

MASSACHUSETTS COLLEGE OF ART AND DESIGN

2015 PERFORMANCE REPORT / April 2016



MASSART

MASSACHUSETTS COLLEGE
OF ART AND DESIGN



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Cover image by Jorg Meyer



INTRODUCTION

Partnership Plan

Art College Peer Group

Reporting Periods

Accreditation

Design and Media Center Construction Update

Presidential Search

INTRODUCTION

Partnership Plan

The underlying premise of the MassArt New Partnership Plan is that the college, as a specialized public institution, can and should be held to high standards of accountability and therefore should also be granted substantial freedom to determine how it achieves those outcomes. Legislation contained in Section 634 of the FY04 Massachusetts State Budget authorized the college to establish its own performance standards appropriate to the unique nature of its mission and mandates a report each year. This report provides quantitative and qualitative data on selected performance measures from the performance agreement included in the New Partnership Plan renewal, approved in December 2009, and highlights notable MassArt events, accomplishments, and directions in the past year. The college submitted a proposal for a second renewal of the plan to the BHE in June 2015. The plan was accepted by the board at their September 2015 meeting and is awaiting final approval by the secretary of education.

Art College Peer Group

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

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

Reporting Periods

ENROLLMENT Final FY2015, preliminary FY2016
ADMISSIONS Fall 2015
FINANCIAL AID FY2015, Fall 2015
RETENTION AND GRADUATION RATES FY2014, FY2015
TUITION AND FEE REVENUE FY2015
PEER FINANCIAL BENCHMARKS FY2014

Benchmarks use the most recent available peer data.

Accreditation

MassArt's 10-year re-accreditations with the National Association of Schools of Art and Design (NASAD) and the Northeast Association of Schools and Colleges (NEASC) are scheduled for 2016. The self-study process began in fall 2015 and a report will be submitted to both organizations by December 2016. A joint campus visit is scheduled for early 2017.

The National Architectural Accrediting Board, Inc. (NAAB) granted Massachusetts College of Art and Design initial accreditation for the Master of Architecture degree for a three year term effective January 1, 2013. NAAB is the sole agency authorized to accredit U.S. professional degree programs in architecture. The M.Arch. program is in the process of reaccreditation during the spring of 2016.

Design and Media Center

A center for collaborative investigations between multiple disciplines, the Design and Media Center opened in January 2016. It will act as an incubator of ideas and a venue for research not only within the MassArt community but throughout the larger cultural creative economy sector of Massachusetts.



Photo by Peter Vanderwarker

Presidential Search

In the fall of 2015 MassArt conducted a national search for its next president. A search committee comprised of trustees, faculty, staff, a foundation board member, and a student reviewed candidates and invited four finalists for campus visits in December. Dr. David P. Nelson, who currently serves as Provost & Chief Academic Officer at the University of North Carolina School of the Arts, was chosen for the position by the MassArt Board of Trustees. His appointment was approved by the Massachusetts Board of Higher Education at their January 2016 meeting. Dr. Nelson will begin his tenure at MassArt on June 1, 2016.



KEY INDICATORS

Academic Quality

Access and Affordability

Student Success and Engagement

Service to the Commonwealth and the Economy

Financial Health

ACADEMIC QUALITY

ADMISSIONS STANDARDS

First-time Freshmen in BHE Admissions Categories One and Four

Admissions decisions for first-time freshmen place the greatest weight on high school GPA and the quality of the portfolio.

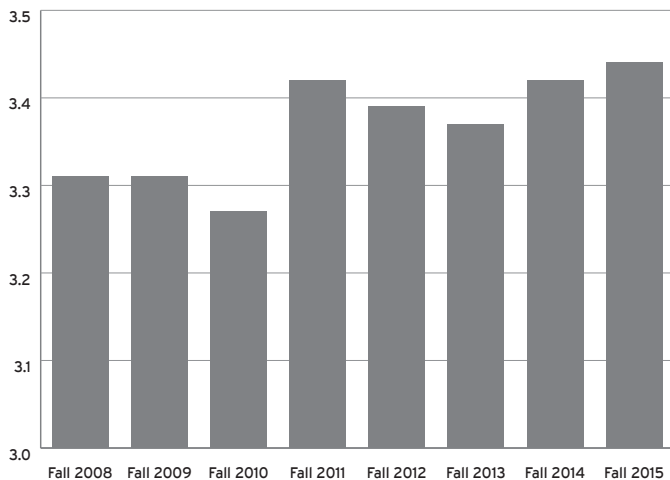
Average weighted GPA	3.44
Average combined SAT	1642
National average SAT	1490

- 97% met all freshman requirements (GPA, SAT, academic units)
- 87% had GPA of 3.0 or higher
- 12% met the GPA/SAT sliding scale standard
- 2.51 was the lowest high school GPA reported

Transfer Students

Average college GPA	3.27
43% had a college GPA of 3.5 or above	

Weighted High School GPA of Entering Freshmen



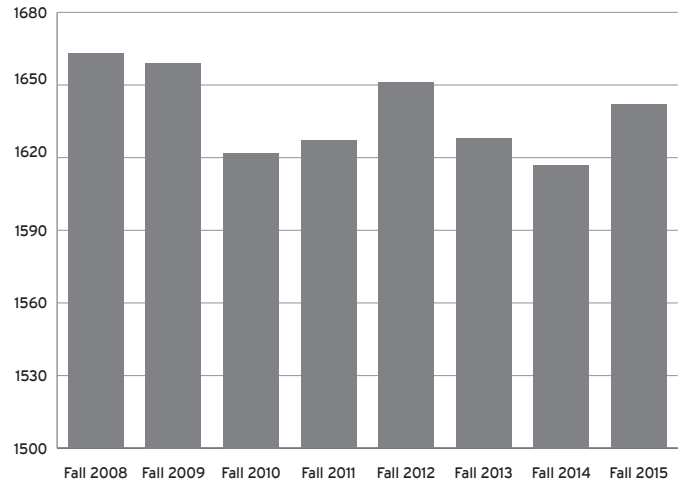
ADMISSIONS SELECTIVITY

In Fall 2015, MassArt ranked 4th in our AICAD peer group for admissions selectivity, accepting 70% of completed undergraduate applications. The most selective college in the group was California Institute of the Arts, with a reported acceptance rate of 28%; the least selective was the College for Creative Studies, at 98%. The median acceptance rate was 74%.

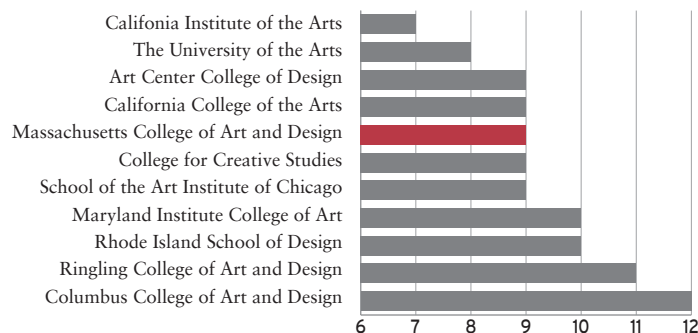
FACULTY CREDENTIALS

The current MassArt student to faculty ratio (student FTE to faculty FTE) for the BFA program is 9:1 which is the peer group median. In fall 2014 full-time faculty made up 56% of the faculty FTE for MassArt's BFA program; this is also the median full-time percentage for our AICAD peers. Ninety-four percent of MassArt full-time faculty hold advanced degrees, the highest percentage in the peer group.

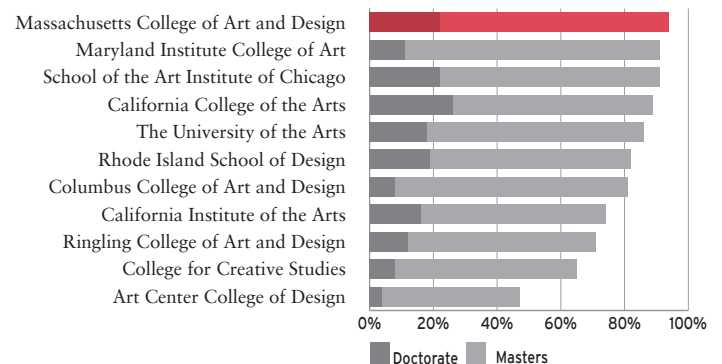
Average Combined SAT Scores of Entering Freshmen



Student to Faculty Ratio Compared to AICAD Peers



Percent of Faculty with Advanced Degrees

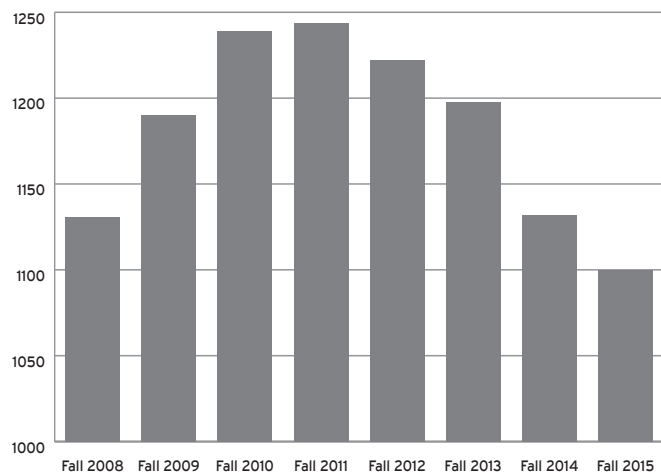


ACCESS AND AFFORDABILITY

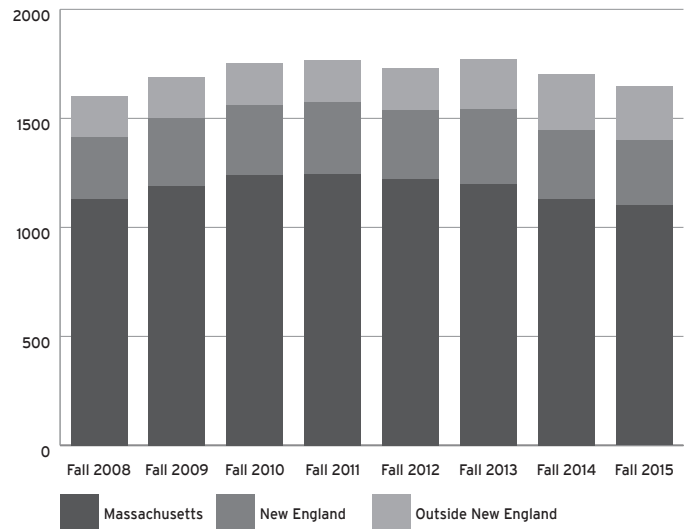
ENROLLMENT IN THE BFA DEGREE PROGRAM

	MASSACHUSETTS		NEW ENGLAND		OUTSIDE NEW ENGLAND		TOTAL	
	Fall	Annual	Fall	Annual	Fall	Annual	Fall	Annual
2008-2009	1131	1198	284	296	184	190	1599	1684
2009-2010	1190	1241	311	313	189	200	1690	1754
2010-2011	1239	1263	321	323	193	195	1753	1781
2011-2012	1244	1277	329	330	196	192	1769	1799
2012-2013	1222	1273	319	326	188	192	1729	1791
2013-2014	1198	1233	343	338	231	233	1772	1819
2014-2015	1132	1174	316	323	253	255	1701	1752
2015-2016	1100	1138	301	309	245	261	1646	1708

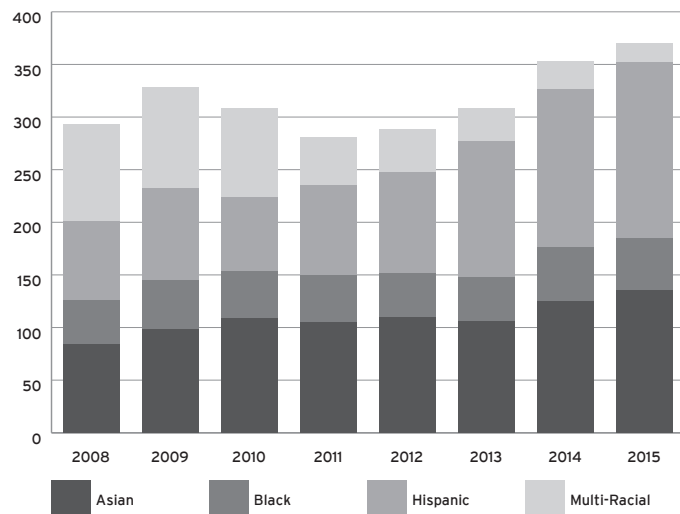
Massachusetts Residents Enrolled



Enrollment by Residency



BFA ALANA Student Enrollment

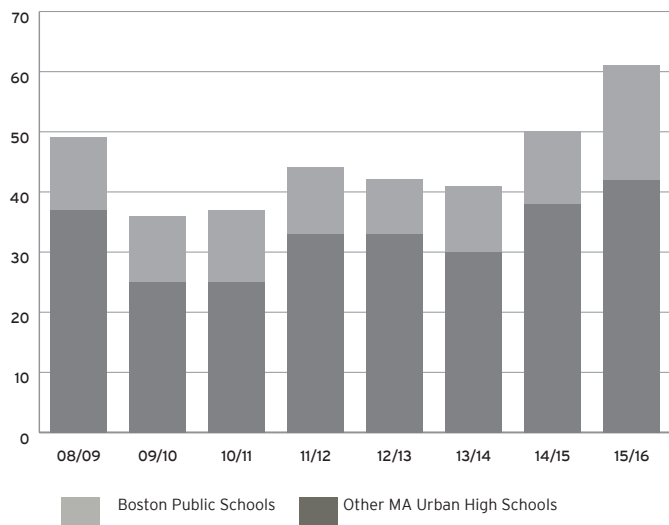


Enrollment of ALANA students in the BFA program has continued to grow over the past several years, even in years such as 2014 and 2015 when total BFA enrollment declined. MassArt has experienced the largest increase in Hispanic/Latino enrollments, with enrollment of Asian students increasing at a somewhat less dramatic rate, and Black/African-American enrollment remaining largely stable. The lower number of students reporting themselves as ‘Multiracial’ results in part from a change in the way that this data is collected, with a two-question format that conforms to new federal guidelines. In Fall 2015, ALANA students constituted 26% of the US citizens and legal permanent residents enrolled in the BFA program who reported their race and ethnicity.

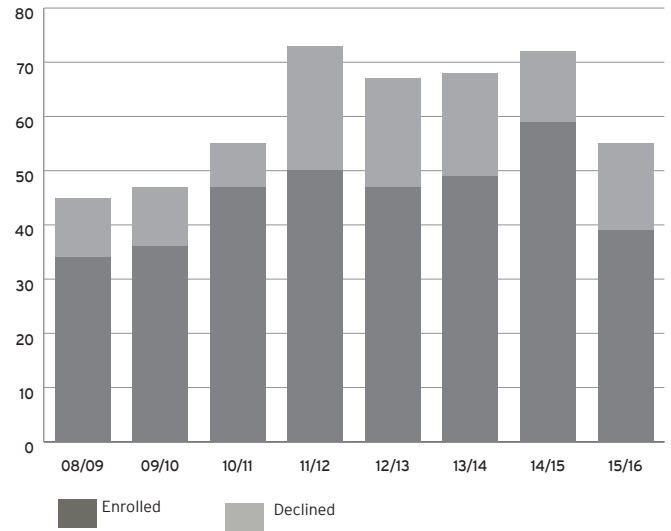
URBAN AND COMMUNITY COLLEGE STUDENTS

Providing access to students attending Massachusetts community colleges and urban high schools is an important value for MassArt and can present particular challenges. Many urban schools do not offer substantial curricula in the visual arts; urban students are frequently underprepared academically as well. A variety of recruitment strategies for urban students are in use at MassArt, including partnerships with high schools and community organizations. These have shown some impact on the number of admitted applicants, which showed significant gains for fall 2015.

Admitted Applicants from Mass. Urban High Schools

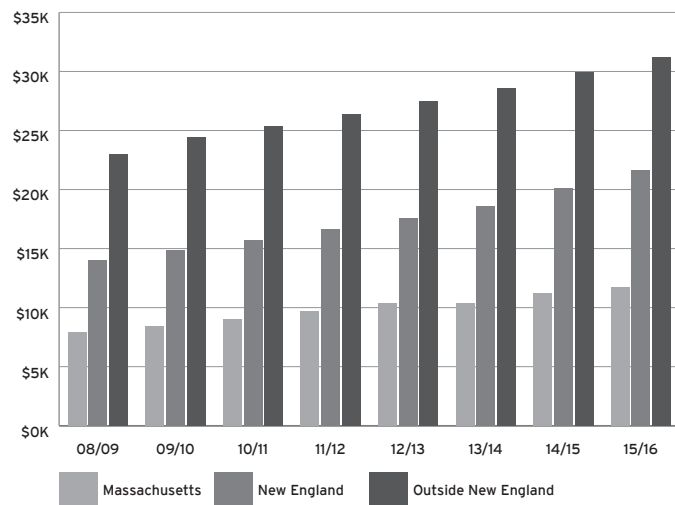


Community College Transfer Students Admitted

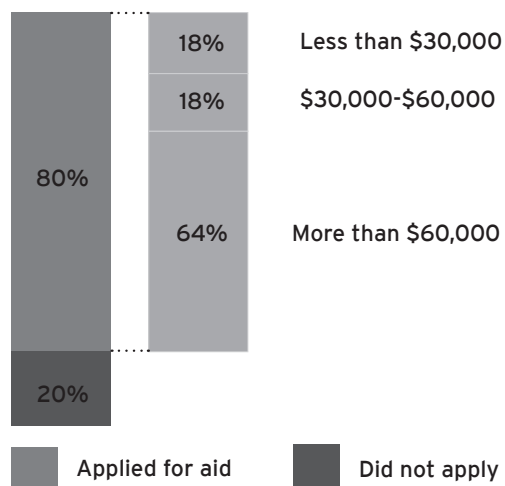


TUITION AND FEE STRUCTURE AND FINANCIAL AID

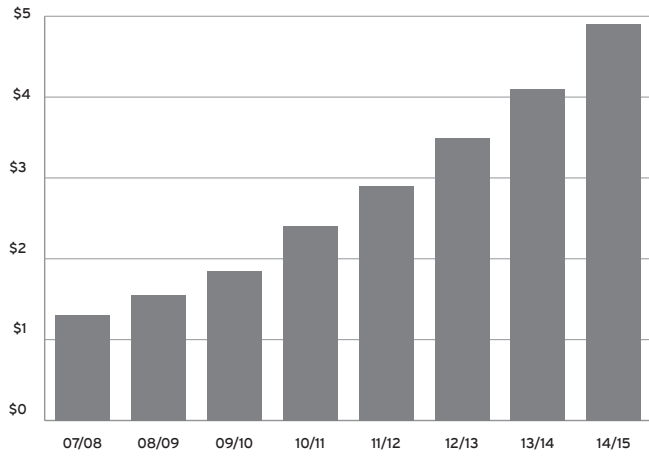
Student Charges



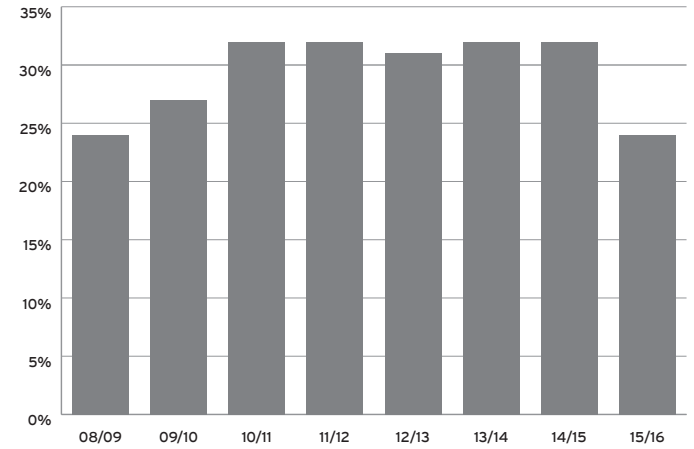
Family Income of Dependent Undergraduate Students Applying for Federal Financial Aid, Fall 2015



Total MassArt Funds Allocated to Undergraduate Financial Aid



Percent of All Undergraduates with Pell Grants



Grant Aid Awarded to Massachusetts Undergraduates

Academic Year	Outside Sources	College Funds	All Sources
2008-2009	\$2,366,802	\$817,599	\$3,184,401
2009-2010	\$2,334,308	\$1,090,228	\$3,424,536
2010-2011	\$2,685,475	\$1,417,763	\$4,103,238
2011-2012	\$2,591,475	\$1,279,992	\$3,871,467
2012-2013	\$2,562,517	\$1,267,372	\$3,829,889
2013-2014	\$2,482,148	\$1,011,345	\$3,493,493
2014-2015	\$2,534,487	\$958,089	\$3,492,576
\$ Increase since 2008	\$167,685	\$140,490	\$308,175
% increase since 2008	7.1%	17.2%	9.7%

Financial Need of Massachusetts First-time Freshmen

	Fall	2012	2013	2014	2015
Massachusetts first-time freshmen		235	221	185	189
% Pell eligible		26%	26%	31%	34%
Average family income		\$33,463	\$37,808	\$32,451	\$38,269
Admissions yield for Pell eligible		65%	56%	51%	56%
Non-Pell eligible % with any need		44%	33%	26%	37%
Average family income		\$102,882	\$101,470	\$104,200	\$108,057
Admissions yield for need group		64%	59%	43%	54%
Total % of Massachusetts freshmen with any financial need		71%	68%	58%	71%

Institutional aid to Massachusetts students peaked in AY10/11, during the economic downturn. Since then family incomes have risen and need has gone down; as a consequence grants awarded have decreased. This trend accelerated in AY2013/14, due in part to both a new model for financial aid and lower enrollment. For AY 2016/17, the award model has been revised to shift funds back toward more need-based aid to Massachusetts residents.

ENROLLMENT IN GRADUATE AND CERTIFICATE PROGRAMS

	Fall	2009	2010	2011	2012	2013	2014	2015
Master of Fine Arts		48	47	40	44	44	39	39
Master of Fine Arts, Dynamic Media		22	24	20	18	16	18	18
Master of Fine Arts Low Residency		31	32	31	35	35	28	14
Master of Architecture		22	25	26	24	21	20	23
Master of Science in Art Education		19	17	7	1	0	0	0
Master of Arts in Teaching		7	26	23	16	16	13	14
Teacher Preparation Program		5	3	4	4	2	3	1
Post-baccalaureate certificates		1	9	4	5	6	5	3
Total graduate programs		155	183	155	147	140	126	112
Design certificates		87	76	91	94	93	82	89

MassArt graduate programs provide access to advanced, professional degrees in design and fine arts. The market for graduate programs has become increasingly competitive over the past several years, and MassArt graduate enrollment has declined. The college has responded to this trend with the development of new programs, including the Master of Arts in Teaching and Master of Architecture. The most recent new program, Master of Design in Innovation, will enroll its first class in fall 2016.

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

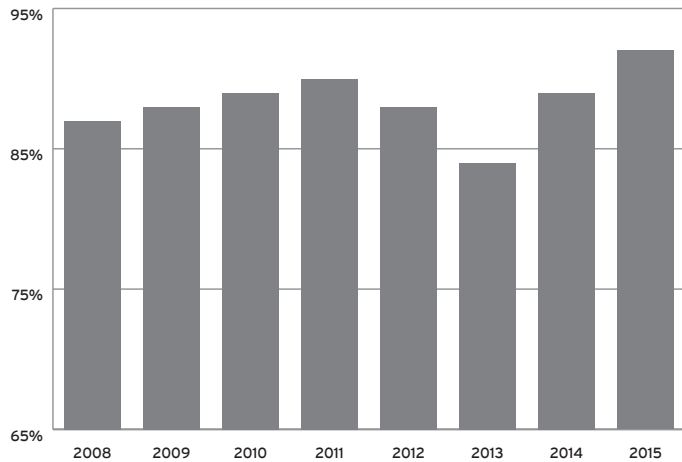
STUDENT SUCCESS and ENGAGEMENT

RETENTION RATE FOR FIRST-TIME FRESHMEN

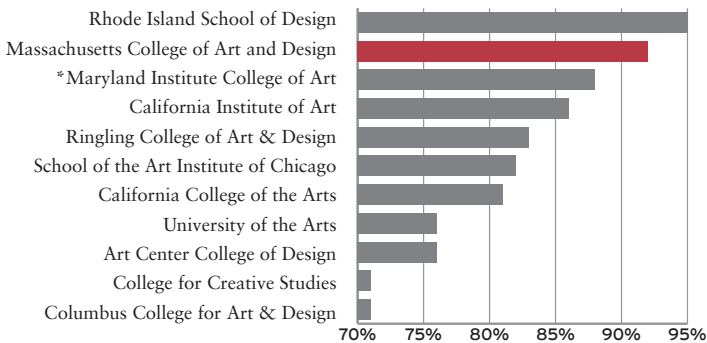
MassArt's freshman to sophomore retention rate for the 2014 entering cohort was 92%—the highest we have ever seen, and the second highest of our AICAD peers. This rate also places MassArt first among the Massachusetts state universities, ahead of both the University of Massachusetts Amherst (90%) and Massachusetts Maritime Academy (89%). Maintaining a high freshman retention rate is a critical element in our commitment to increase both the six-year and four-year graduation rates.

Note: preliminary IPEDS 2014 cohort data provided on AICAD annual survey

MassArt Freshman to Sophomore Retention Rate



Fall 2014 Freshman to Sophomore Retention Rates
MassArt and AICAD Peers



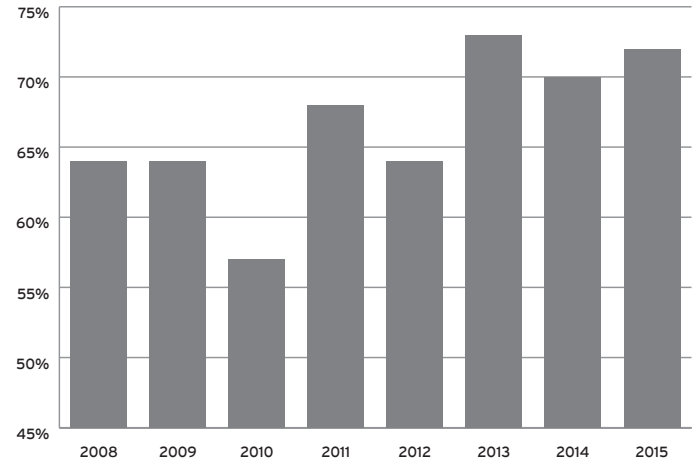
* 2013 cohort data; 2014 not available

SIX-YEAR GRADUATION RATES

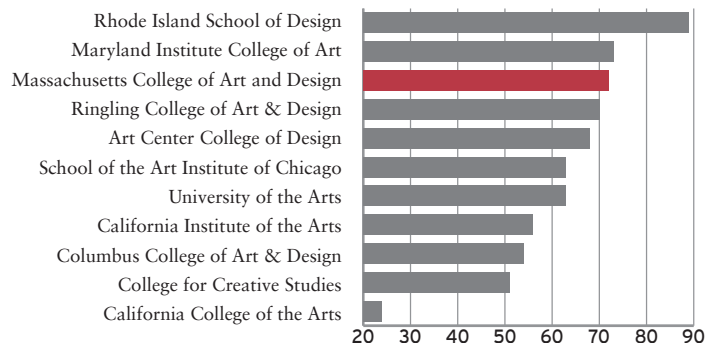
MassArt's six-year graduation rate for the 2009 entering freshman cohort was 72%—the third highest of our AICAD peers. With the exception of the 2004 cohort, our six-year graduation rate has remained over 60% for freshmen entering MassArt since 1997. The rate consistently ranks above the median for our AICAD peer group and in the top three of the Massachusetts state universities.

The college affirms our commitment to maintain an average rate above 70%, and to increase the number of students who complete their degrees in four years. The four-year graduation rate has increased in recent years, and was 52% for the 2009 cohort.

MassArt First-time Freshman Graduation Rates



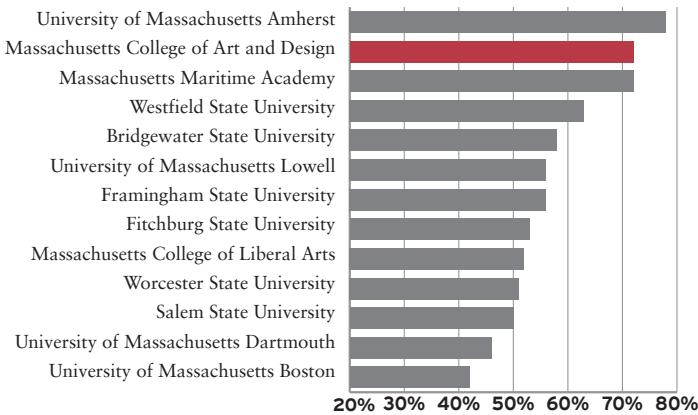
Six-year Graduation Rates, Fall 2009 Freshman Cohort
MassArt and AICAD Peers



Note: preliminary IPEDS 2009 cohort data provided on AICAD annual survey

GRADUATION RATE BENCHMARKS

Six-year Graduation Rates, Fall 2008 Freshman Cohorts MassArt and Massachusetts Public Colleges

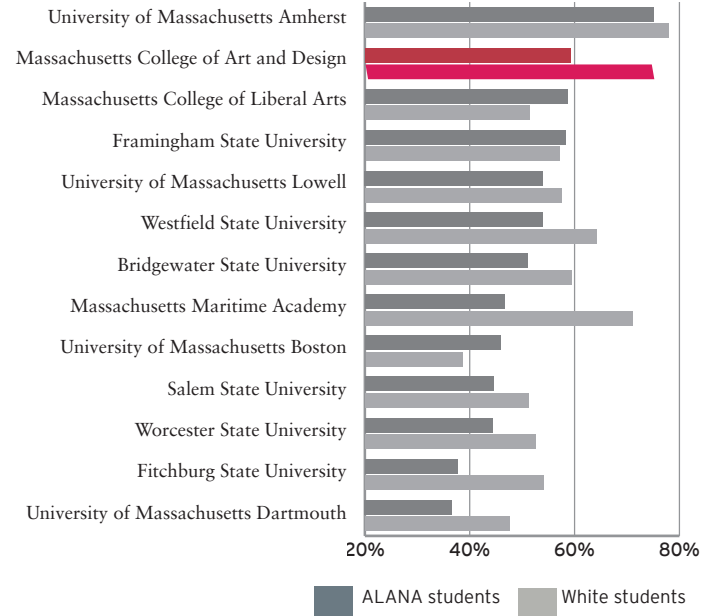


MassArt's ALANA student graduation rate (59%) ranked as second highest among Massachusetts public universities for 2008 entering freshman cohorts, trailing only the University Of Massachusetts Amherst; it tied with the rates at Massachusetts College of Liberal Arts and Framingham State University. MassArt's 2008 ALANA graduation rate exceeds the rate for white students at all but three of the other Massachusetts public universities.

One of MassArt's performance goals is to maintain graduation rates which eliminate or minimize observed differences based on students' race and ethnicity. For the entering freshman cohort of Fall 2008, the graduation rate for ALANA students (59%) was 16% lower than that of white non-Hispanic students (75%).

SIX-YEAR GRADUATION RATE FOR ALANA STUDENTS

Massachusetts Public Universities, Graduation Rate Gaps Fall 2008 Freshman Cohorts



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

Because ALANA entering cohort sizes at MassArt have been relatively small and fluctuate from year to year in both size and composition, single cohort rates vary significantly and can be unrepresentative. A three-year aggregated cohort rate is a more reliable measure of success for this group of students. There is a 10% gap between the aggregated six year graduation rate of ALANA students (61%) and that of white students (71%) for the MassArt entering cohorts of 2006 to 2008. This gap is 1% lower than the previous three year aggregate rate difference; the rates for both ALANA and White students increased.

SERVICE TO THE COMMONWEALTH AND THE ECONOMY

DEGREES AND CERTIFICATES AWARDED ANNUALLY

Degrees and Certificates Awarded

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/15	Average
Design Certificates	29	19	17	17	19	17	19	20
Bachelor of Fine Arts (BFA)	290	360	339	377	341	347	364	345
Post Baccalaureate Certificates	11	5	8	5	3	3	5	6
Master of Fine Arts (MFA)	44	35	48	35	41	33	44	40
Master of Architecture	—	—	9	5	10	7	11	8
Master of Arts in Teaching (MAT)	—	—	8	12	22	7	9	12
Master of Science in Art Education (MSAE)	7	12	9	8	0	3	—	7

Design certificates include Graphic Design, Fashion Design, and Industrial Design. Post baccalaureate certificates include Teacher Preparation, Dynamic Media, Photography, and Fine Arts. The Master of Science in Art Education is not enrolling students and last awarded degrees in 2014

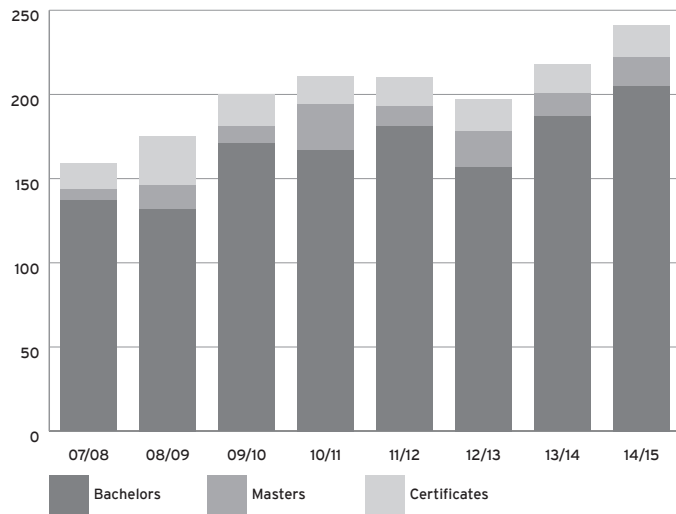
BFA DEGREES

BFA Degrees Awarded by Major Program

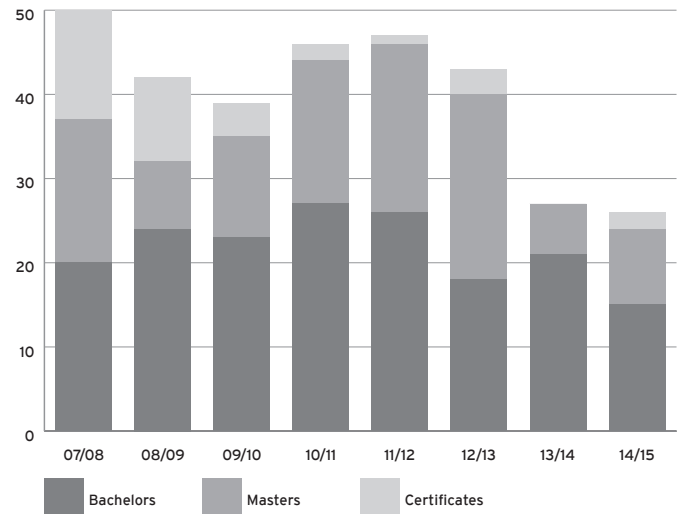
Major	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/15
Animation	9	13	20	20	21	15	26	22
Architectural Design	12	5	14	11	18	11	13	12
Art Education	20	24	24	29	26	19	22	20
Art History	7	15	20	17	16	11	13	20
Ceramics	6	4	5	7	7	9	8	3
Fashion Design	22	26	32	33	25	24	26	33
Fibers	2	6	8	12	10	13	11	7
Film/Video	16	21	19	14	11	25	8	23
Glass	4	8	5	8	9	4	6	5
Graphic Design	33	29	36	38	39	35	35	47
Illustration	28	32	35	24	41	43	47	35
Industrial Design	17	16	15	7	20	16	19	36
Jewelry/Metalsmithing	9	3	8	11	9	3	9	4
Painting	28	32	40	38	40	42	35	36
Photography	28	29	43	25	37	33	29	21
Printmaking	7	4	13	9	9	6	14	17
Sculpture	16	13	17	20	32	25	24	22
Studio for Interrelated Media	16	11	19	23	17	13	21	20
Art and Design, Open	7	12	16	17	11	10	3	5
Total	287	303	390	363	398	357	369	388

These are duplicated counts; double majors are included in this table in both majors. The unduplicated BFA count for 2014/2015 is 364.

Degrees Awarded Annually in Design and Media Majors



Degrees Awarded Annually in Teacher Preparation Programs



In academic year 2014/15, fifty-one percent of all degrees and certificates were awarded in design and new media majors, serving the creative economy of Massachusetts. More than 70% of current students who have declared their majors are enrolled in design and media programs.

The number of Art Education degrees awarded by MassArt has declined somewhat in recent years, reflecting the impact of both the job market for art teachers and the competitive environment for education programs. All graduates of MassArt teacher preparation programs in art education passed the MTEL test. Eighty-five percent of Art Education degrees and certificates were awarded to Massachusetts residents.

GRADUATE EMPLOYMENT

Summary of BFA Responses to the Annual Graduate Survey Classes of 2013/14 and 2014/15

Academic Area	Majors in this Area	Response Rate/ Knowledge Rate	Employed Full-time or Part-time
Art Education	Art Education	33%	81%
Art History	Art History	47%	56%
Communication Design	Animation, Graphic Design, Illustration	55%	80%
Environmental Design	Architectural Design, Fashion Design, Industrial Design	60%	89%
Fine Arts 2D	Painting, Printmaking	31%	82%
Fine Arts 3D	Ceramics, Fibers, Glass, Metals, Sculpture	38%	87%
Media & Performing Arts	Film and Video, Photography, SIM	39%	94%
Total	All majors	46%	84%

The graduate surveys of 2013/14 and 2014/15 were administered by CSO Research (now Grad Leaders). MassArt participated in their First Destinations/Outcomes survey along with 75 other colleges and universities, including some of our peer group institutions. The surveys began one month prior to commencement, with subsequent contacts continuing for 10 months each year. The results above represent aggregated data for these two graduating classes. The 'Knowledge Rate' includes data provided by career development staff or faculty who know the status of graduates who have not responded to the survey directly after multiple contacts. The survey of 2015/16 graduates will begin in late April.

FINANCIAL HEALTH

STATE OPERATING SUPPORT

The major underlying premises of MassArt’s New Partnership Plan were that by gaining authority to set and retain tuition, accepting an equivalent reduction in the state maintenance appropriation, and actively managing enrollment, the college can maintain financial health at a cost savings to the Commonwealth. Achieving this goal requires commitments from both parties to the agreement.

Since the start of the partnership, MassArt has met or exceeded enrollment goals, kept student charges affordable for Massachusetts residents, and steadily increased institutional resources allocated to student financial aid. The amount of the college’s state operating appropriation, however, has not always kept pace with expectations. The failure in some years to fund collective bargaining salary increases through the state appropriation places significant stress on the college’s operating budget.

In FY14 the legislature recognized the acute funding situation of the state universities and allocated an additional \$15 million to the system. MassArt received \$1 million of this funding, allowing the college to freeze student charges for Massachusetts residents at the FY13 level. In FY15 the appropriation increased slightly, but not enough to hold changes level for a second year and tuition and fees for MA students increased 8%.

UNDERGRADUATE TUITION AND FEES

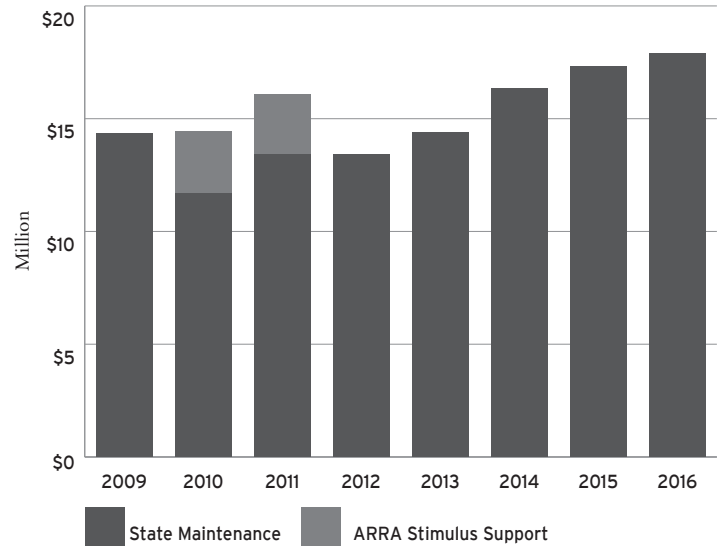
The combination of tuition and fee increases and enrollment growth in the BFA program has resulted in a significant increase in net revenue from undergraduate student charges. The chart below shows the growth in retained tuition by student residency status since the start of the New Partnership Agreement. Larger increases in retained tuition revenue have been achieved for out-of-state and New England students.

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

Undergraduate Tuition and Fee Revenue FY 2015

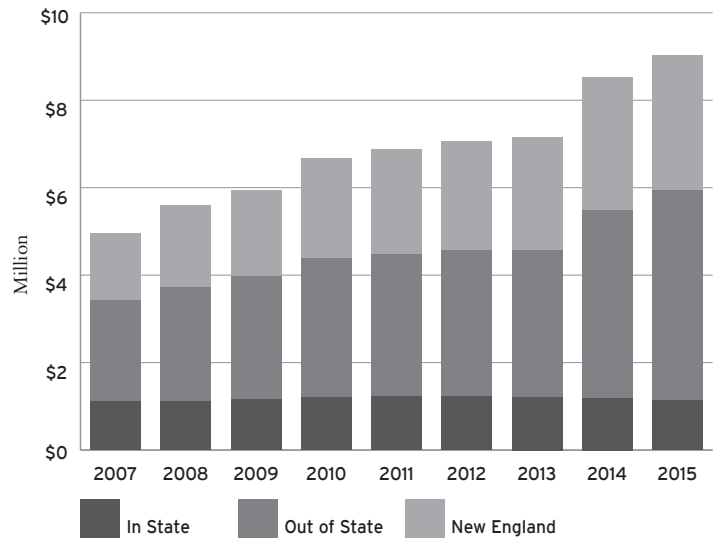
	FTE	Tuition and Fees	Revenue
Massachusetts	1095.1	\$11,225	\$12,292,497
Out of State	243.7	\$29,925	\$7,292,723
New England	311.0	\$20,125	\$6,258,875
Total	1649.8		\$25,844,095

State Operating Appropriation FY2009 to FY2016



In the chart above, ARRA represents funds received through the federal American Recovery and Reinvestment Act.

Retained Undergraduate Tuition



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

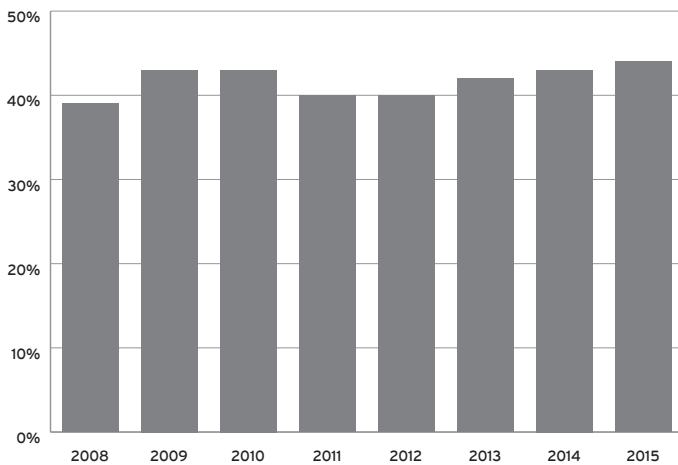
FINANCIAL HEALTH

TUITION DEPENDENCY

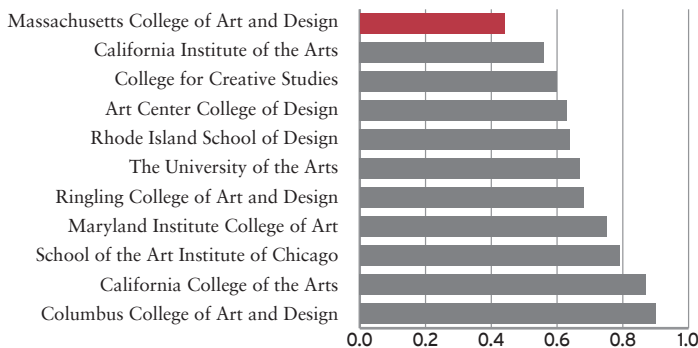
Core revenues include tuition and fees; federal, state and local appropriations; government grants and contracts; investment income; gifts; and other operating and non-operating sources. Tuition and fees in these charts include revenue from all programs.

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

MassArt Tuition and Fees as a % of Core Revenues



AICAD Peers Tuition and Fees as a % of Core Revenues, FY2014

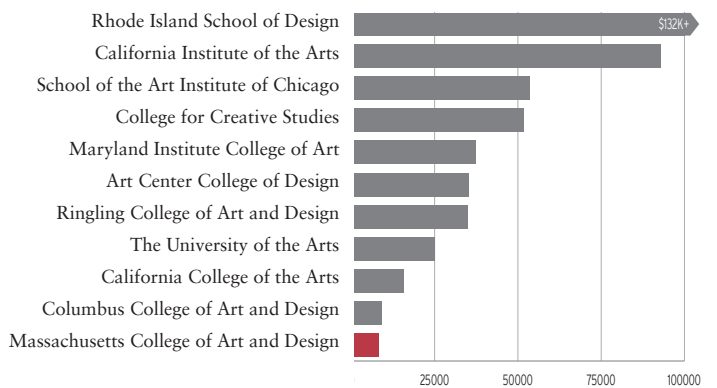


ENDOWMENT

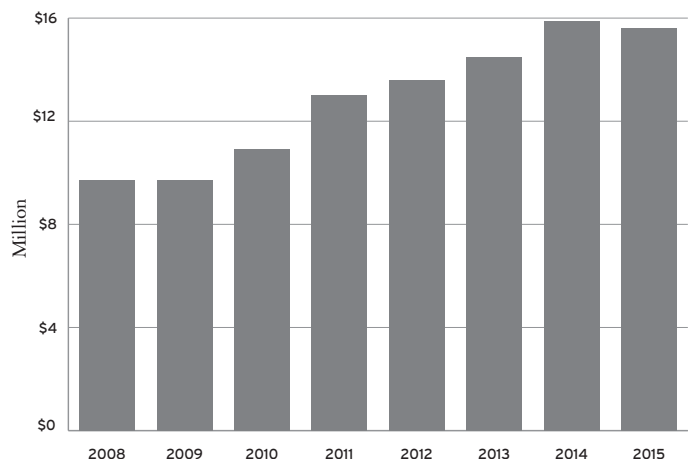
Since FY2003, the value of MassArt's endowment has increased by over 500%, from about \$2.9 million in June of 2003 to over \$15.6 million in June of 2015. MassArt's total endowment is the second smallest of our art school peer group.

At the end of FY2014, average endowment per FTE for our peers was \$48,736, compared to \$8,271 for MassArt. Endowment per FTE student at MassArt grew by 10% in FY2014, but still is well below the average value at AICAD peer institutions.

Endowment per FTE, Massart and AICAD Peers, FY2014



MassArt Endowment and Related Investments



PEER EXPENDITURE BENCHMARKS

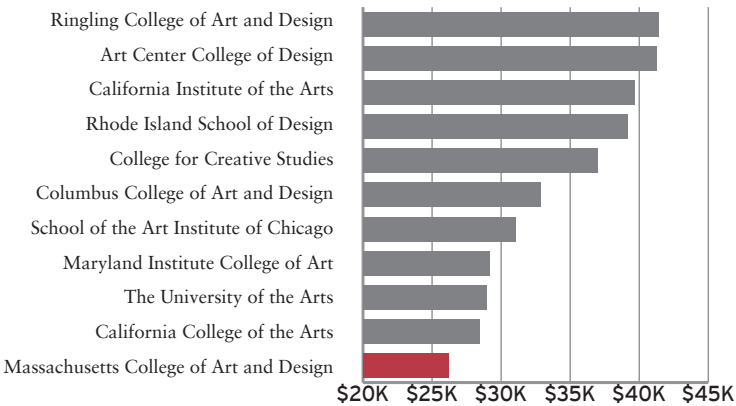
Peer financial benchmarks use data from the National Center for Education Statistics (NCES) Peer Analysis system for the FY2014 IPEDS Finance Survey. Total core expenditures (E&G) per FTE at MassArt are the lowest in our peer group. Core expenditures per FTE at MassArt were \$26,188, which is \$8,714 below peer median expenditures of \$34,902 in FY2014.

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

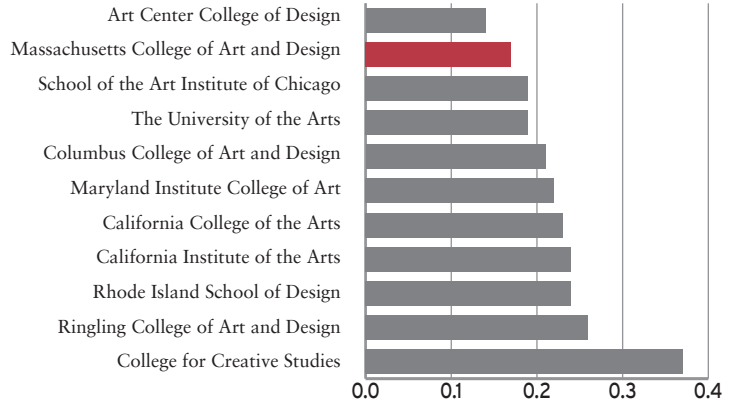
Institutional support expenditures per FTE at MassArt are the lowest in our peer group. This category includes most general administrative costs.

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

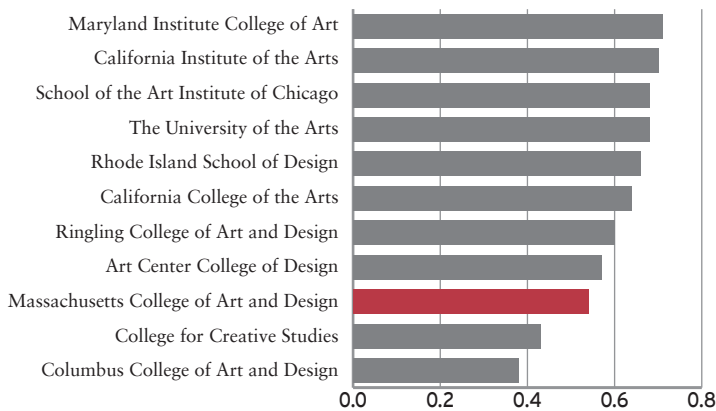
Core Expenditures per FTE, FY2014



Institutional Support to Total Core Expense Ratio, FY2014



Instruction and Academic Support to Core Expenses Ratio FY2014



Institutional Support Costs per FTE, FY2014

