

MASSACHUSETTS COLLEGE OF ART AND DESIGN

2016 PERFORMANCE REPORT / April 2017



MASSART
MASSACHUSETTS COLLEGE
OF ART AND DESIGN



TABLE OF CONTENTS

INTRODUCTION	1
Partnership Plan	
Art College Peer Group	
Reporting Periods	
Accreditation	
Presidential Leadership Transition	
 KEY INDICATORS	
 Academic Quality	3
Admissions Standards	
Admissions Selectivity	
Faculty Credentials	
 Access and Affordability	4
Enrollment in the BFA Degree Program	
Urban and Community College Students	
Tuition and Fee Structure and Financial Aid	
Enrollment in Graduate and Certificate Programs	
 Student Success and Engagement	7
Retention Rate for First-time Freshmen	
Six-year Graduation Rates	
Graduation Rate Benchmarks	
Six-year Graduation Rates for ALANA Students	
 Service to the Commonwealth and the Economy	9
Degrees and Certificates Awarded Annually	
BFA Degrees	
Graduate Employment	
 Financial Health	11
State Operating Support	
Undergraduate Tuition and Fees	
Tuition Dependency	
Endowment	
Peer Expenditure Benchmarks	



INTRODUCTION

Partnership Plan

Art College Peer Group

Reporting Periods

Accreditation

Presidential Leadership Transition

INTRODUCTION

Partnership Plan

The underlying premise of the MassArt 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 enrollment, 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 as 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 FY2016, preliminary FY2017
Admissions Fall 2016
Financial Aid FY2016, Fall 2016
Retention and Graduation Rates FY2015, FY2016
Tuition and Fee Revenue FY2016
Peer Financial Benchmarks FY2015

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 underway. The self-study report was submitted to both organizations early in 2017. A joint campus visit by NEASC and NASAD accreditors took place April 2-5, 2017.

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.

Presidential Leadership Transition

Dr. David P. Nelson, formerly the provost and chief academic officer at the University of North Carolina School of the Arts, began his term as MassArt's 12th president on June 1, 2016, following approval of his appointment by the Massachusetts Board of Higher Education at their January 2016 meeting.

When he arrived on campus, President Nelson laid out a plan for his first 150 days to inform a successful and productive start to his tenure. The *First One Fifty* initiative included an extensive series of meetings with individuals and groups to listen and gain insight about the MassArt community. Throughout the fall, President Nelson gave updates on the progress of these meetings and his developing observations about the college. In November he began a series of formal presentations that summarized his observations and conclusions, posed some important questions, and proposed some directions for exploration and discussion during the strategic planning process that will occur throughout the 2017-2018 academic year. This included:

- Recognizing that the importance of diversity and inclusion cannot be overstated and commitment to it is a matter of justice, quality, and excellence;
- Optimizing enrollment management to ensure student success and financial sustainability by focusing on recruitment, retention, degree completion, and career pathways;
- Clarifying and rewarding MassArt's shared values of excellence, accessibility, shared responsibility, honesty, and transparency; and
- Serving as a leading cultural institution by fully enacting MassArt's mission and raising the college's visibility locally, nationally, and internationally.



KEY INDICATORS

Academic Quality

Access and Affordability

Student Success and Engagement

Service to the Commonwealth and the Economy

Financial Health

ACADEMIC QUALITY

ADMISSIONS STANDARDS

First-time Freshmen

The admissions 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. For Fall 2016, the average weighted GPA of entering freshmen was 3.45.

93% met all academic standards (GPA, SAT, academic units)

88% had GPA of 3.0 or higher

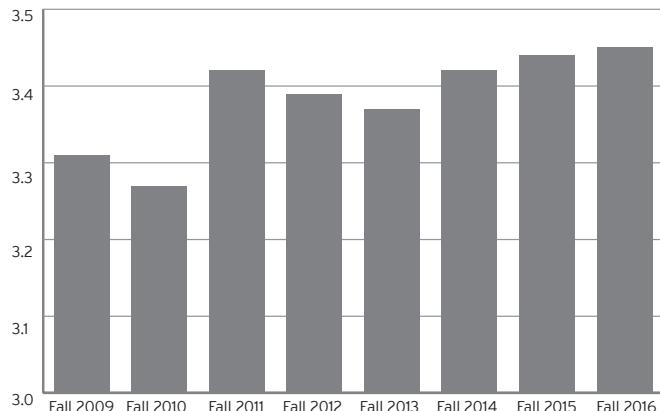
8% met the GPA/SAT sliding scale standard

2.55 was the lowest high school GPA of any admitted student

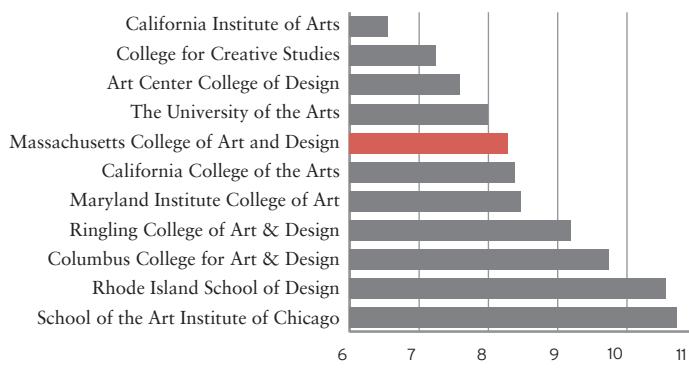
Transfer Students

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 3.31 in Fall 2016; 40% had a college GPA of 3.5 or above. The chart showing transfer admissions by class level establishes a baseline for future improvements in transfer access to MassArt.

Weighted High School GPA of Entering Freshmen



Student to Faculty Ratio Compared to AICAD Peers



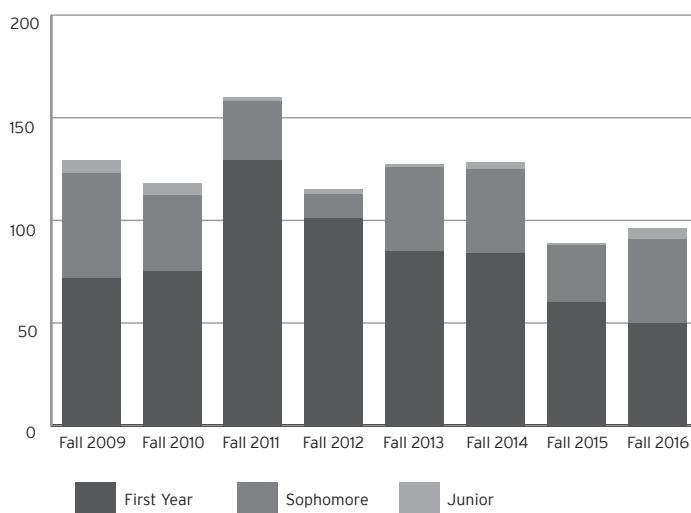
ADMISSIONS SELECTIVITY

In Fall 2016, MassArt ranked at the median of 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 27%; the least selective was the College for Creative Studies, at 95%.

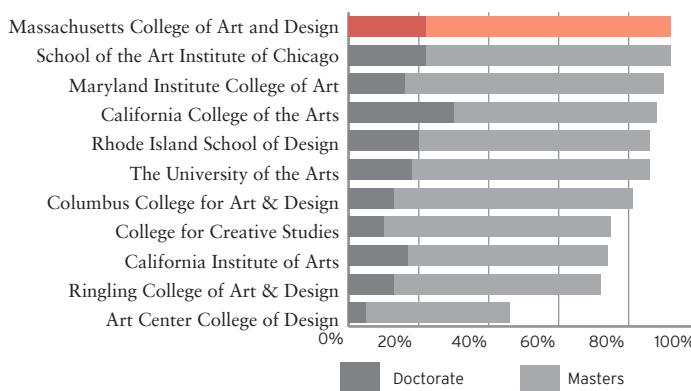
FACULTY CREDENTIALS

The current MassArt student to faculty ratio (student FTE to faculty FTE) for the BFA program is 8.3:1, which is the peer group median. In Fall 2016, full-time faculty made up 62% of the faculty FTE for MassArt's BFA program, which is also the median full-time percentage for our AICAD peers. Ninety-four percent of MassArt full-time faculty hold advanced degrees. This is the highest percentage in the peer group.

Transfer Admission by Class Level



Percent of Faculty with Advanced Degrees

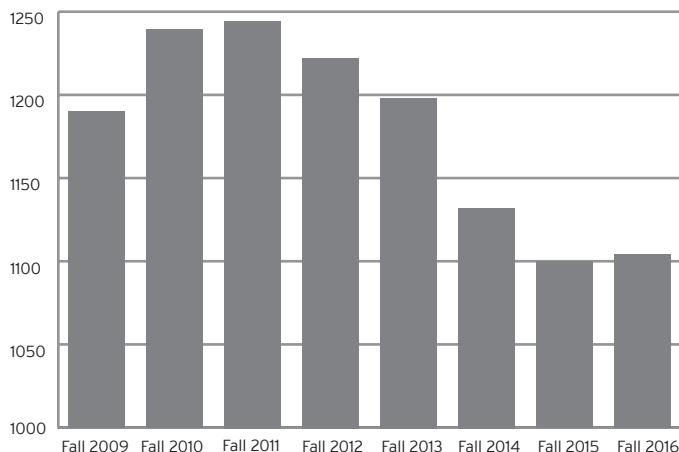


ACCESS AND AFFORDABILITY

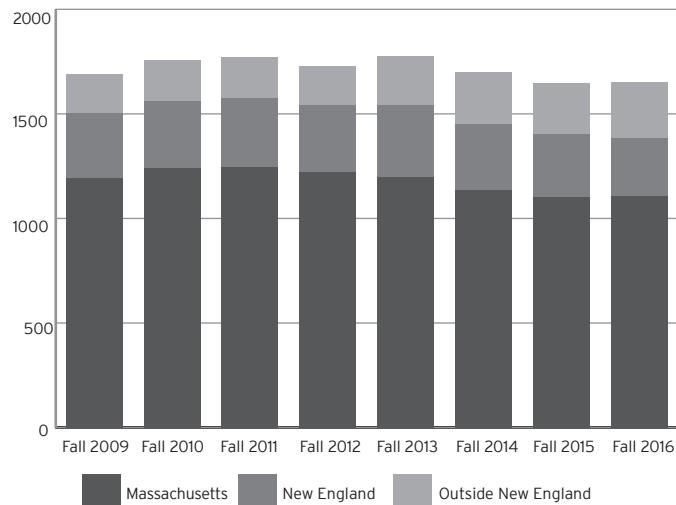
ENROLLMENT IN THE BFA DEGREE PROGRAM

Academic Year	Massachusetts		New England		Outside New England		Total	
	Fall	Annual	Fall	Annual	Fall	Annual	Fall	Annual
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	1135	301	306	245	249	1646	1690
2016-2017	1103	1148	280	286	265	269	1648	1703

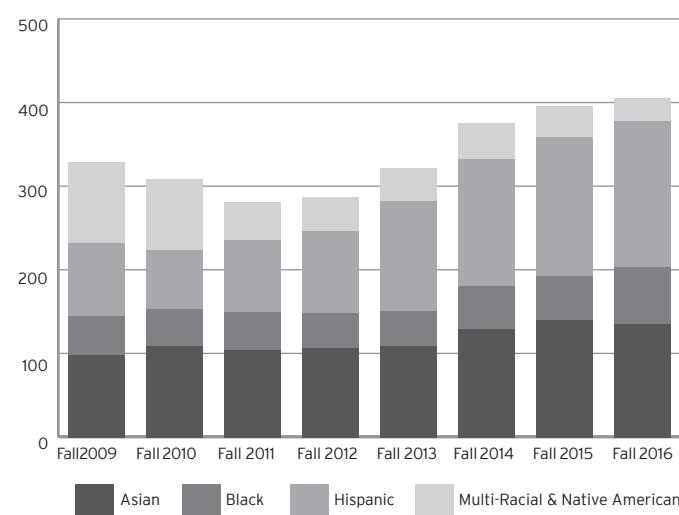
Massachusetts Residents Enrolled



Enrollment by Residency



BFA ALANA Student Enrollment

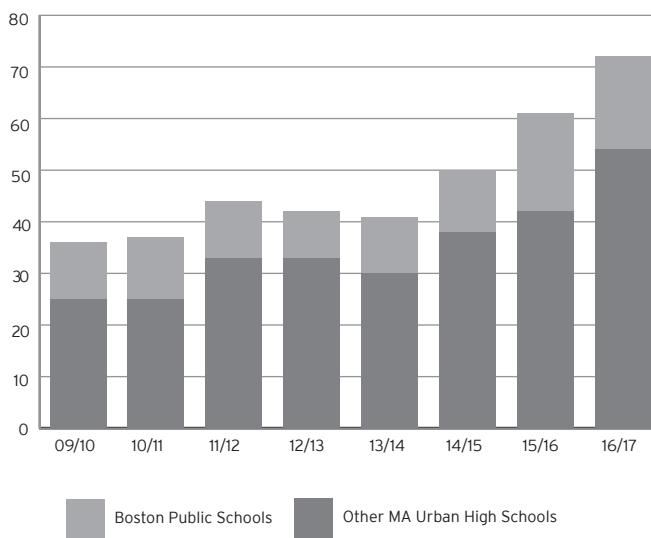


Enrollment of ALANA students in the BFA program has continued to grow over the past several years, even in 2014 and 2015 when total BFA enrollment declined. MassArt has experienced the largest increase in Hispanic/Latino enrollments, with enrollment of Asian students increasing at a somewhat less dramatic 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 federal guidelines. In Fall 2016, ALANA students constituted 28% of the U.S. citizens and legal permanent residents enrolled in the BFA program who reported their race and ethnicity.

URBAN AND COMMUNITY COLLEGE STUDENTS

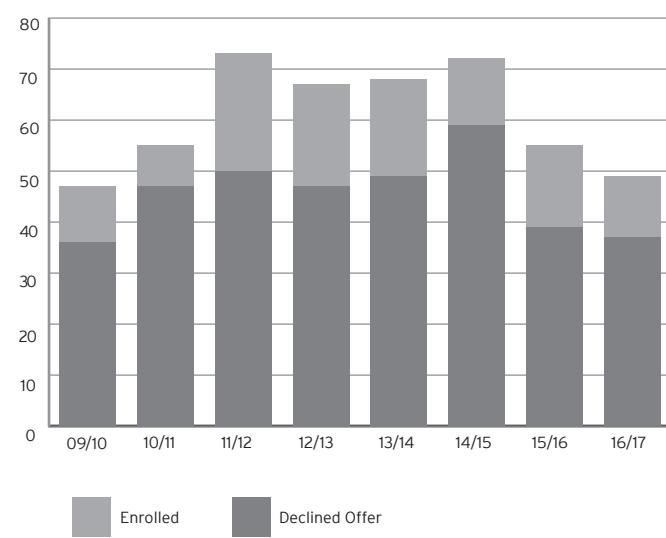
Providing access to students attending Massachusetts community colleges and urban high schools is an important value for MassArt and can present particular challenges. Many urban schools do not offer substantial curricula in the visual arts, and urban students are frequently underprepared academically. 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 2016.

Admitted Applicants from Mass. Urban High Schools



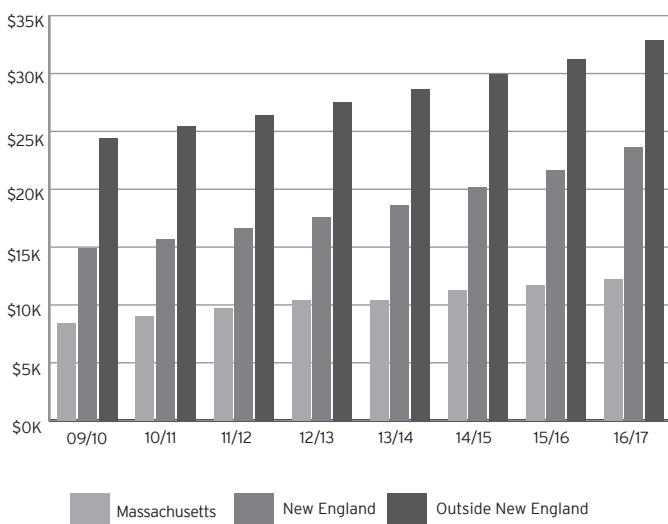
MassArt has long-standing formal articulation agreements with Greenfield, Holyoke, and Massasoit Community Colleges. These agreements cover only a small number of our community college transfer applications; the majority of community college students enter MassArt through our general transfer admission process. The college continues to work on improving the transfer process from Massachusetts community colleges and we expect to develop a plan by Fall 2017. In Fall 2016, 36% of incoming transfer students had attended a Massachusetts community college.

Community College Transfer Students Admitted

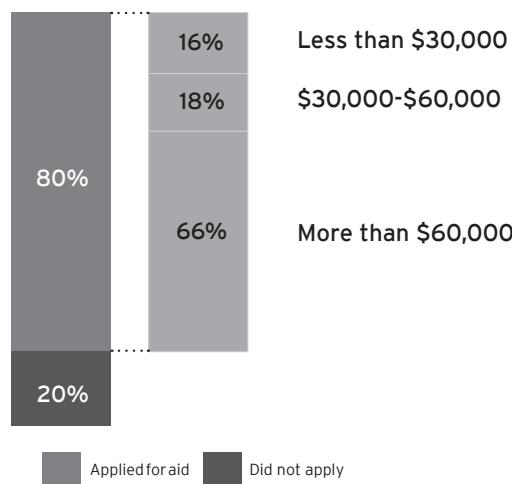


TUITION AND FEES AND FINANCIAL AID

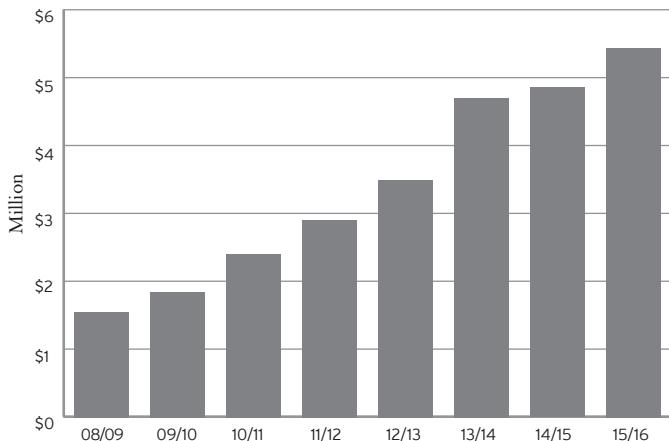
Student Charges



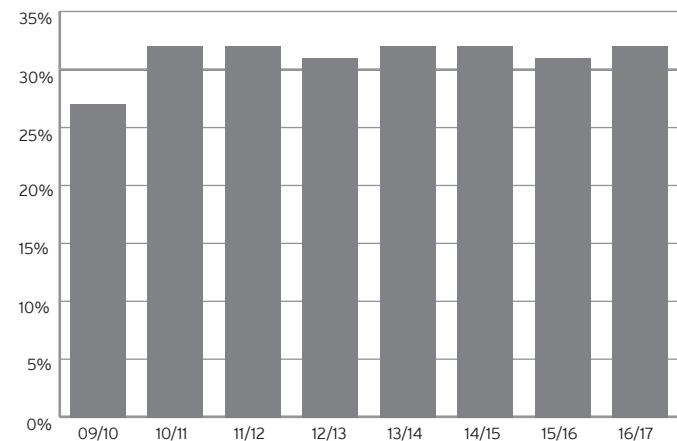
Family Income of Dependent Undergraduate Students Applying for Federal Financial Aid, Fall 2016



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
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
2015-2016	\$2,451,043	\$1,363,374	\$3,814,417
\$ increase since 2009	\$116,735	\$273,146	\$389,881
% increase since 2009	5%	25%	11%

Financial Need of Massachusetts First-time Freshmen

	Fall	2013	2014	2015	2016
Massachusetts first-time freshmen	221	185	189	243	
% Pell eligible	26%	31%	34%	28%	
Average family income	\$37,808	\$32,451	\$38,269	\$32,961	
Admissions yield for Pell eligible	56%	51%	56%	54%	
Non-Pell eligible % with any need	33%	26%	37%	41%	
Average family income	\$101,470	\$104,200	\$108,057	\$107,617	
Admissions yield for need group	59%	43%	54%	59%	
Total % of Massachusetts freshmen with any financial need	68%	58%	71%	69%	

ENROLLMENT IN GRADUATE AND CERTIFICATE PROGRAMS

	Fall	2010	2011	2012	2013	2014	2015	2016
Master of Fine Arts	47	40	44	44	39	39	43	
Master of Fine Arts, Dynamic Media	24	20	18	16	18	18	19	
Master of Fine Arts Low Residency	32	31	35	35	28	14	19	
Master of Design Innovation	—	—	—	—	—	—	6	
Master of Architecture	25	26	24	21	20	23	28	
Master of Science in Art Education	17	7	1	0	0	0	0	
Master of Arts in Teaching	26	23	16	16	13	14	17	
Teacher Preparation Program	3	4	4	2	3	1	0	
Post-baccalaureate certificates	9	4	5	6	5	3	8	
Total graduate programs	183	155	147	140	126	112	140	
Design certificates	76	91	94	93	82	89	74	

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 Innovation, enrolled its first class in Fall 2016.

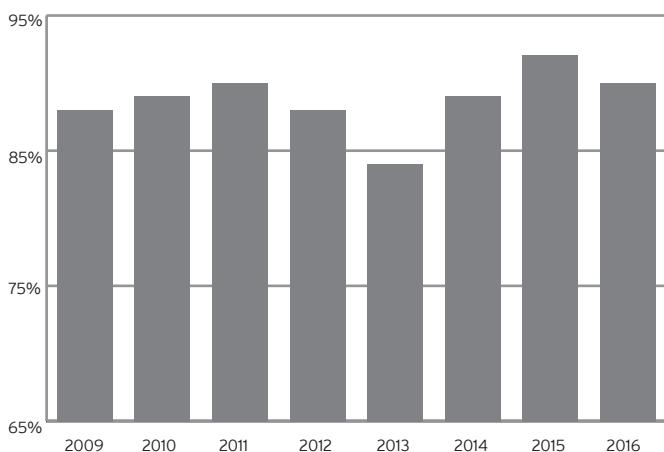
Certificate programs offered at the undergraduate and postbaccalaureate levels provide preparation and credentials for professional practice or further education in the visual arts.

STUDENT SUCCESS and ENGAGEMENT

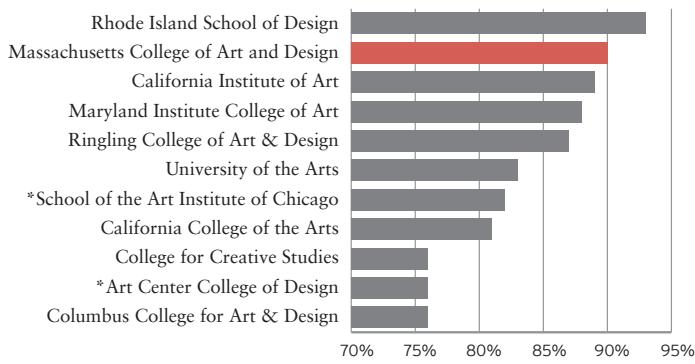
RETENTION RATE FOR FIRST-TIME FRESHMEN

MassArt's freshman to sophomore retention rate for the 2015 entering cohort was 90%—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.

MassArt Freshman to Sophomore Retention Rate



Fall 2015 Freshman to Sophomore Retention Rates MassArt and AICAD Peers



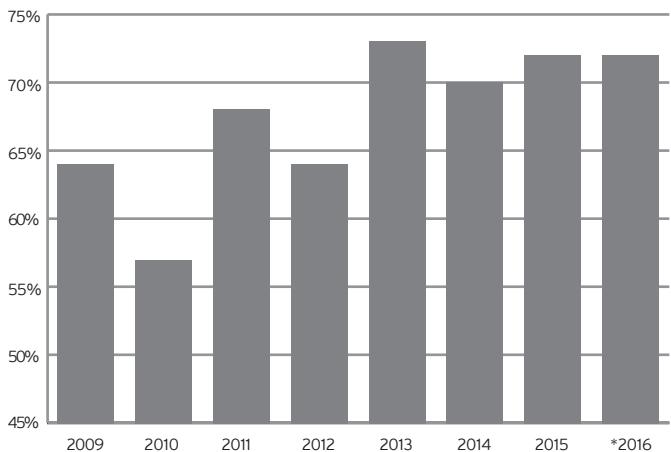
* 2014 cohort data; 2015 not yet available

SIX-YEAR GRADUATION RATES

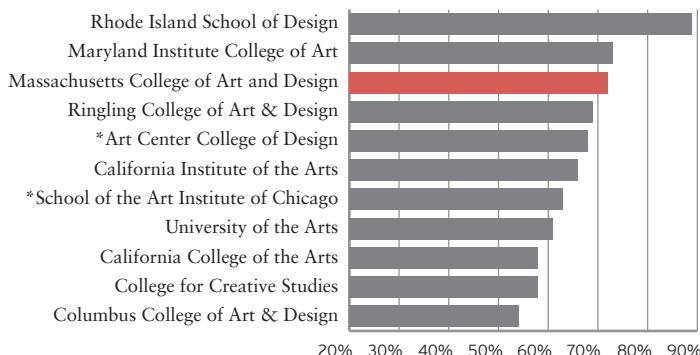
MassArt's six-year graduation rate for the 2010 entering freshman cohort was 72%—the third highest of our AICAD peers. The six-year graduation rate has remained over 70% for freshmen entering MassArt since 2013. The rate consistently ranks above the median for our AICAD peer group and in the top three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

The college affirms our commitment to maintain an average six-year rate above 70%, and to increase the number of students who complete their degrees in four years. The four-year graduation rate has increased in recent years, and is 55% for the 2010 cohort.

MassArt First-time Freshman Graduation Rates



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

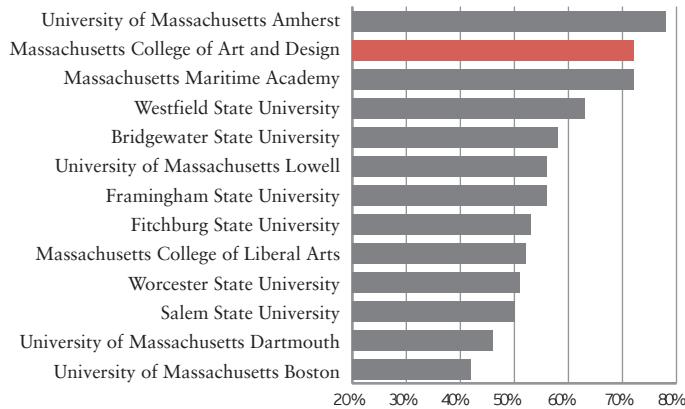


Note: preliminary IPEDS 2010 cohort data provided on AICAD annual survey

* 2009 cohort data; 2010 not yet available

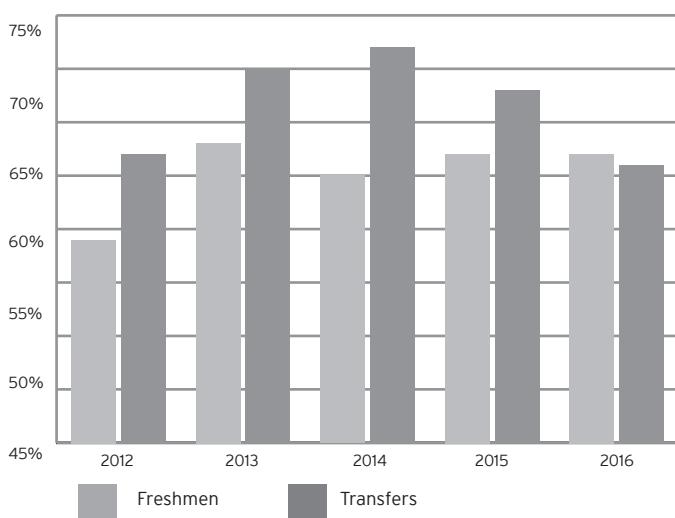
GRADUATION RATE BENCHMARKS

Six-year Graduation Rates, Fall 2009 Freshman Cohorts MassArt and Massachusetts Public Colleges



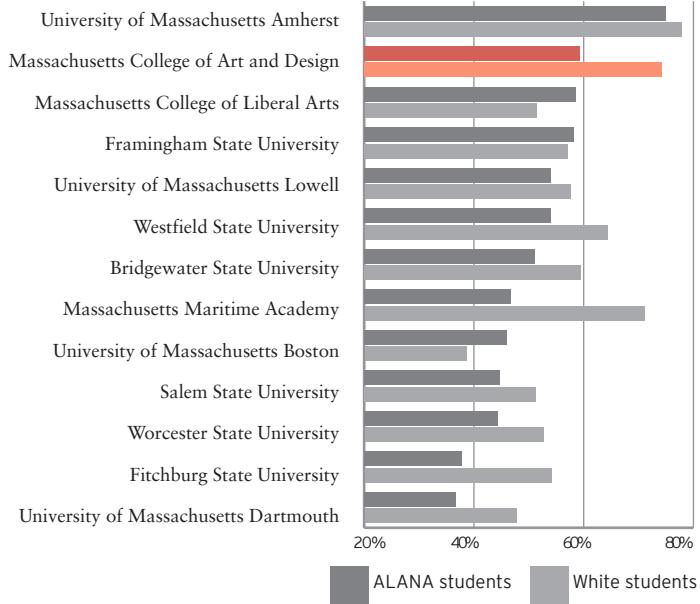
Two years ago NCES began to track graduation rates for students who enter their current institution with prior post-secondary enrollments. MassArt's performance agreement, contained in the 2016 renewed Partnership Plan, specifies measuring graduation rates for incoming transfer student cohorts, and using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

First-time Freshman vs. Transfer Student Graduation Rates Entering Cohorts 2006 to 2010



SIX-YEAR GRADUATION RATE FOR ALANA STUDENTS

Massachusetts Public Universities, Graduation Rate Gaps Fall 2009 Freshman Cohorts



ALANA 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.

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 2009, the graduation rate for ALANA students (60%) was 15% lower than that of white non-Hispanic students (75%).

MassArt's ALANA student graduation rate (60%) ranked second among Massachusetts public universities for 2009 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 2009 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 graduation rates vary significantly and can be unrepresentative. A three-year aggregated cohort rate is a more reliable measure of degree completion success for ALANA students. There is an 8% gap between the aggregated six-year graduation rate of ALANA students (65%) and that of white students (73%) for the MassArt entering freshman cohorts of 2008 to 2010. The graduation rate gap was 10% for the prior three-year aggregated cohort (entering freshmen 2007 to 2009).

SERVICE TO THE COMMONWEALTH AND THE ECONOMY

DEGREES AND CERTIFICATES AWARDED ANNUALLY

Degrees and Certificates Awarded

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/15	2015/16	Average
Design Certificates	19	17	17	19	17	19	25	19
Bachelor of Fine Arts (BFA)	360	339	377	341	347	364	350	354
Post Baccalaureate Certificates	5	8	5	3	3	5	5	5
Master of Fine Arts (MFA)	35	48	35	41	33	44	34	39
Master of Architecture	—	9	5	10	7	11	9	9
Master of Arts in Teaching (MAT)	—	8	12	22	7	9	5	11
Master of Science in Art Education (MSAE)	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.

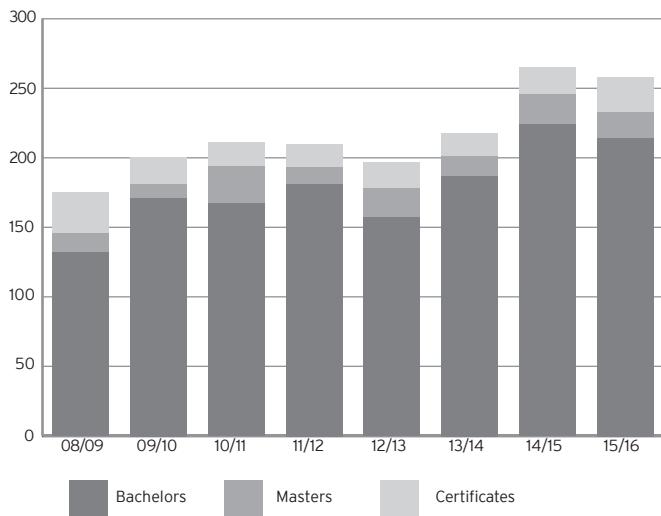
BFA DEGREES

BFA Degrees Awarded by Major Program

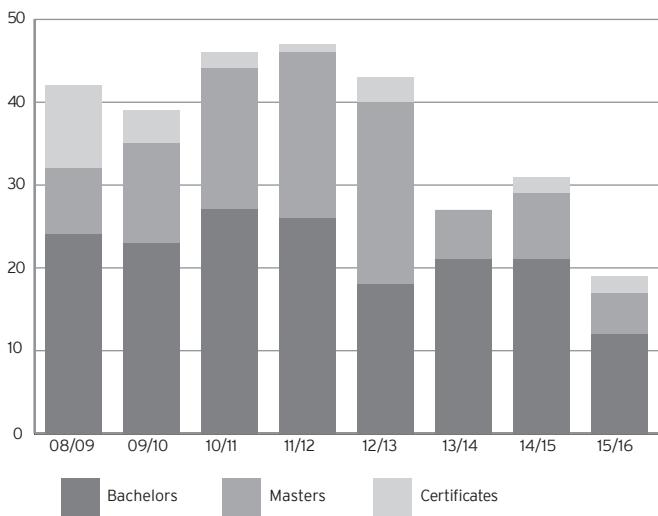
Major	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Average
Animation	20	20	21	15	26	22	36	23
Architectural Design	14	11	18	11	13	12	16	14
Art Education	24	29	26	19	22	20	13	22
Art History	20	17	16	11	13	20	23	17
Ceramics	5	7	7	9	8	3	6	6
Fashion Design	32	33	25	24	26	33	16	27
Fibers	8	12	10	13	11	7	15	11
Film/Video	19	14	11	25	8	23	13	16
Glass	5	8	9	4	6	5	4	6
Graphic Design	36	38	39	35	35	47	43	39
Illustration	35	24	41	43	47	35	54	40
Industrial Design	15	7	20	16	19	36	28	19
Jewelry/Metalsmithing	8	11	9	3	9	4	10	8
Painting	40	38	40	42	35	36	27	37
Photography	43	25	37	33	29	21	23	30
Printmaking	13	9	9	6	14	17	6	11
Sculpture	17	20	32	25	24	22	23	23
Studio for Interrelated Media	19	23	17	13	21	20	13	18
Art and Design, Open	16	17	11	10	3	5	—	9
Total	390	363	398	357	369	388	369	376

These are duplicated counts; double majors are included in this table in both majors. The unduplicated BFA count for 2015/2016 is 350.

Degrees Awarded Annually in Design and Media Majors



Degrees Awarded Annually in Teacher Preparation Programs



Graduates of MassArt's programs in design and media serve the labor market needs of the Commonwealth's creative economy. In academic year 2015/16, 59% of all degrees and certificates were awarded in design and new media majors. More than 70% of current students with declared their majors are enrolled in these programs.

GRADUATE EMPLOYMENT

Summary of BFA Responses to the Annual Graduate Survey Classes of 2013/2014 and 2014/2015

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 and Performing Arts	Film and Video, Photography, SIM	39%	94%
Total	All majors	46%	84%

The graduate surveys of 2013/2014 and 2014/2015 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 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 did not respond to the survey. The survey of 2015/2016 graduates is being conducted by MassArt's Office of Institutional Research and is still underway. Results will be included in the 2017 performance report.

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. Results will be included in the 2017 performance report.

FINANCIAL HEALTH

STATE OPERATING SUPPORT

The major underlying premises of MassArt's 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 has 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.

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 level for a second year; tuition and fees for MA students increased 8%. Charges increased again by 4.5% in FY2016.

UNDERGRADUATE TUITION AND FEES

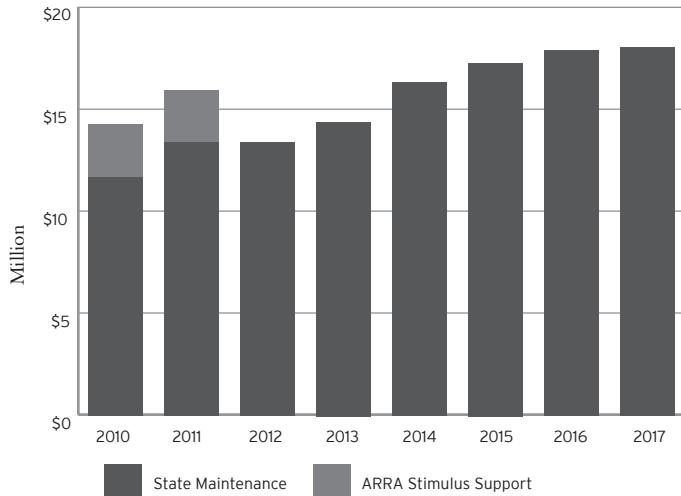
The combination of increases in tuition and fees and enrollment growth in the BFA program has resulted in a significant increase in net revenue from undergraduate student charges. The chart at right shows the growth in retained tuition by student residency status since the start of the partnership agreement.

As specified in our performance agreement, 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.

Undergraduate Tuition and Fee Revenue FY 2016

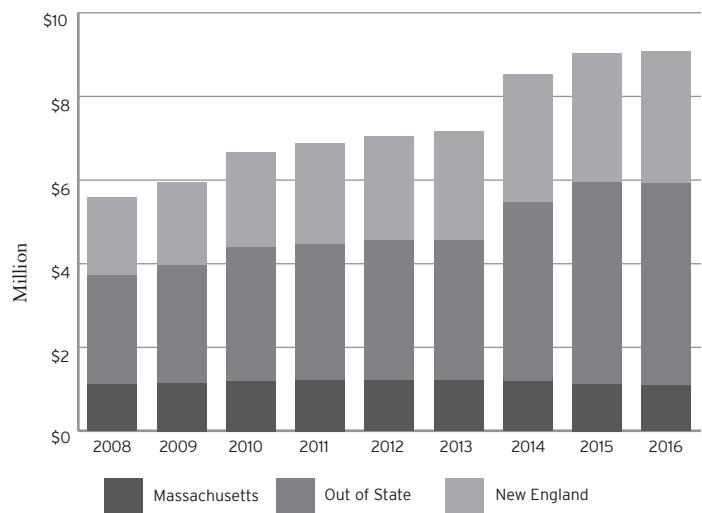
	FTE	Tuition and Fees	Revenue
Massachusetts	1061.0	\$11,725	\$12,440,225
Out of State	235.1	\$31,225	\$7,340,998
New England	289.4	\$21,625	\$6,258,275
Total	1585.5		\$26,039,498

State Operating Appropriation FY2010 to FY2017



In the chart above, ARRA represents federal 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.

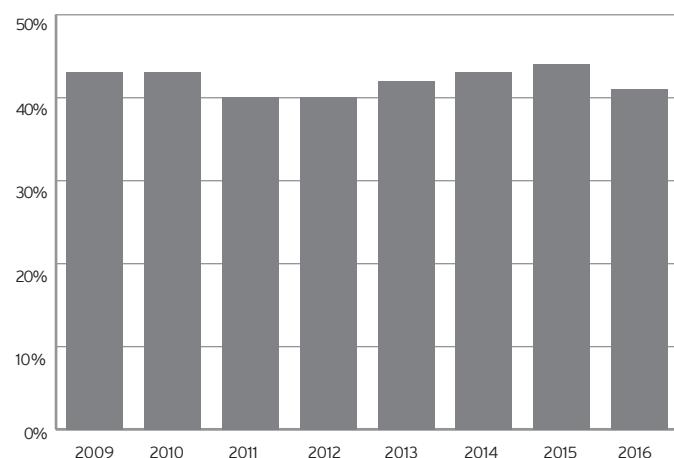
FINANCIAL HEALTH

TUITION DEPENDENCY

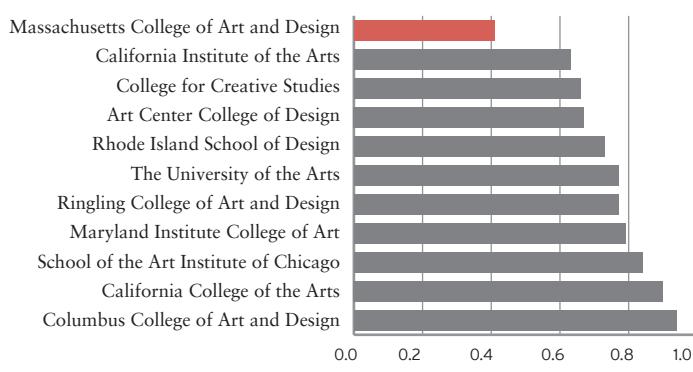
Core revenues include tuition and fees; federal, state, and local appropriations; government grants and contracts; investment income; gifts; and other operating and non-operating sources. Tuition and fees in these charts include revenue from all programs.

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, FY2015

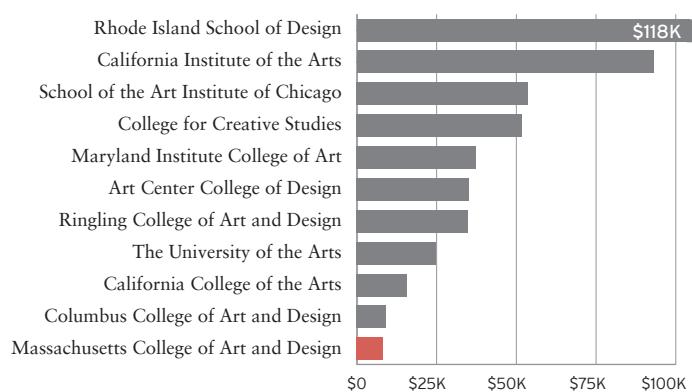


ENDOWMENT

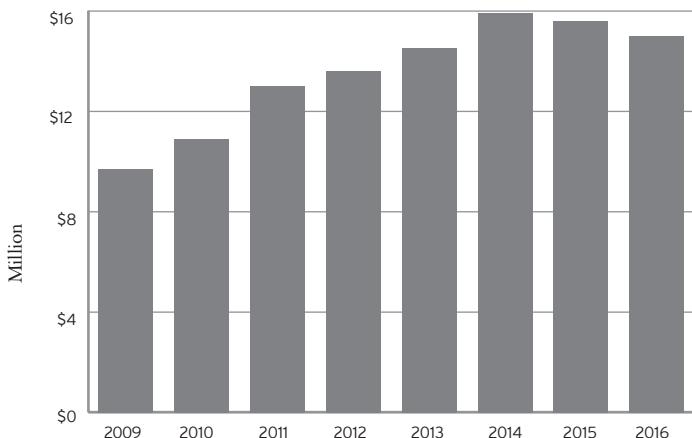
Since FY2003, the value of MassArt's endowment has increased by over 500%, from about \$2.9 million in June 2003 to over \$15.0 million in June 2016. MassArt's total endowment is the second smallest of our art school peer group.

At the end of FY2015, average endowment per FTE for our peers was \$48,736, compared to \$8,271 for MassArt. Endowment per FTE at MassArt grew by 10% in FY2015, but still is well below the average value at AICAD peer institutions.

Endowment per FTE, Massart and AICAD Peers, FY2015



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 FY2015 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 \$29,851, which is \$3,227 below peer median expenditures of \$33,078 in FY2015.

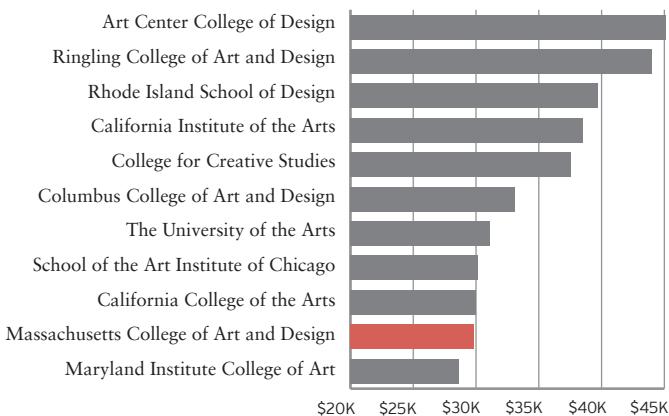
Core expenditures include: instruction, academic support, research, public service, student services, institutional support, operations and maintenance, and scholarships and fellowships.

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

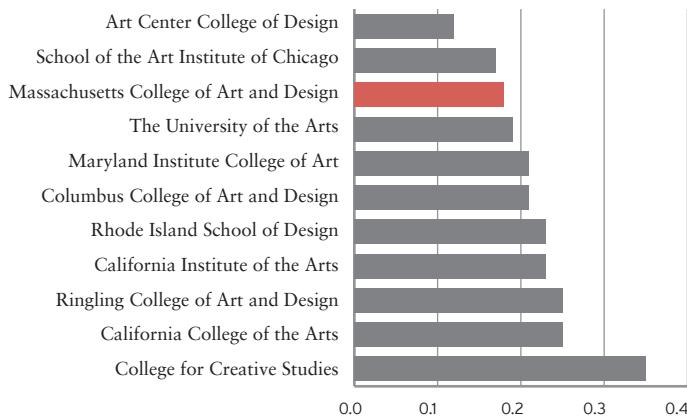
Both Art Center College of Design and College for Creative Studies tend to be outliers in the percentage of core expenses represented by institutional support costs. The ratio of these costs to the total E&G budget at MassArt is the second lowest of our peer group if Art Center is excluded, and is less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

MassArt's per FTE expenditures for Institutional Support are the second lowest in the peer group, at \$5,296.

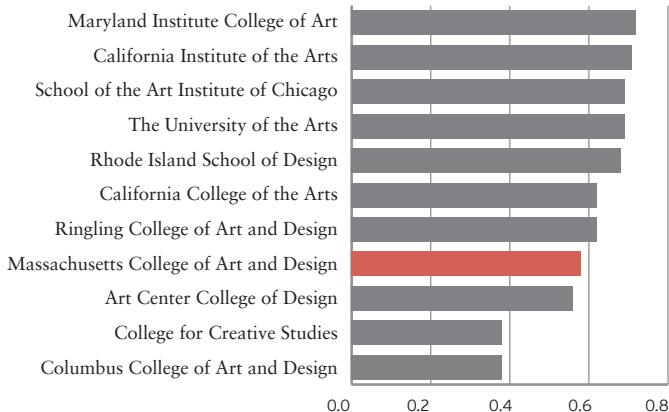
Core Expenditures per FTE, FY2015



Institutional Support to Total Core Expense Ratio, FY2015



Instruction and Academic Support to Core Expenses Ratio FY2015



Institutional Support Costs per FTE, FY2015

