

BOT Retreat
March 15, 2019
10:00am-4:00pm
Huntington Studio, DMC

Trustees present: Pamela Parisi (Chair), Jan Saragoni (Vice Chair), Hazel Afamefuna, Elisa Hamilton, Karen Keane, Denise Korn, Bill McQuillan, Peter Nessen, and Linda Snyder. President David Nelson (ex-officio) **Trustees absent:** David Lee

Others: Don Arpino, Maureen Keefe, Ceci Mendes-Ortiz, Marjorie O'Malley, Bob Perry, Kym Pinder, Chris Wright, and Susana Segat (Board Secretary)

Vice-Chair Saragoni called the meeting to order at 10:20am and chaired the meeting until Chair Parisi arrived. She announced that this retreat was open to the public and that no votes would be taken.

President Nelson took twenty minutes to lead a reflection on the public comment section of the February 5, 2019 board agenda and on activities on campus since that date. He told trustees that he would share a communications plan and schedule of public safety changes that will occur during the summer. VP Keefe announced that there would be a shelter-in-place exercise in April.

At 10:55am, session 1 of the retreat agenda began. President Nelson gave a presentation entitled "Imagining our Future" and listed four main exploratory questions:

- How do we ensure MassArt is the best value in art and design education?
- What enrollment strategy should we adopt?
- What do we want out of the renewal of the partnership plan?
- What priorities should form our comprehensive campaign?

Dean Wright then gave a presentation on enrollment scenarios and Provost Pinder gave a presentation on academic programs. At noon, the group took a break for lunch and resumed the meeting at 12:50pm. At that time, VP Perry introduced a financial simulator exercise. The group played with a couple of different scenarios and discussed the need to understand some of the underlying assumptions better.

The questions posted on the "Idea Bank" worksheet included:

- What local schools are we directly competing with in our targeted growth areas?
- How many commuter students does MassArt have?
- Certificate in medical device design?
- How is fine art faculty being affected by most students choosing design majors?
- Does MassArt offer any "art as social practice" courses (prime opportunity for multimedia/cross disciplinary relearning)(also ties into art and activism)?
- Does MassArt have any online courses?
- What are ALL the avenues for growth?
- Who are our target growth populations?
- Furniture design/industrial design at same level, why are we hosting such a small group?
- Let's 'create' the art school NCAA championship for a national, fun, prolific competition, hosted at MassArt?
- Teaching of "communication" to MassArt students using WORDS and not art to transmit their message and connect with people?
- Ability to communicate well - in writing, speaking and 'selling an idea' is as valuable as 'creativity' ?
- How do we 'from a RECRUITING lens' offer what the market is searching for? Fashion design, communications in addition to art?
- Foundation courses - } art versus critical thinking, design thinking?
- Where and how does 'design' fit into recruitment in parallel with 'art' from an institutional perspective?

- How big (# of students) do we have to be to generate the \$ margin we would need to hold tuition flat for 10 years AND meet the needs for growth (faculty, staff, space, equipment, etc.)?
- How does MassArt visibly stand for multi-disciplined training and degrees?
- Do we have 3D printers on campus now? What departments and how many?
- Is there currently faculty 'buy in' for greater opportunities for interdisciplinary study?
- Have there been focus groups about what new courses current students want?
- How many students take advantage of cross-registration at other colleges in the area: and how do we know what their experience has been?

President Nelson said that he would provide trustees with the financial data for each of the three enrollment models, including baselines, start-up costs, and recurring costs. He collected the comments responding to each of the four initial exploratory questions (printed below) and explained that the President's Cabinet would be charged with fleshing out the ideas provided throughout the retreat. He added that the provost would be working on the future of programs during the summer months and that his work on the rest of the campus buildings is ongoing.

On a motion duly made and seconded, at 4:10pm it was unanimously
VOTED: to adjourn.

BEST VALUE IN ART + DESIGN

Existing/Proposed ++

3-year Degrees +

EMBEDDED THAT 70% OF STUDENTS ARE DESIGN +

BEING YOUR OWN BOSS +

MARKETING! THAT WE NEED THE BEST VALUE

STUDENT EMPLOYMENT OPTIONS

Non-Resident (Public Area) ++

More Options For Courses (Work, online) on-line+

Current + Future Technology

TEACH TECHNOLOGY COURSES +

Loops - internship employment growth

Professional Development Opportunities for Alumni + Workshops for Alumni

Inter-Disciplinary Major

Do we serve the 74% "non-traditional student"? 20% of students 25+

Renovate typographic facilities

Support groups + interdisciplinary work

Teach "Financial Education for Freelance Creatives" + general financial literacy

BRANDING! Master Art/Design +

Tell the Art/Design Story Better

open DAY CARE center →

raise out-of-state tuition level? +

USE OUR PHYSICAL SPACE 100% +

Non-Resident Student Tuition +

Low Tuition ALL 4 years ⊕

Leverage + Relationships w/ other institutions

Maximized COF OPPORTUNITIES (Work + Internship)

FREE TUITION

STRENGTHEN CAREER PATHWAYS

ECUMENICAL + S/COS
Acad. Students MAY FREEDOM IN CHOOSING CLASSES

increase the tuition - it makes financial sense vis-a-vis Camp set and optics of "greater value"

COMPREHENSIVE CAMPAIGN

Feasibility Study
For appetite
for funding
raising

Ask what
our donors
want? ↓
Scholarship
Community Grant
Faculty Research
Museum
Innovation

examine
programmatic
fund raising
vs. endowment
Funding

← Endowment
!!!
(T)

How do we
balance fund
raising with
state financing

Prefer
current use
gifts for
max impact.

BOARD,
FACULTY,
STAFF
100% Committed!

BOTH! →

GIVE AWARDS
To successful
artists
Use for promoting
the college

ROBUST
ACQUISITION
OVERSIGHT
(Gallerie spaces)

OUR OWN
ART SCHOOL
LOBBYIST!

TRAIN
FACULTY

Fine Arts
DONORS
▲
#1
#2
#3

Need Branding
and External info
improved/enhanced
to prime the pump

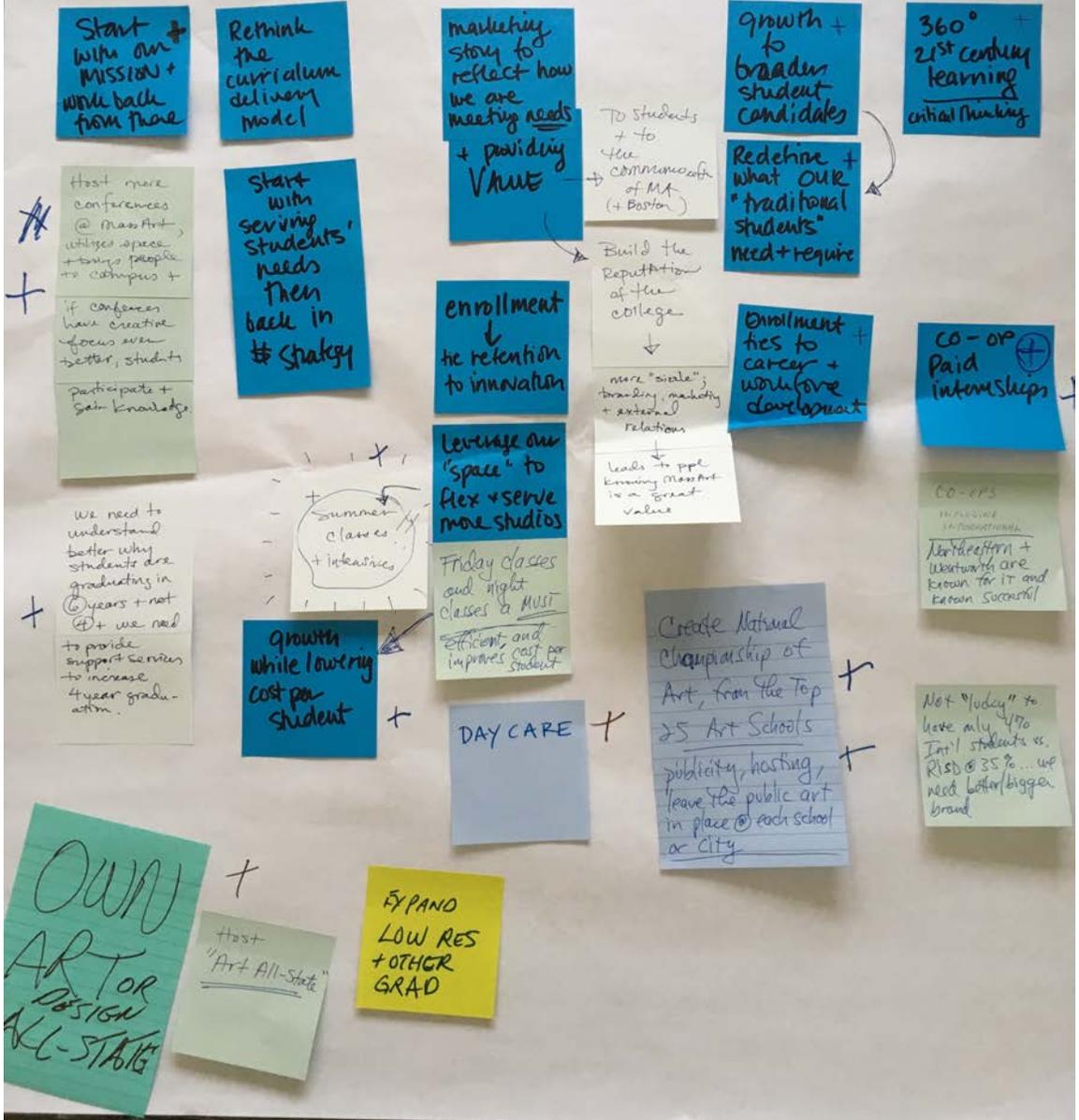
CORPORATE
DONOR
(TECH)

DESIGN
FOCUS

Interdisc
iplinary
only!

Endow
Chairs at
MASS ART.
+

ENROLLMENT STRATEGY



PARTNERSHIP PLAN RENEWAL

Can we create a lab
 that...
 TAMU Lab +

TAMU Lab +
 - get start up
 funding from state
 - could take on
 projects from local
 organizations
 - opportunities
 for comm. design,
 IT, data visualization
 + interdisciplinary work
 - students can work
 world skills
 - State sees workforce
 development +
 rewards

State pays for lab
 that...
 TAMU Lab +

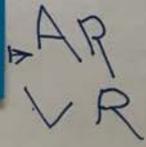
we need more
 flexibility

Connect with
 State Tech funding
 budgets, Mass Tech
 Council, Mass Competitive
 Council

Start up funding
 for Comm. + Design
 expansion to meet
 the demand in current
 college market and
 employment market

Update or Alter
 the 14 yr. old
 formula for Partnership
 Plan... using camps
 to other State colleges
 to logically improve
 bottom line

TAMU
 Lab +
 post-differential



STATE
 PAYS MCAD
 For services
 delivered.

Keeping
 our talent
 HERE
 IN
 MASS
 During School
 +
 After Grad

Engage
 Donors
 w/ Enrollment
 story

Ask the state
 what keeps you
 up at night?
 How can MCAD
 help?

what value
 are we
 bringing to
 Commonwealth
 Admin/BHE?

we need
 More
 flexibility
 (more than
 \$)

flexibility
 to realize
 real state
 value w/o
 penalty
 (+\$)