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Chiara Trabucchi
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David Webster

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Kurt T. Steinberg
Valentine Talland
Kurt T. Steinberg
Valentine Talland
Kurt T. Steinberg
Valentine Talland
Kurt T. Steinberg
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Envisioning the Future

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Admission Standards
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Faculty Credentials

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Enrollment in the BFA Degree Program
Urban and Community College Students
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INTRODUCTION

Partnership Plan
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**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 second Partnership Plan renewal, approved in September 2016, and highlights notable MassArt events, accomplishments, and directions in the past year.

**Art College Peer Group**

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

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

**Reporting Periods**

- **ENROLLMENT** Final FY2017, preliminary FY2018  
- **ADMISSIONS** Fall 2017, Fall 2016 AICAD  
- **FINANCIAL AID** FY2017, Fall 2017  
- **RETENTION AND GRADUATION RATES** FY2016, FY2017  
- **TUITION AND FEE REVENUE** FY2017  
- **PEER FINANCIAL BENCHMARKS** FY2016

Benchmarks use the most recent available peer data.

**Accreditation**

MassArt's 10 year re-accreditation visits with the National Association of Art and Design (NASAD) and the Northeast Association of Schools and Colleges (NEASC) took place April 2-5, 2017. The college is continued in accreditation by both associations.

The National Architectural Accrediting Board, Inc. (NAAB) granted Massachusetts College of Art and Design initial accreditation for its 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. Following a program report submitted in September 2015 and a site visit in March of 2016, the M.Arch program received continuing accreditation for an eight year term in August 2016. The next accreditation visit will be in 2024.

**Envisioning the Future**

In September 2017, President David Nelson charged a group of faculty, staff, and students with guiding MassArt to create a visionary strategic plan consistent with its mission. The college is envisioning the future on a ten year horizon to create a five year plan of action. Together with Artistic Logistics facilitators, the 19 member Steering Group designed an iterative planning process of gathering community feedback and input throughout the academic year.

The Steering Group has engaged multiple stakeholder groups in-person, online, and both on- and off-campus to gather input for the process. In the fall, they launched a postcard campaign through which they received over 785 comments from students, alumni, staff, and faculty with themes focusing on facilities/space, equity, diversity, and inclusion. In the spring 2018 semester, academic department chairs and administrative department heads shared 100 visionary ideas with the Steering Group. The community is also engaged in discussion forums regarding peer aspirants, industry/ higher education trends, and benchmarking.

In March 2018, the Steering Group presented to the community a draft values statement, as well as a draft ten year horizon to frame five year goals. Both values and vision drafts were well received by the community.

The process will culminate in a plan presentation to the community on September 4, 2018 with the plan’s finalization in October 2018.
KEY INDICATORS

Academic Quality
Access and Affordability
Student Success and Engagement
Service to the Commonwealth and the Economy
Financial Health
ADMISSIONS STANDARDS

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

3.45 was the average weighted GPA
83% had GPA of 3.0 or higher
53% did not submit standardized test scores
2.5 was the lowest high school GPA reported

Transfer Students
Providing access to transfer applicants, particularly those from community colleges, is an important priority in MassArt's enrollment plan. The transfer admissions process strives to both maintain high standards and minimize time to degree for transfer students. The average college GPA for entering transfer students was 3.18 in Fall 2017; 67% had a college GPA of 3.0 or above.

ADMISSIONS SELECTIVITY
In Fall 2016, 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%. Fall 2017 data is not yet available for AICAD peers.

FACULTY CREDENTIALS
The current MassArt student to faculty ratio (student FTE to faculty FTE) for the BFA program is 9.7:1 which is less than the peer group average of 10.6. In Fall 2017, full-time faculty made up 63% of the faculty FTE for MassArt’s BFA program, which is within three percentage points of the average of 66% for our AICAD peers. Ninety-one percent of MassArt full-time faculty hold advanced degrees. This is the second highest percentage in the peer group.

ACADEMIC QUALITY

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</tr>
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<tr>
<td>2017</td>
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Percent of Faculty with Advanced Degrees

- School of the Art Institute of Chicago: 100%
- Massachusetts College of Art and Design: 90%
- Maryland Institute of Art: 85%
- California College of the Arts: 85%
- Rhode Island School of Design: 80%
- *The University of the Arts: 75%
- Columbus College of Art & Design: 75%
- College for Creative Studies: 70%
- California Institute of Arts: 70%
- Ringling College of Art & Design: 60%
- Art Center College of Design: 60%

*Prior Year Data

Doctorate
Masters
ENROLLMENT IN THE BFA DEGREE PROGRAM

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<td>Fall</td>
<td>Annual</td>
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<td>1,222</td>
<td>1,273</td>
<td>319</td>
<td>326</td>
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<tr>
<td>2013-2014</td>
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<td>1,233</td>
<td>343</td>
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<tr>
<td>2014-2015</td>
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<tr>
<td>2017-2018</td>
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</table>

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/Latinx enrollments, with enrollment of Asian students increasing at a somewhat less dramatic rate, and Black/African-American enrollment remaining largely stable. The lower number of students reporting themselves as 'Multiracial' results in part from a change in the way that this data is collected, with a two-question format that conforms to new federal guidelines. In Fall 2017, ALANA students constituted 30% of the US citizens and legal permanent residents enrolled in the BFA program who reported their race and ethnicity.

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

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

MassArt has long-standing formal articulation agreements with Greenfield, Holyoke, and Massasoit Community Colleges. These agreements cover only a small number of our community college transfer applications; the majority of community college students enter MassArt through our general transfer admission process. The college continues to work with Roxbury Community College and Bunker Hill Community College to develop programs which align with MassArt curricula and will facilitate transfer to the college. In Fall 2017, 43% of incoming transfer students had attended a Massachusetts community college.

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 2017
Total MassArt Funds Allocated to Undergraduate Financial Aid

Percent of All Undergraduates with Pell Grants

Grant Aid Awarded to Massachusetts Undergraduates

Financial Need of Massachusetts First-time Freshmen

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. Over the years the college has responded to this trend with the development of new programs.

Certificate programs offered at the undergraduate and postbaccalaureate levels provide preparation and credentials for professional practice or further education in the visual arts.
RETENTION RATE FOR FIRST-TIME FRESHMEN

MassArt’s freshman to sophomore retention rate for the 2016 entering cohort was 87% — the second highest of our AICAD peers. The fall 2015-to-2016 rate also places MassArt among the top three Massachusetts state universities for fall-to-fall retention with the University of Massachusetts Amherst (91%) and Massachusetts Maritime Academy (87%). Maintaining a high freshman retention rate is a critical element in our commitment to increase both the six-year and four-year graduation rates.

SIX-YEAR GRADUATION RATES

MassArt’s six-year graduation rate for the 2010 entering freshman cohort was 72% — the fourth highest of our AICAD peers. The six-year graduation rate has remained over 70% for freshmen entering MassArt since 2013. The rate consistently ranks above the median for our AICAD peer group and in the top three of the Massachusetts state universities.

The college affirms our commitment to maintain an average six-year rate above 70%, and to increase the number of students who complete their degrees in four years. The four-year graduation rate has increased in recent years, and is 53% for the 2011 cohort.

Fall 2016 Freshman to Sophomore Retention Rates
MassArt and AICAD Peers

<table>
<thead>
<tr>
<th>MassArt</th>
<th>Rhode Island School of Design</th>
<th>Massachusetts College of Art and Design</th>
<th>*Maryland Institute College of Art</th>
<th>Ringling College of Art &amp; Design</th>
<th>California Institute of Arts</th>
<th>California College of the Arts</th>
<th>University of the Arts</th>
<th>Art Center College of Design</th>
<th>School of the Art Institute of Chicago</th>
<th>College for Creative Studies</th>
<th>Columbus College for Art &amp; Design</th>
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</thead>
<tbody>
<tr>
<td>85%</td>
<td>80%</td>
<td>75%</td>
<td>70%</td>
<td>65%</td>
<td>60%</td>
<td>55%</td>
<td>50%</td>
<td>45%</td>
<td>40%</td>
<td>35%</td>
<td>30%</td>
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</table>

* Fall 2017 retention data not yet available. This value is for the previous cohort.

Six-year Graduation Rates, Fall 2010 Freshman Cohort
MassArt and AICAD Peers

<table>
<thead>
<tr>
<th>MassArt</th>
<th>Rhode Island School of Design</th>
<th>Maryland Institute College of Art</th>
<th>Art Center College of Design</th>
<th>Massachusetts College of Art and Design</th>
<th>Ringling College of Art &amp; Design</th>
<th>California Institute of Arts</th>
<th>School of the Art Institute of Chicago</th>
<th>University of the Arts</th>
<th>Columbus College of Art &amp; Design</th>
<th>California College of the Arts</th>
<th>College for Creative Studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>70%</td>
<td>65%</td>
<td>60%</td>
<td>55%</td>
<td>50%</td>
<td>45%</td>
<td>40%</td>
<td>35%</td>
<td>30%</td>
<td>25%</td>
<td>20%</td>
<td>15%</td>
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<table>
<thead>
<tr>
<th>MassArt</th>
<th>Rhode Island School of Design</th>
<th>Maryland Institute College of Art</th>
<th>Art Center College of Design</th>
<th>Massachusetts College of Art and Design</th>
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<tr>
<td>70%</td>
<td>65%</td>
<td>60%</td>
<td>55%</td>
<td>50%</td>
<td>45%</td>
<td>40%</td>
<td>35%</td>
<td>30%</td>
<td>25%</td>
<td>20%</td>
<td>15%</td>
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</tbody>
</table>
One of MassArt's performance goals is to achieve graduation rates which minimize observed differences associated with race and ethnicity. For the entering freshman cohort of Fall 2010, the graduation rate for ALANA students (68%) was five percentage points lower than that of white non-Hispanic students (73%).

MassArt's ALANA student graduation rate (68%) ranked second among Massachusetts public universities for 2010 entering freshman cohorts, trailing only the University of Massachusetts Amherst; it tied with the rate at Massachusetts Maritime Academy. MassArt's 2010 ALANA graduation rate exceeds the rate for white students at all but three of the other Massachusetts public universities.

Because entering cohorts of ALANA students are relatively small at MassArt and fluctuate in both size and composition from year to year, single year cohort rates vary significantly and can be unrepresentative. A three-year aggregated cohort rate is a more reliable measure of success for this group of students. There is an 11 percentage point gap between the aggregated six year graduation rate of ALANA students (68%) and that of white students (75%) for the MassArt entering cohorts of 2009 to 2011. There was a 10 percentage point gap for the prior three-year aggregated cohort (2007-2009).
Degrees and Certificates Awarded

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<td>Master of Fine Arts (MFA)</td>
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<td>Master of Arts in Teaching (MAT)</td>
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<td>9</td>
<td>5</td>
<td>7</td>
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BFA DEGREES

BFA Degrees Awarded by Major Program

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<td>22</td>
<td>23</td>
<td>14</td>
<td>23</td>
</tr>
<tr>
<td>Studio for Interrelated Media</td>
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<td>17</td>
<td>13</td>
<td>21</td>
<td>20</td>
<td>13</td>
<td>28</td>
<td>19</td>
</tr>
<tr>
<td>Art and Design, Open</td>
<td>17</td>
<td>11</td>
<td>10</td>
<td>3</td>
<td>5</td>
<td>--</td>
<td>--</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>363</td>
<td>398</td>
<td>357</td>
<td>369</td>
<td>388</td>
<td>369</td>
<td>375</td>
<td>374</td>
</tr>
</tbody>
</table>

These are duplicated counts; double majors are included in this table in both majors. The unduplicated BFA graduate count for 2016/2017 is 353.
GRADUATE EMPLOYMENT

Summary of BFA Responses to the Annual Graduate Survey Classes of 2015/2016

<table>
<thead>
<tr>
<th>Academic Area</th>
<th>Majors in this Area</th>
<th>Surveys for this major</th>
<th>Number</th>
<th>Response rate/ knowledge rate</th>
<th># employed full-time or part-time</th>
<th>% employed full-time or part-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art Education</td>
<td>Art Education</td>
<td>12</td>
<td>10</td>
<td>83%</td>
<td>10</td>
<td>100%</td>
</tr>
<tr>
<td>Art History</td>
<td>Art History</td>
<td>19</td>
<td>8</td>
<td>42%</td>
<td>6</td>
<td>75%</td>
</tr>
<tr>
<td>Fine Arts 2D</td>
<td>Painting, Printmaking</td>
<td>31</td>
<td>10</td>
<td>32%</td>
<td>7</td>
<td>70%</td>
</tr>
<tr>
<td>Fine Arts 3D</td>
<td>Ceramics, Fibers, Glass, Metals, Sculpture</td>
<td>57</td>
<td>29</td>
<td>51%</td>
<td>27</td>
<td>93%</td>
</tr>
<tr>
<td>Environmental Design</td>
<td>Architectural Design, Fashion Design, Industrial Design</td>
<td>62</td>
<td>42</td>
<td>68%</td>
<td>36</td>
<td>86%</td>
</tr>
<tr>
<td>Communication Design</td>
<td>Animation, Illustration, Graphic Design</td>
<td>134</td>
<td>85</td>
<td>63%</td>
<td>80</td>
<td>94%</td>
</tr>
<tr>
<td>Media and Performing Arts</td>
<td>Film and Video, Photography, SIM</td>
<td>51</td>
<td>23</td>
<td>45%</td>
<td>22</td>
<td>96%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>366</td>
<td>207</td>
<td>57%</td>
<td>188</td>
<td>91%</td>
</tr>
</tbody>
</table>

The response rate of 57% includes Knowledge Rate data (data provided by career development staff or faculty who know the status of graduates who did not respond to the survey.) Across seven academic areas, the percentage of 2015/16 graduates employed full- or part-time is 91%.

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

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

Graduates of MassArt’s programs in design and media serve the labor market needs of the Commonwealth’s creative economy. In academic year 2016/2017, 58% of all degrees and certificates awarded were in design and new media majors.

The number of Art Education degrees awarded by MassArt this year increased slightly after a decline in recent years. Of those degrees, 85% were awarded to Massachusetts residents. All graduates passed the MTEL test.
STATE OPERATING SUPPORT

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

From the start of the partnership until FY2013, MassArt achieved enrollments within 2% or less of its annual goals (exceeding them in some years), kept student charges affordable for Massachusetts residents, and steadily increased institutional resources allocated to student financial aid. In FY2014, BFA enrollment began to trend downward; this decline continued in FY2015 and FY2016. Enrollment stabilized in FY2017, and application volume for Fall 2018 suggests that the trend has reversed and enrollment will begin incremental annual increases, bringing us close to planned targets again. Fall 2017 saw MassArt's largest ever entering class of over 500 students.

In FY2014 the legislature recognized the acute funding situation of the state universities. MassArt received an additional $1 million in state funding, allowing the college to freeze student charges for Massachusetts residents at the FY2013 level. In FY2015 the appropriation did not increase enough to hold charges for a second year; tuition and fees for MA students increased 8%. Charges increased again by 4.5% in FY2016, and by 4.0% in FY2017.

UNDERGRADUATE TUITION AND FEES

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

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Massachusetts</th>
<th>Out of State</th>
<th>New England</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$12,200</td>
<td>$32,800</td>
<td>$23,600</td>
</tr>
<tr>
<td>2010</td>
<td>$12,200</td>
<td>$32,800</td>
<td>$23,600</td>
</tr>
<tr>
<td>2011</td>
<td>$12,200</td>
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<tr>
<td>2012</td>
<td>$12,200</td>
<td>$32,800</td>
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<tr>
<td>2013</td>
<td>$12,200</td>
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<tr>
<td>2014</td>
<td>$12,200</td>
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<tr>
<td>2016</td>
<td>$12,200</td>
<td>$32,800</td>
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<tr>
<td>2017</td>
<td>$12,200</td>
<td>$32,800</td>
<td>$23,600</td>
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</tbody>
</table>

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

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

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

MassArt Tuition and Fees as a % of Core Revenues

ENDOWMENT

Since FY2003, the value of MassArt’s endowment has increased by over 500%, from about $2.9 million in June of 2003 to over $15 million in June of 2016. MassArt’s total endowment is the second smallest of our art school peer group.

At the beginning of FY2016, average endowment per FTE for our peers was $45,867 compared to $8,907 for MassArt. Endowment per FTE at MassArt grew by 8% in FY2016, but still is well below the average value at AICAD peer institutions.

MassArt Endowment and Related Investments

AICAD Peers Tuition and Fees as a % of Core Revenues, FY2016

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<tbody>
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<td>Art Center College of Design</td>
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<tr>
<td>College for Creative Studies</td>
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<table>
<thead>
<tr>
<th>Institution</th>
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<th>$50K</th>
<th>$75K</th>
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<td>School of the Art Institute of Chicago</td>
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<td>College for Creative Studies</td>
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<td>Art Center College of Design</td>
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</tbody>
</table>

* Institution had negative investment return in FY16, which shifts the distribution of revenue types within core revenues.

FINANCIAL HEALTH
Peer financial benchmarks use data from the National Center for Education Statistics (NCES) Peer Analysis system for the FY2016 IPEDS Finance Survey. Total core expenditures (E&G) per FTE at MassArt are the third lowest in our peer group. Core expenditures per FTE at MassArt were $32,854, which is $2,909 below peer median expenditures of $35,763 in FY2016.

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

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

Both Art Center College of Design and College for Creative Studies tend to be outliers in the percentage of core expenses represented by institutional support costs. The ratio of these costs to the total E&G budget at MassArt is the 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.

MassArt’s peer FTE expenditures for Institutional Support are the second lowest in the peer group, at $5,707.