

MASSACHUSETTS COLLEGE OF ART AND DESIGN

2014 PERFORMANCE REPORT / April 2015



MASSART

MASSACHUSETTS COLLEGE
OF ART AND DESIGN



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INTRODUCTION

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Design and Media Center Construction Update

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 will submit a proposal for a second renewal of the plan to the BHE in June 2015.

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 FY14, preliminary FY15
ADMISSIONS Fall 2014
FINANCIAL AID FINAL FY14, Fall 2014
RETENTION AND GRADUATION FY13, FY14
TUITION AND FEE REVENUE FY14
PEER FINANCIAL BENCHMARKS FY13

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 will begin in fall 2015 with a report submitted to both organizations by December 2016 and a joint campus visit 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. MassArt and the NAAB worked together to develop the Masters in Architecture degree program in conformity with the highest standards of pedagogy, professionalism, and community involvement. The program is scheduled for reaccreditation in the spring of 2016.



Acting President Kurt Steinberg signing the final beam before it is hoisted to the top of the Design and Media Center during the official topping off ceremony.

Design and Media Center Construction Update

The Design and Media Center is the third in a series of construction projects which are transforming MassArt's campus. A center for collaborative investigations between multiple disciplines, the Design and Media Center 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.

Construction began in June of 2013 and is scheduled to be completed for Spring 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	3.42
Average combined SAT	1617
National average SAT	1497

- 93% met all freshman requirements (GPA, SAT, academic units)
- 79% had GPA of 3.0 or higher
- 16% met the GPA/SAT sliding scale standard
- 2.5 was the lowest high school GPA reported

Transfer Students

Average college GPA	3.20
28% had a college GPA of 3.5 or above	

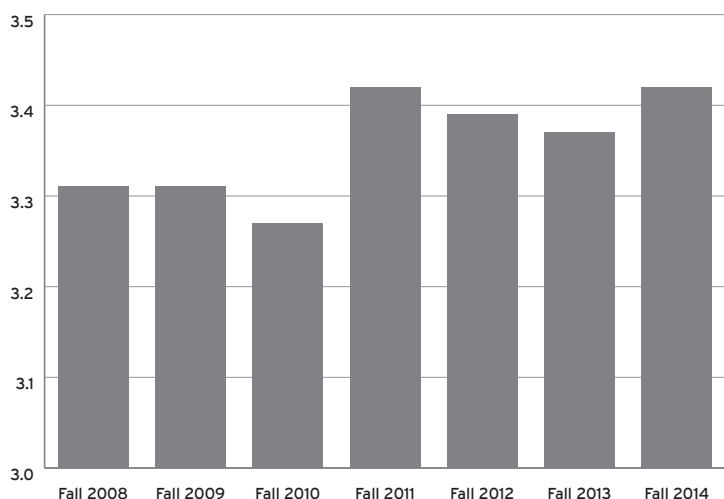
ADMISSIONS SELECTIVITY

In Fall 2014, MassArt ranked 4th in our peer group for admissions selectivity, accepting 70% of completed undergraduate applications. The most selective college in the group was Rhode Island School of Design, with a reported acceptance rate of 27%; the least selective was , at 97%. The median acceptance rate was 77%.

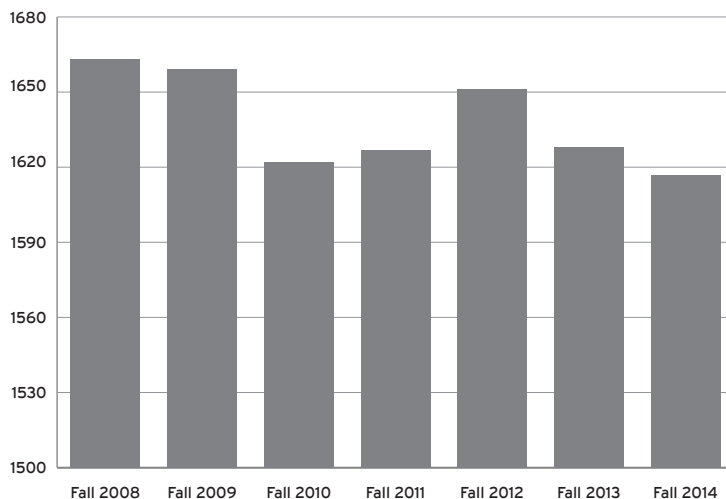
FACULTY CREDENTIALS

The current MassArt student to faculty ratio (student FTE to faculty FTE, including full-time, part-time salaried, and adjunct instructors) for the BFA program is 9.3:1, the peer median is 8.7:1. In fall 2013 full-time faculty made up 63% of the faculty FTE for MassArt's BFA degree program; this is greater than the median full-time percentage for our peers. Ninety-five percent of MassArt full-time faculty hold advanced degrees, the highest number in the peer group.

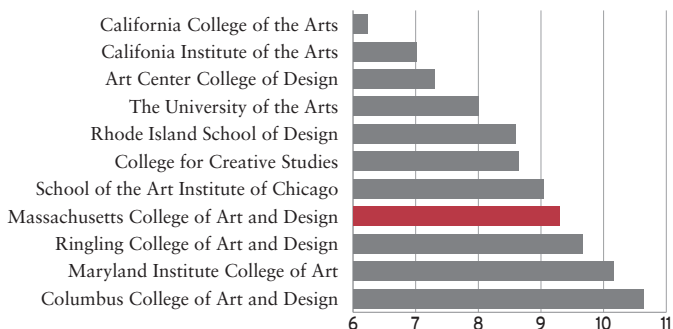
Weighted High School GPA of Entering Freshmen



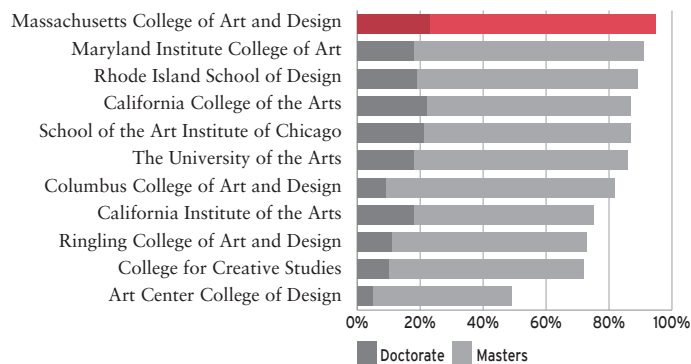
Average Combined SAT Scores of Entering Freshmen



Fall 2013 Student to Faculty Ratio Compared to AICAD Peers



Percent of Faculty with Advanced Degrees

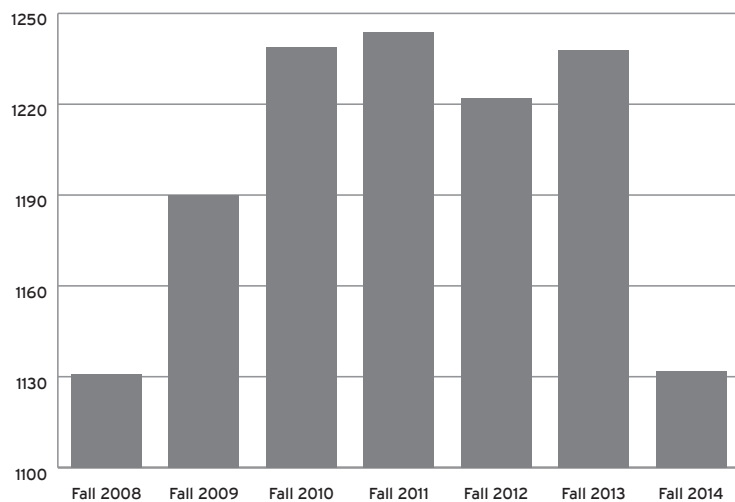


ACCESS AND AFFORDABILITY

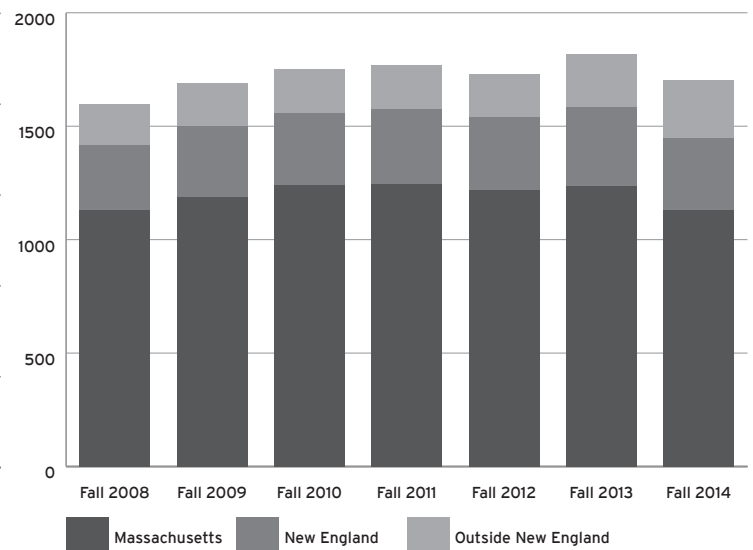
ENROLLMENT IN THE BFA DEGREE PROGRAM

	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

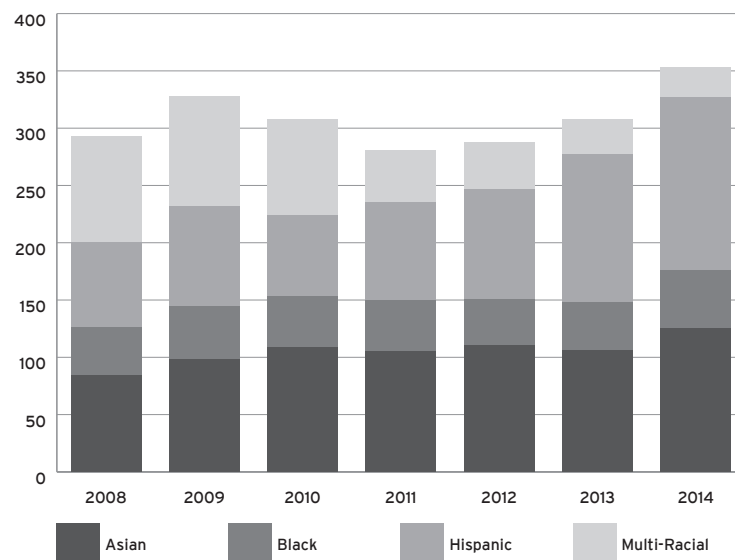
Massachusetts Residents Enrolled



Enrollment by Residency



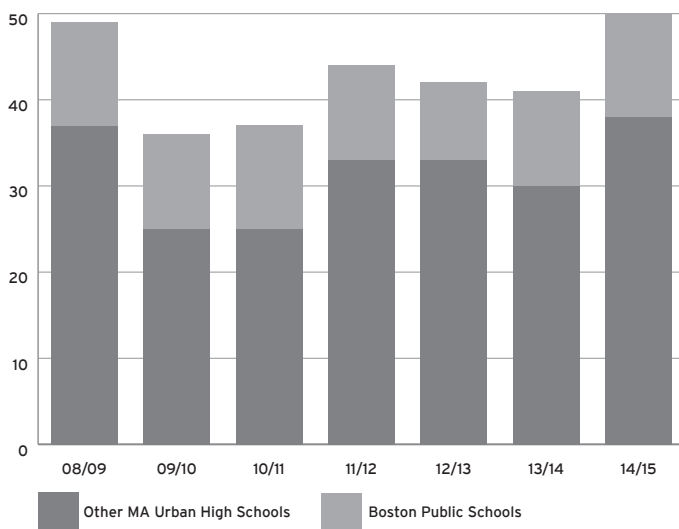
BFA ALANA Student Enrollment



URBAN AND COMMUNITY COLLEGE STUDENTS

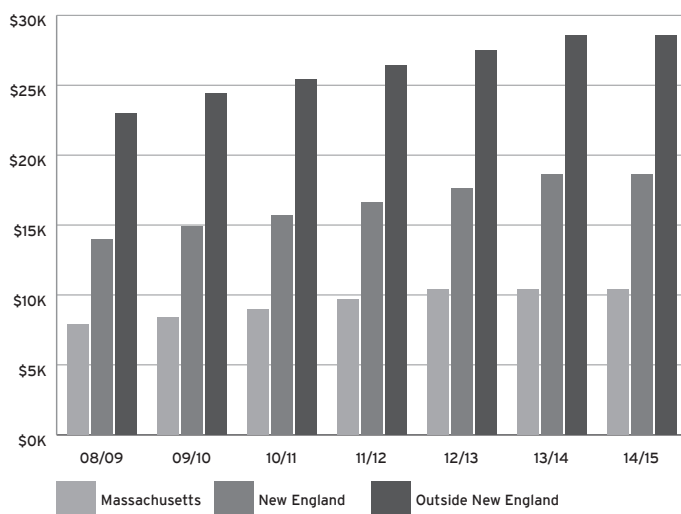
Providing access to students attending Massachusetts community colleges and urban high schools is an important value for MassArt and can present particular challenges. Many urban schools do not offer substantial curricula in the visual arts; urban students are frequently underprepared academically as 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.

Admitted Applicants from Mass. Urban High Schools



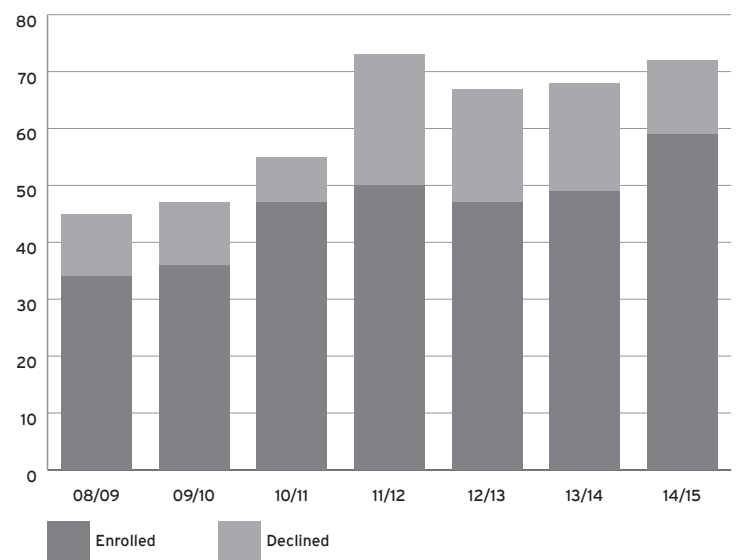
TUITION AND FEE STRUCTURE AND FINANCIAL AID POLICIES

Student Charges

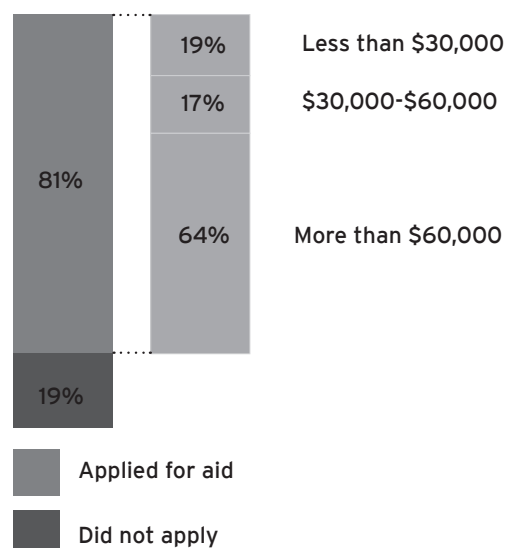


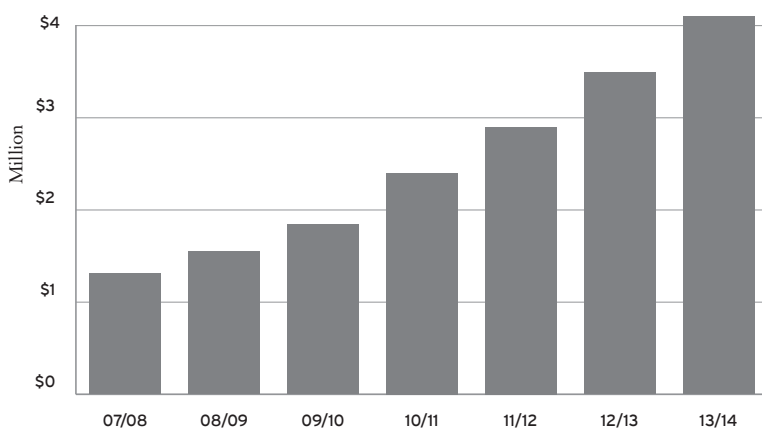
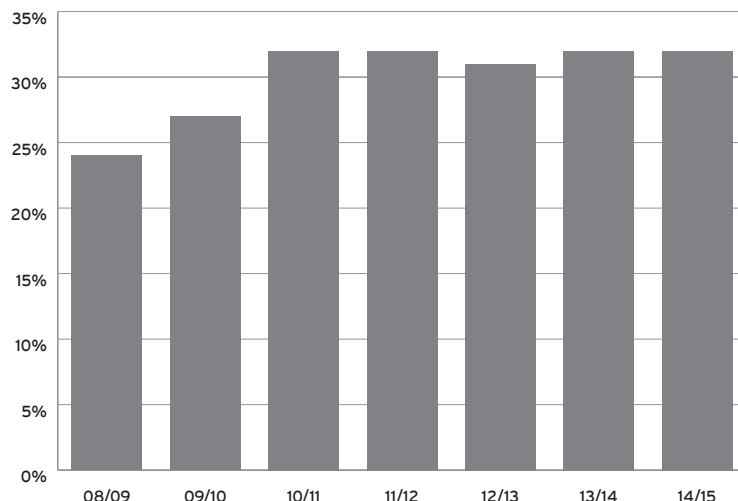
MassArt has long-standing formal articulation agreements with Greenfield, Holyoke, and Massasoit Community Colleges. These agreements cover only a small number of our community college transfer applications; the majority of community college students enter MassArt through our general transfer admission process. The college is working with Roxbury Community College and Bunker Hill Community College to develop two bridge programs which align with MassArt programs and will facilitate transfer to the college. In Fall 2014, 47% of incoming transfer students had attended a Massachusetts community college.

Community College Transfer Students Admitted



Family Income of Dependent Undergraduate Students Applying for Federal Financial Aid, Fall 2013



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	\$4,076,238
2011-2012	\$2,591,475	\$1,279,992	\$3,871,780
2012-2013	\$2,562,517	\$1,267,372	\$3,829,889
2013-2014	\$2,482,148	\$1,011,345	\$3,493,493
\$ Increase since 2008	\$115,346	\$193,746	\$309,092
% increase since 2008	4.9%	23.7%	9.7%

Institutional aid to Massachusetts students peaked in AY10/11, during the economic downturn. Since then we have seen family incomes rise and need go down, and as a consequence grant funds awarded have decreased. This trend accelerated in AY13/14, due in part to the unforeseen impact of a new model for financial aid awards. In the next five year plan, that model will be revised to shift funds back toward more need-based aid to Massachusetts residents.

Financial Need of Massachusetts First-time Freshmen

	Fall	2011	2012	2013	2014
Massachusetts first-time freshmen	198	235	221	185	
% Pell eligible	30%	26%	26%	31%	
Average family income	\$32,770	\$33,463	\$37,808	\$32,451	
Admissions yield for Pell eligible	64%	65%	56%	51%	
Non-Pell eligible % with any need	31%	44%	33%	26%	
Average family income	\$99,881	\$102,882	\$101,470	\$104,200	
Admissions yield for need group	53%	64%	59%	43%	
Total % of Massachusetts freshmen with any financial need	61%	71%	68%	58%	

ENROLLMENT IN GRADUATE AND CERTIFICATE PROGRAMS

Fall	2008	2009	2010	2011	2012	2013	2014
Master of Fine Arts	49	48	47	40	44	44	39
Master of Fine Arts, Dynamic Media	20	22	24	20	18	16	18
Master of Fine Arts Low Residency	32	31	32	31	35	35	28
Master of Architecture	-	22	25	26	24	21	20
Master of Science in Art Education	26	19	17	7	1	0	0
Master of Arts in Teaching	-	7	26	23	16	16	13
Teacher Preparation Program	17	5	3	4	4	2	3
Post-baccalaureate certificates	-	1	9	4	5	6	5
Total graduate programs	144	155	184	155	147	140	126
Design certificates	96	87	76	91	94	93	82

MassArt graduate programs provide access to advanced, professional degrees in design and fine arts.

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

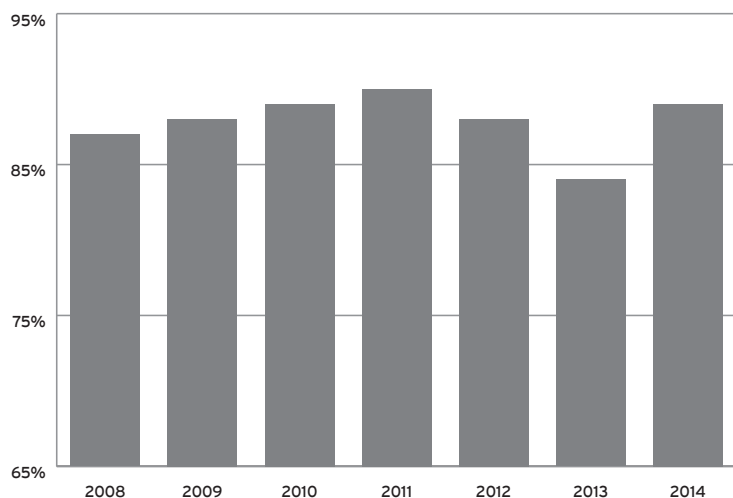
STUDENT SUCCESS and ENGAGEMENT

RETENTION RATE FOR FIRST-TIME FRESHMEN

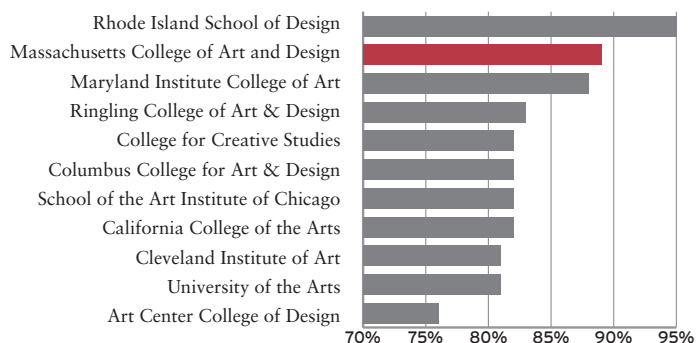
MassArt's freshman to sophomore retention rate for the 2013 entering cohort was 89%—the second highest of our AICAD peers. This rate also puts MassArt second* among the Massachusetts state universities, just behind the University of Massachusetts Amherst and tied with Massachusetts Maritime Academy. Maintaining a high freshman retention rate is a critical element in our commitment to increase both the six-year and four-year graduation rates. The lower freshman retention rate for 2012 was a one-year variation from our overall trend, and since then the rate has returned to previous levels with the 2013 cohort.

*preliminary IPEDS 2013 cohort data

MassArt Freshman to Sophomore Retention Rate



Fall 2013 Freshman to Sophomore Retention Rates MassArt and AICAD Peers

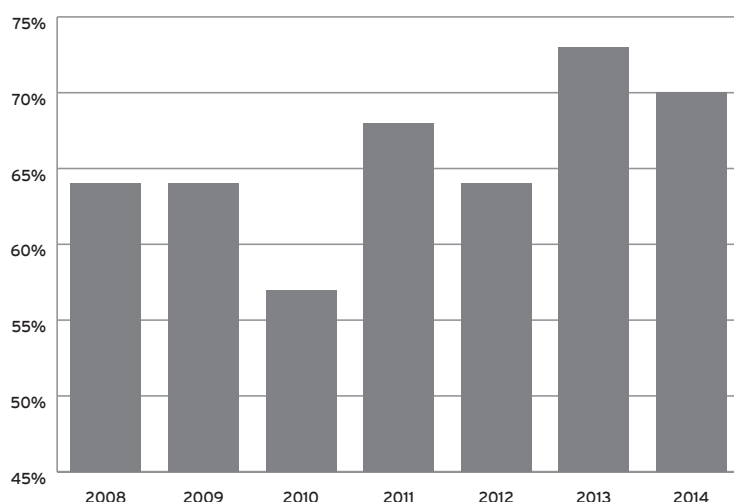


SIX-YEAR GRADUATION RATES

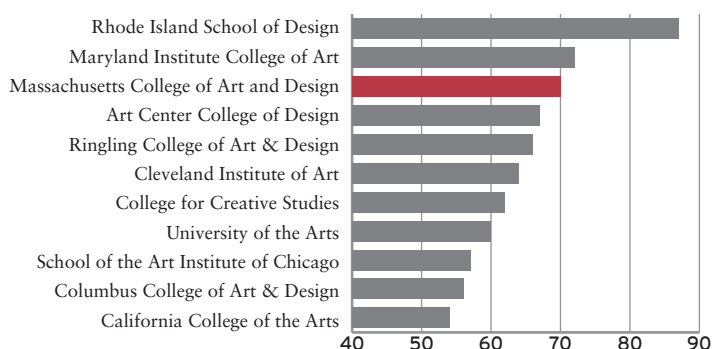
MassArt's six-year graduation rate for the 2008 entering freshman cohort was 70%—the third highest of our AICAD peers. With the exception of the 2004 cohort, our six-year graduation rate has remained over 60% for freshmen entering MassArt since 1997. The rate consistently ranks above the median for our AICAD peer group and in the top three of the Massachusetts state universities. For the 2007 cohort, MassArt's 74% graduation rate ranked highest among Massachusetts' state universities.

The college affirms our commitment to increase the freshman six-year graduation rate and maintain an average rate above 70%, and to increase the number of students who complete their degrees in four years.

MassArt First-time Freshman Graduation Rates

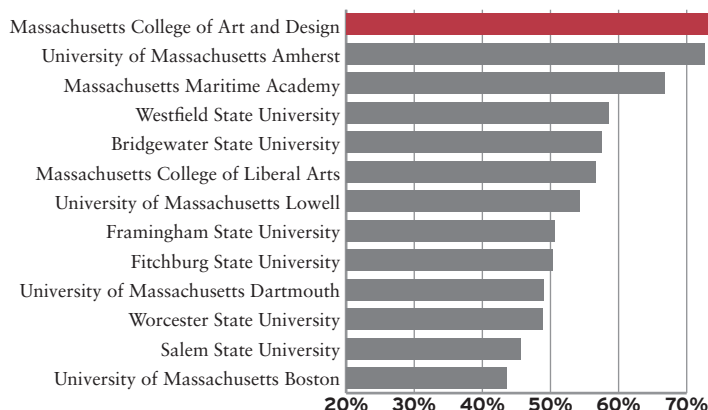


Six-year Graduation Rates for Fall 2007 MassArt and AICAD Peers



GRADUATION RATE BENCHMARKS

Six-year Graduation Rates for Fall 2007 First-time Freshmen MassArt and Massachusetts Public Colleges



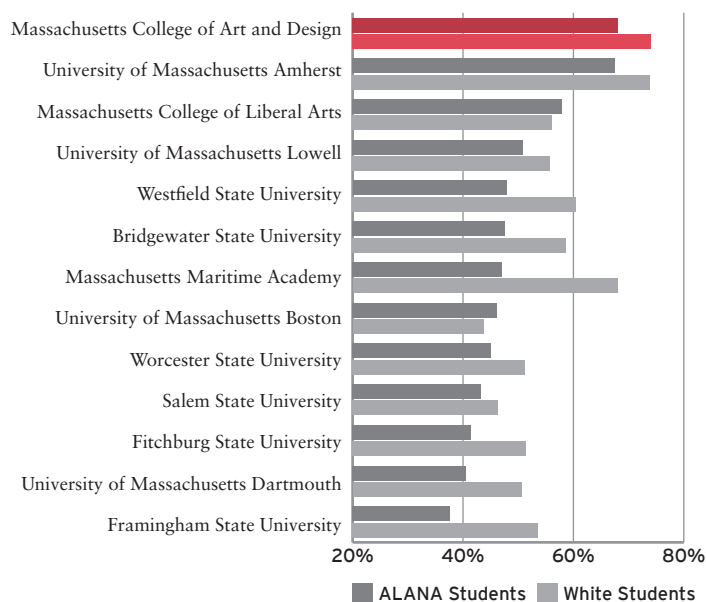
MassArt's ALANA student graduation rate ranked highest among Massachusetts public universities for the 2007 cohorts. MassArt's 2007 ALANA graduation rate exceeds the rate for white students at all but two of the other Massachusetts public universities.

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 2007, the graduation rate for ALANA students (68%) was 6% lower than that of white non-Hispanic students (74%).

This group shows improvement over the gap in the three-year aggregated rate (11%) and in the total rate for all ALANA freshmen for the 2003-2010 entering cohorts (10%).

SIX-YEAR GRADUATION RATE FOR ALANA STUDENTS

Massachusetts Public Universities Fall 2007 First-time Freshmen



The ALANA 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 cohort sizes are small and rates can vary significantly from year to year, a three-year aggregated rate is a more representative measure of success for this group of students. There is an 11% gap between the aggregated six year graduation rate of ALANA students (59%) and that of white students (70%) for the MassArt entering cohorts of 2005 to 2007.

SERVICE TO THE COMMONWEALTH AND THE ECONOMY

DEGREES AND CERTIFICATES AWARDED ANNUALLY

Degrees and Certificates Awarded

	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	Average
Design Certificates	15	29	19	17	17	19	17	19
Bachelor of Fine Arts (BFA)	274	290	360	339	377	341	347	333
Post Baccalaureate Certificates	13	11	5	8	5	3	3	7
Master of Fine Arts (MFA)	33	44	35	48	35	41	33	38
Master of Architecture	—	—	—	9	5	10	7	8
Master of Arts in Teaching (MAT)	—	—	—	8	12	22	7	12
Master of Science in Art Education (MSAE)	17	7	12	9	8	—	3	8

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

BFA DEGREES

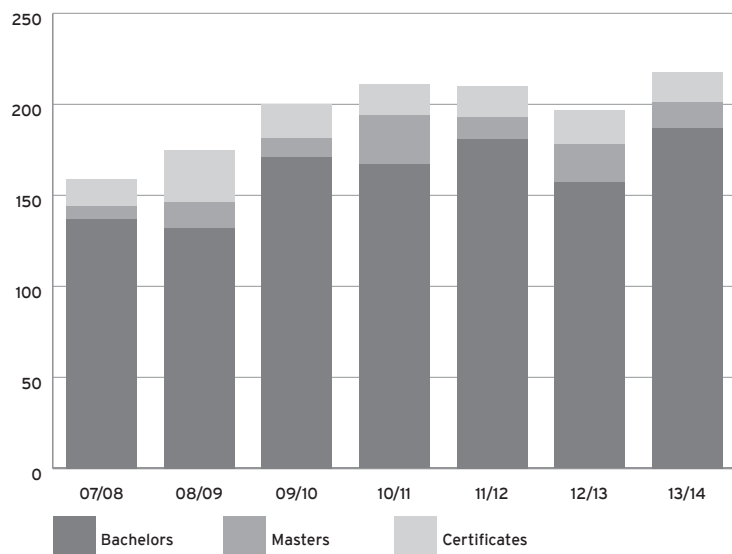
BFA Degrees Awarded by Academic Area*

Academic Area	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Art Education	20	24	24	29	26	19	22
Art History	7	15	20	17	16	11	13
Fine Arts 2D	35	36	53	47	49	48	49
Fine Arts 3D	37	34	43	58	67	54	58
Environmental Design	51	47	61	51	63	51	58
Communication Design	70	74	91	82	101	93	108
Media and Performing Arts	60	61	81	62	65	71	58
Art and Design, Open	7	12	16	17	11	10	3
Total	287	303	390	363	398	357	369

*These are duplicated counts; double majors are included in this table in both majors.
The unduplicated BFA count for 2013/2014 is 347.

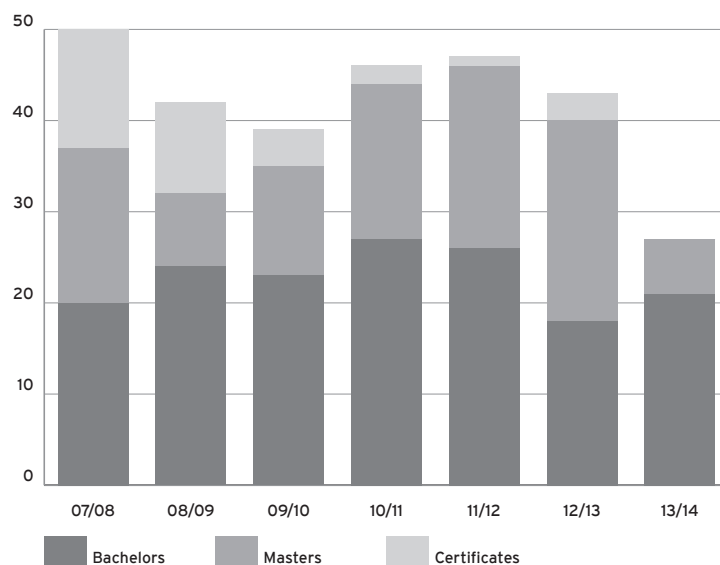
Environmental Design includes Architecture, Fashion, and Industrial Design
Communication Design includes Animation, Graphic Design, and Illustration

Degrees Awarded Annually in Design and Media Concentrations



Forty-nine percent of all degrees and certificates were awarded in design and new media concentrations serving the creative economy of Massachusetts. More than 65% of current students who have declared majors are enrolled in design and media programs.

Degrees Awarded Annually in Teacher Preparation Programs



All graduates of teacher preparation programs in art education passed the MTEL test. Seventy three percent of Art Education degrees and certificates were awarded to Massachusetts residents.

GRADUATE EMPLOYMENT

Summary of BFA Responses to the Annual Graduate Survey 2007-2013

Academic Area	Majors in this Area	Response Rate	Employed Full-time or Part-time
Art Education	Art Education	36%	86%
Art History	Art History	22%	77%
Fine Arts 2D	Painting, Printmaking	32%	72%
Fine Arts 3D	Ceramics, Fibers, Glass, Metals, Sculpture	34%	72%
Environmental Design	Architectural Design, Fashion Design, Industrial Design	30%	79%
Communication Design	Animation, Graphic Design, Illustration	33%	77%
Media & Performing Arts	Film and Video, Photography, SIM	26%	72%
Total	All majors	31%	76%

The annual graduate survey is conducted 6-9 months after commencement each year. The results above represent aggregated data for the graduating classes of 2007-2013, as of the response date. The survey of 2014 graduates is currently underway and is being administered by CSO Research along with local and peer group institutions. This will enable MassArt to conduct benchmark studies with these other groups.

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. In particular, the failure in some years to fund salary increases (negotiated in collective bargaining with the statewide faculty and staff unions) through state has appropriation placed a significant stress on the college's operating budget.

In FY14, this situation changed and the legislature recognized the acute funding situation of the state universities allocating \$15 million of additional support to the system. MassArt received \$1 million in additional funding. This allowed 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

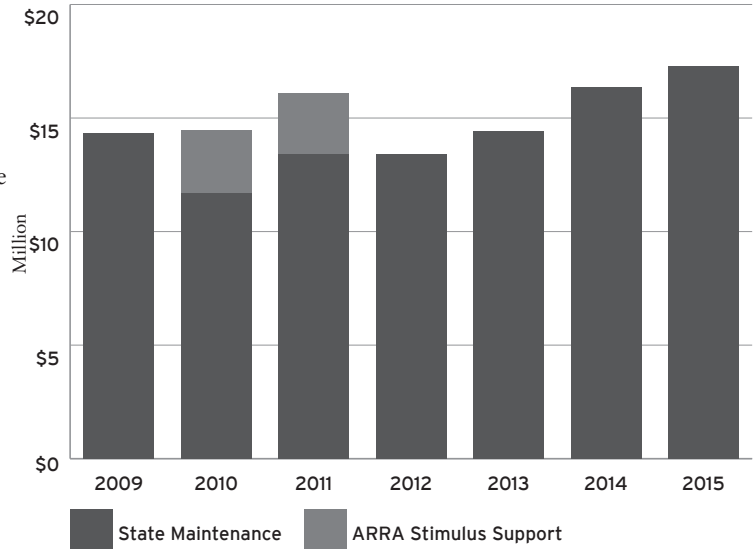
The combination of tuition and fee increases and enrollment growth in the BFA program has resulted in a significant increase in net revenue from undergraduate student charges. The chart below shows the growth in retained tuition by student residency status since the start of the New Partnership Agreement. Larger increases in retained tuition revenue have been 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 2013

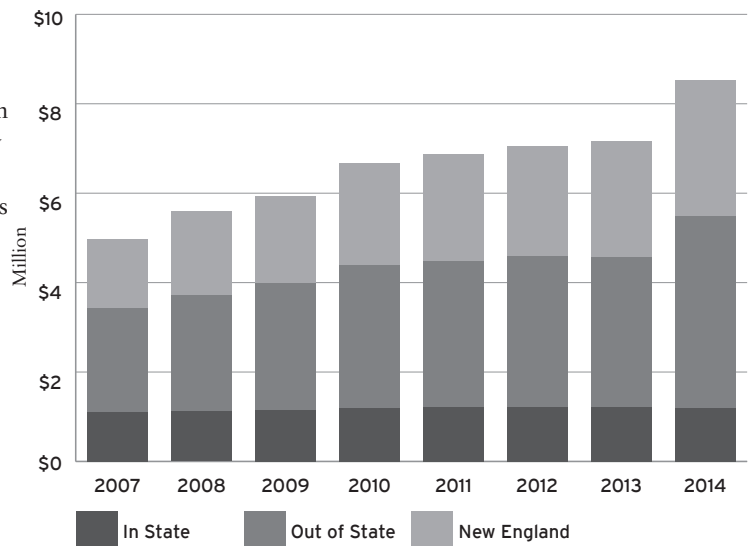
	FTE	Tuition and Fees	Revenue
Massachusetts	1154.7	\$10,400	\$12,008,880
Out of State	223.3	\$28,600	\$6,386,380
New England	329.7	\$18,600	\$6,132,420
Total	1707.7		\$24,527,680

State Operating Appropriation FY09 to FY15



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.

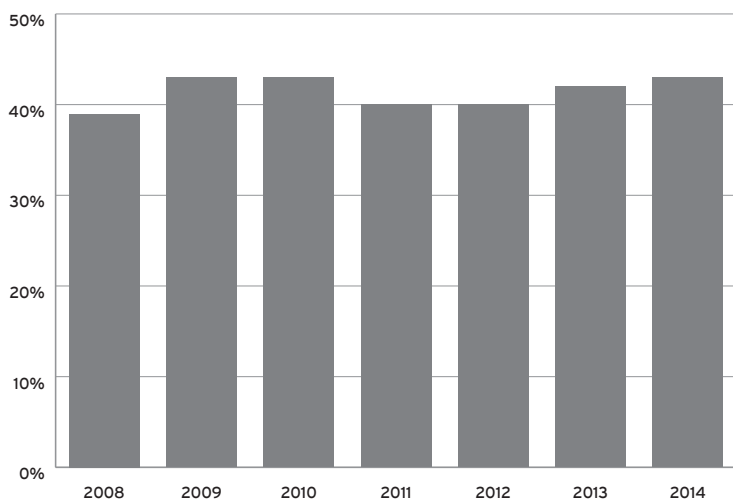
FINANCIAL HEALTH

TUITION DEPENDENCY

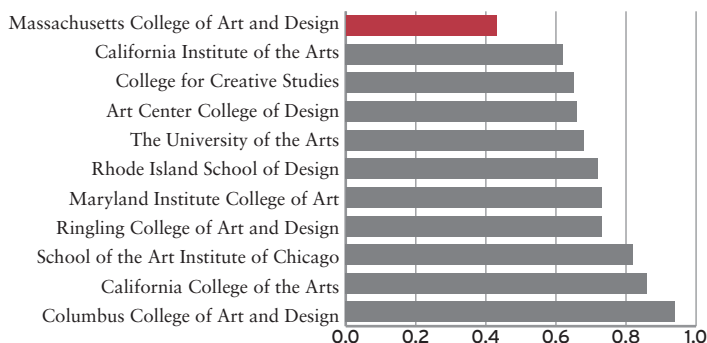
Core revenues include tuition and fees; federal, state and local appropriations; government grants and contracts; investment income; gifts; and other operating and non-operating sources. Tuition and fees in these charts include revenue from all programs.

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 FY13

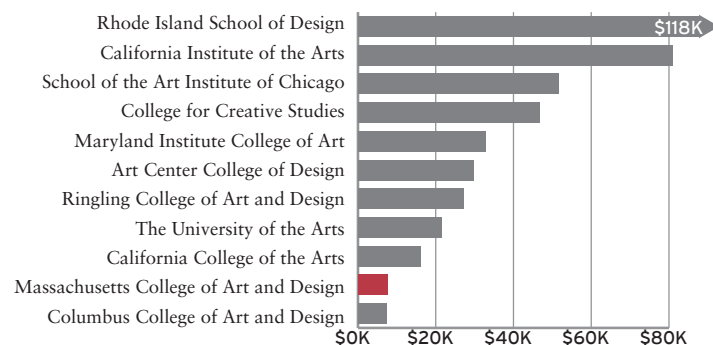


ENDOWMENT

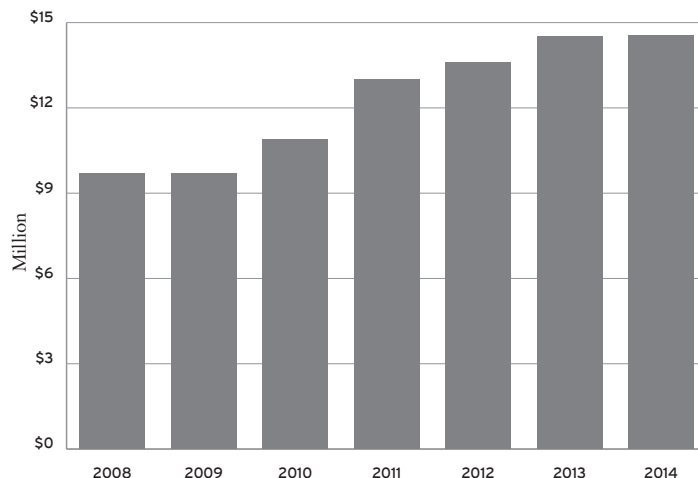
Since FY03, the value of MassArt's endowment has increased by over 500%, from about \$2.9 million in June of 2003 to over \$15.9 million in June of 2014. MassArt's total endowment is the second smallest of our art school peer group.

At the end of FY13, average endowment per FTE for our peers was \$39,300, compared to \$6,300 for MassArt. Endowment per FTE student at MassArt grew by 12% to \$7,552 in FY13, still well below the average value at AICAD peer institutions.

Endowment per FTE, FY13, Compared to AICAD Peers



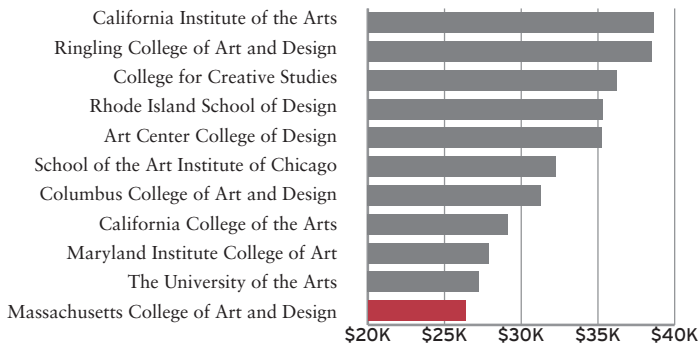
MassArt Endowment and Related Investments



PEER EXPENDITURE BENCHMARKS

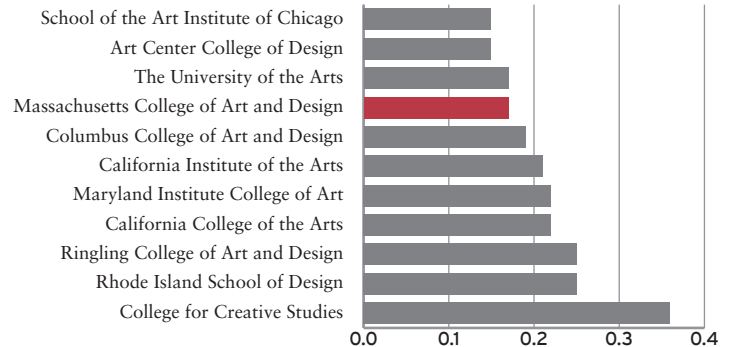
Peer financial benchmarks use data from the National Center for Education Statistics (NCES) Peer Analysis system for the FY12 IPEDS Finance Survey. Total core expenditures (E&G) per FTE at MassArt are the lowest in our peer group. Core expenditures per FTE at MassArt were \$24,596, which is \$7,390 below peer median expenditures of \$31,986 in FY12.

Core Expenditures per FTE Massart and AICAD peers, FY13

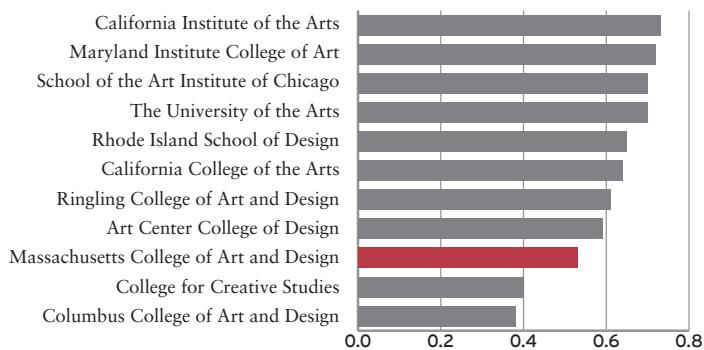


Core expenditures include: instruction, academic support, research, public service, student services, institutional support, operations and maintenance, and scholarships and fellowships. The Art Center College of Design is an extreme outlier for institutional support costs suggesting that they account for these expenditures differently. They have been excluded from those benchmarks.

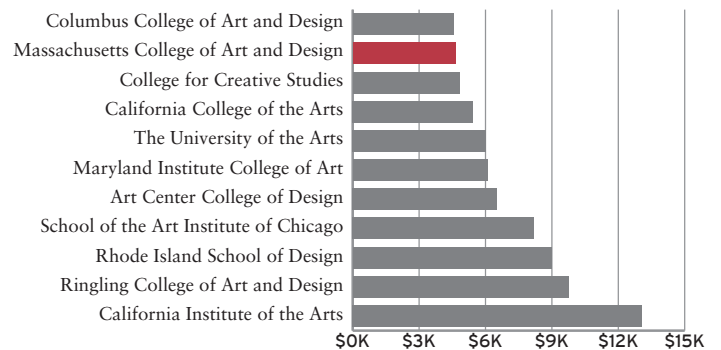
Institutional Support to Total Core Expense Ratio, FY13



Instruction and Academic Support to Core Expenses Ratio MassArt and AICAD Peers, FY13



Institutional Support Costs per FTE, FY13



Institutional support expenditures per FTE at MassArt are the lowest in our peer group.

The percentage of the total E&G budget that these costs represent is below the median for the group.