have, there is a real opportunity to make a lasting impression.”

SOPHOMORE YEAR

PREPARE FOR YOUR INTERNSHIP

Prepare Your Materials

UPDATE YOUR RESUME. Find the student resume template and cover letter sample in the online Resource Library of your Career Development account.

GET YOUR RESUME CRITIQUED. Once you have a resume draft, book an appointment at massart.edu/careerdevelopment.

CREATE A PROFILE ON LINKEDIN. Post your resume and start networking with MassArt alumni and other art and design professionals.

JOIN THE MASSART PORTFOLIO WEBSITE. Create a profile at portfolios.massart.edu to show images of your work.

ATTEND WORKSHOPS hosted by Career Development geared to help you get prepared. All workshops are listed on massart.edu/careerdevelopment.

Plan for Internships

Plan to complete at least two credit bearing internships before the last semester of your Senior year.

ATTEND THE ANNUAL INTERNSHIP AND JOB FAIR.

GET INSPIRED. Visit massart.edu/careerdevelopment and click an image of a student intern. Ask Career Development about final evaluations students write about their internship experience with particular companies.

Skill Development

GET INVOLVED ON CAMPUS. Join Student Activities, Exhibitions, and volunteer. Look into Student Leadership.

PRACTICE INTERVIEWING. Career Development can help!

Put Your Plan into Action

UPDATE YOUR PROFILE, view internship listings, and set up a job alert when new internships in your field are posted.

MAKE AN APPOINTMENT WITH CAREER DEVELOPMENT to discuss types of internships, the process, and research tools.

SPEAK TO FACULTY AND FRIENDS about internship leads.

APPLY FOR YOUR FIRST INTERNSHIP.



KEY WORDS

MASSART PORTFOLIOS

A community for MassArt students, alumni and faculty to share and discover creative work. Employers interested in MassArt talent will be directed to the site which will help you gain more exposure for your work.

LINKEDIN

A social networking site that allows you to create a profile of your employment history and education. You can create connections with someone you have worked or interned with or has gone to school with you. Be one of the 9,700 MassArt connections on LinkedIn.

CREDIT-BEARING INTERNSHIP

Earn 3 studio elective credits for your paid or unpaid internship. Gain work related experience, network with professionals in art/design industries and build references for employment after graduation. Credit bearing internships are managed by the Career Development office.

JOB ALERT

Email alerts you can set up for art/design related jobs and internships posted through Career Development.



FASHION DESIGN



Employers list hundreds of paid and unpaid art/design internships that are eligible for academic credit and over 1,000 paid jobs for artists and designers each year with Career Development.

SAMPLE INTERNSHIPS

Sculpture Design Studio Assistant

Architecture & Space Strategy Internship

Furniture/Interior Design Studio Intern

Photography Summer Intern

Video Studio Summer Intern

Toy Design Intern

Photography Studio Intern

Graphic Design Intern

Model Maker Intern

Glass Studio Arts Administration Intern

Fashion Production Assistant Intern

Animation/Motion Design Intern

American Art Intern/ Curatorial Department

Ceramics Studio Assistant, Intern Designer

JUNIOR YEAR

STAY ACTIVE AND NETWORK

Update Your Materials

UPDATE YOUR RESUME. Book a resume critique appointment with Career Development at massart.edu/careerdevelopment.

UPDATE YOUR LINKEDIN PROFILE with your latest experience. Include contacts from your internships.

UPDATE YOUR PROFILE and images on portfolios.massart.edu with your most recent work.

Plan for Your Second Internship

LOGIN TO YOUR CAREER DEVELOPMENT ACCOUNT to update your profile, view internship listings, and set up job alerts.

ATTEND CAREER DEVELOPMENT WORKSHOPS.

COMPLETE AT LEAST TWO CREDIT BEARING INTERNSHIPS before the last semester of your Senior year.

DISCUSS INTERNSHIP IDEAS with Career Development.

SPEAK TO YOUR FACULTY AND FRIENDS about internship leads.

ATTEND THE ANNUAL INTERNSHIP AND JOB FAIR in the spring.

Networking

CREATE A BUSINESS CARD FOR YOURSELF.

NETWORK WITH FACULTY AND ALUMNI.

JOIN PROFESSIONAL ASSOCIATIONS, student membership rates are often lower than for professionals, join now!

ATTEND ALUMNI PANEL DISCUSSIONS. Introduce and exchange business cards with the speakers.

STAY IN TOUCH with connections you develop in your internship(s), connect on LinkedIn, give updates on what you are doing, invite them to your shows.

CONDUCT INFORMATIONAL INTERVIEWS. Career Development can show you how!



Bessie Andersen, Open Major '11
Letterpress Intern,
Interrobang Letterpress
bimpressedshop.com

“Working one on one with such an experienced printer helped to further my own skills as a printer and expose me to how this niche business operates.” Bessie is now a letterpress printer, doing custom and commercial printing for her own company, B.IMPRESSED.

SENIOR YEAR

GET READY TO LAUNCH YOUR CAREER

Get Ready

UPDATE YOUR MATERIALS: Make sure your resume, LinkedIn profile and MassArt Portfolio page are current.

ATTEND WORKSHOPS hosted by Career Development geared to help you get prepared. All workshops are listed on massart.edu/careerdevelopment.

MAKE AN APPOINTMENT with Career Development to discuss your career plans for after graduation. Plan to use your Career Development account after you graduate. It's free.

CREATE A LIST of companies and organizations that are of interest to you. Visit their websites.

CREATE A JOB AGENT for Fulltime jobs of interest to you on your Career Development account.

Make Connections

SPEAK TO FACULTY AND FRIENDS about job leads.

GET REFERENCES. Ask your faculty as well as current and former supervisors if they will act as references for you.

STAY IN TOUCH WITH CONNECTIONS you develop in your internship(s), connect on LinkedIn, give updates on what you are doing.

ATTEND THE ANNUAL INTERNSHIP AND JOB FAIR in the spring semester. Watch for portfolio reviews with companies visiting campus.

Network

CONDUCT INFORMATIONAL INTERVIEWS.

ATTEND ALUMNI PANEL DISCUSSIONS with MassArt alumni and other art/design professionals.

INVITE YOUR NETWORK including your current and former internship supervisors to your end of year show.



ADDITIONAL NETWORKING TIPS

Watch for invitations from MassArt Alumni Relations to find out how to access MassArt as an alumni and connect with other MassArt graduates.

Ask current and former supervisors and your faculty if they can post a recommendation about you to your LinkedIn page and to endorse your LinkedIn skills.

Practice interviewing.

Watch for invitations from MassArt Alumni Relations to find out how to access MassArt resources as an alumni and connect with other MassArt graduates.



INDUSTRIAL DESIGN



GRAPHIC DESIGN



Ashley Conchieri, Fibers, 2011

Studio Assistant Intern, B. Felt

ashleyconchieri.com

Ashley interned for felt artist Barbara Poole. "I gained knowledge on how artists work to support themselves post-college." After graduation, Ashley developed her own brand of clothing and accessories for women. Her work has been featured on Chronicle WCVB TV Boston, Stuff Magazine and Niche Magazine. Her collection is fueled by traditional textile processes like hand weaving, felting, hand-dyeing, and hand painting with dyes directly onto fabric. Currently each piece is made by Ashley in her studio in Beverly, Massachusetts.

*“MassArt is the foundation of
my career, leaving me with
great and necessary skills...”*

PRAJJE JEAN-BAPTISTE, FASHION, 2008

