

National Architectural Accrediting Board, Inc.

March 10, 2014

David M. Rosen, Ph.D.  
President  
Kendall College of Art and Design of  
Ferris State University  
17 Fountain Street, NW  
Grand Rapids, MI 49503



Dear President Rosen:

At the February 2014 meeting of the National Architectural Accrediting Board (NAAB), the board reviewed the *Application for Candidacy* for the Kendall College of Art and Design of Ferris State University.

As a result, the proposed professional architecture degree program, **Master of Architecture** has been accepted as eligible for candidacy. A visit for initial candidacy has been added to the Visit List for spring 2015. This visit will be conducted under the provisions of the NAAB 2009 Conditions for Accreditation and Section 3 of the NAAB Procedures for Accreditation, 2012 Edition, Amended.

The *Architecture Program Report for Initial Candidacy* (APR-IC) is due in the NAAB office 180 days before the date of the visit. The format and content of the APR is described in detail in Section 3.

The Board wishes to express its support for newly-developing programs by encouraging administrators and faculty to take advantage of the resources available within the community of program administrators, department chairs, and deans represented by the members of the Association of Collegiate Schools of Architecture. The annual ACSA Administrators Conference and the ACSA Annual Meeting can be a source of rich discussion and advice for emerging programs. Further, the NAAB offers a full range of programs and workshops at both of these conferences that may be of value to the faculty and administrators at Kendall College of Art and Design of Ferris State University.

A letter with the name of the proposed chair for this visit will be forthcoming in late August. Once Kendall approves the chair, you will be able to set the date for the visit.

If the program wishes to postpone its visit for initial candidacy to the fall of 2015, please submit a request at your earliest convenience.

Very truly yours,



Shannon B. Kraus, FAIA, NCARB, MBA, FACHA  
President-elect

cc: Brian Craig, AIA, LEED AP, Director  
Miguel "Mike" Rodriguez, FAIA, Eligibility Reviewer

Enc.

1101 Connecticut Avenue, NW  
Suite 410  
Washington, DC 20036

tel 202.783.2007

fax 202.783.2822

www.naab.org

info@naab.org



March 19, 2014

Cassandra Pair  
Director, Accreditation  
National Architectural Accrediting Board  
1101 Connecticut Avenue NW, Suite 410  
Washington, DC 20036

Via email

RE: KCAD MArch Candidacy Visit Schedule

Dear Ms. Pair,

By this letter Kendall College of Art and Design of Ferris State University (KCAD) is requesting that its initial candidacy visit be held in the fall of 2014. This is a change from the spring 2015 date stated in the March 20, 2014 letter from NAAB President-elect Shannon Kraus. We suggest that the visit be the first week of November, 2014. We will be submitting our APR-IC in late April.

We are requesting this change in the interest of the opportunity for professional architectural licensure of the students of our initial graduating cohort. This group will be embarking on the 2-year MArch in the fall of 2014 and should graduate in the spring of 2016. The sequence leading to a fall, 2018 initial accreditation visit has been part of our Plan for Achieving Initial Accreditation from the beginning.

Thank you for taking the time by email and phone conversation to clarify the accreditation process and its scheduling implications. We look forward to continued successful association and a fully accredited KCAD MArch. Please always feel welcome to call me at 231.629.5007 or email [briancraig@ferris.edu](mailto:briancraig@ferris.edu) with any questions or comments.

Sincerely,

Brian K. Craig, AIA, LEED AP  
Director, School of Architecture  
Kendall College of Art and Design

cc: Andrea Rutledge      NAAB  
Dr. David M. Rosen      KCAD  
Vic Liptak                  KCAD

Date: February 13, 2014

MEMORANDUM FOR THE NATIONAL ARCHITECTURAL ACCREDITING BOARD

FROM: MIGUEL RODRIGUEZ, FAIA  
DIRECTOR

NATHANIEL BELCHER, AIA  
DIRECTOR

PATRICIA KUCKER, AIA  
DIRECTOR

CASSANDRA PAIR  
DIRECTOR, ACCREDITATION

SUBJECT: Eligibility for Candidacy –Kendall College of Art and Design of Ferris State University M. Arch (degree + (90-96) graduate credit hours; (pre-professional degree + (60-66) graduate credit hours.

1735 New York Avenue, NW

Washington, DC 20006

[www.naab.org](http://www.naab.org)

tel: 202.783.2007

fax: 202.783.2822

email: [info@naab.org](mailto:info@naab.org)

On September 3, 2013, Kendall College of Art and Design of Ferris State University filed a completed application for candidacy for an accredited Master of Architecture. This application was filed under the terms of the *2012 NAAB Procedures for Accreditation, Section 4*.

The next step is to determine whether the proposed degree program is eligible for candidacy. Because Ferris State University does not currently offer a NAAB-accredited degree, an eligibility visit was required. The visit was conducted on December 10, 2013 by Miguel Rodriguez, FAIA. The application was reviewed by a panel consisting of the director of accreditation, and two additional members of the board. In order to ensure balance between practitioners and educators, and to avoid potential conflicts of interest, Patricia Kucker, AIA, and Nathaniel Belcher, AIA, served as the third and fourth members of the panel.

The purpose of the eligibility visit is three-fold:

- To review the *Conditions and Procedures* with the proposed program's administrators, faculty, staff, and students.
- To confirm the institutional commitment to the implementation of the *Plan for Achieving Initial Accreditation*.
- To review the physical, financial, human, and information resources committed to the program.

Upon completing the visit, the reviewer is required to submit a memorandum to the NAAB Directors addressing four areas:

1. A review of the resources committed to the program
2. Commitment of the institution to implementation of the *Plan for Achieving Initial Accreditation*.
3. Assessment of the readiness of the program to complete a visit for initial candidacy.
4. Recommendation to the NAAB Board to accept or not accept the program as eligible for initial candidacy. The recommendation will also identify the length of time that should elapse before scheduling the initial candidacy visit.

## General Information

Located in Grand Rapids in West Michigan, Kendall College of Art and Design opened in 1928 as the David Wolcott Kendall Memorial School, through an endowment provided by Helen M. Kendall as a memorial to her husband – one of the country's first furniture designers, a business leader, and a sculptor.

The Kendall School began offering art class to 35 students in 1931. By 1945, expansion was well underway, a new library housing Kendall's personal collection had been opened to the public and in 1947 the school's name was changed to Kendall School of Design, reflecting the school's growing reputation in furniture design and home merchandising. Until 1976, the Kendall School remained a technical school for art and design, growing in harmony with a region dominated by innovation, entrepreneurial thinking and the cultivation of talented artists and designers whose work made significant contributions to West Michigan and to the nation.

In 1976, the college began the process of becoming a baccalaureate-granting institution, offering its first BFA in 1977. It was granted full accreditation by the North Central Association in 1981 and programs were added in graphic design, fine arts, and industrial design.

In 1996, Kendall entered an agreement to merge with Ferris State University, a public institution of 13,000 students located in Big Rapids, Michigan, fifty miles north of Grand Rapids. The merger was completed in 2000. The decision to seek a merger with Ferris State University reflected the Board of Trustees' judgment that these actions would best ensure Kendall's continued ability to provide the quality of art and design education for which the college is known and to which the college is committed.

Under the terms of the merger, Kendall College of Art and Design has remained semiautonomous and financially responsible. KCAD has its own officers, including a president, chief academic officer, and chief officer for finance and administration. KCAD develops an independent budget that is approved by the Ferris State University Board of Trustees. KCAD continues its own system of academic governance. This basic structure was reaffirmed in 2009 by the Ferris State University Board of Trustees through a board resolution, "Kendall College of Art and Design of Ferris State University – Omnibus Resolution," determining that an organizational structure to allow for the local administration of certain academic, financial, student affairs and advancement and marketing functions of Kendall College of Art and Design of Ferris State University should continue.

After the merger, the college's enrollment began to strengthen remarkably. At the time the merger process began, Kendall had an enrollment of 520 students. By fall 2009, Kendall had achieved an enrollment of 1,385 – the highest in its history and an increase of 168%. Today its enrollment stands at nearly 1500 students.

As it did before the merger, KCAD has its own fully contained majors, with professional accreditations from NASAD and CIDA, and its own curricula. It continues to set its own general education requirements and to offer its own courses to satisfy all graduation requirements. All academic review and recommendation processes, including proposals for new programs, come through KCAD's own College Senate, which consists of representatives of its academic programs, and with the approval of the president of KCAD are enacted directly or forwarded to the president of Ferris State University for inclusion in the Board of Trustees agenda. Similarly, KCAD continues to use its own procedures for assessing student academic achievement and program review.

Today, Kendall College of Art and Design grants undergraduate degrees in art education, art history, digital media, drawing, furniture design, graphic design, illustration, industrial design, interior design, metals/jewelry design, painting, photography, printmaking and sculpture functional art. Recently KCAD added the first degree in collaborative design in the country, a medical illustration program taught in conjunction with the Michigan State University medical school, and a fashion studies major. The college grants the MFA in fine arts (drawing, painting, photography, and printmaking), a Master of Art Education, and offers four courses in innovation and design management as part of Ferris State University's MBA degree. It has a well-developed reputation both inside the region and beyond.

## **1. Review of Resources Committed to the Program**

### **Human Resources**

The Master of Architecture program has been the topic of conversation at Kendall College for quite some time, dating to the late 1980s when a task force of local educators and practitioner first discussed the possibilities of creating a new program in Grand Rapids. That task force included Brian Craig, AIA, LEED®AP who is the program's director and Mike Corby, FAIA who is chair of the advisory board to the program (Board of Formation).

Development of the M. Arch program is led by Brian Craig, a practitioner and educator whose teaching and administration experience extends back to 1975, including service on the faculty of Ferris State University and as Director of its Center for the Built Environment. Mr. Craig is joined by an initial faculty which draws from members of other KCAD faculties and from Ferris State University. Although the faculty is yet to be finalized those already identified form an experienced group drawn from allied programs within the college, from Ferris State University and local professionals. Continued development should build out the group to include the diverse disciplines that round out the formation of an architect and is on track to be finalized during the Spring of 2014 in accordance with the plan for initial accreditation.

When KCAD President David Rosen, joined the college in August of 2013, he brought with him successful experience creating and implementing a new professional M. Arch program at Woodbury University. He has a unique understanding of the needs of such a program and is intensely engaged in the success of the new M. Arch. The new Dean of the College, M. Victoria Liptak, also comes to Kendall from Woodbury, where, as a professor in the architecture program, Associate Dean of the School of Architecture, and the University's Senior Vice President for Academic Affairs, she was instrumental in Woodbury's successful NAAB accreditation. Dean for all of KCAD's academic programs, she brings valued insight and energy to architectural pedagogy.

Together, this broad group of faculty, administrators, community leaders, and practitioners brings passion and enduring commitment to the pursuit of the new M. Arch.

### **Financial Resources**

KCAD receives no state aid and very little endowment support. Budgeting is conservative and enrollment-based.

The college has seen the production of credit hours and resulting revenue increase by 3% over the prior year, due in part from a combination of increasing enrollment and a successful program to retain and graduate students. The FY 2014 budget, which is based on 2013 actuals minus 2%, indicates that, if enrollment increases continue as

predicted, the college should realize a 4-5% gain in revenues. Gains achieved from increasing revenues are reinvested in new programs such as the proposed Master of Architecture. The college's primary operational costs and faculty salaries are embedded in the new faculty union contract, which provides five-year fixed planning for salaries and benefits.

The Plan for Achieving Accreditation includes funding projections based on conservative growth of the program to its planned capacity of 80 students in the professional Masters of Architecture program. The proposed budget shows first year expenses and revenues based on initial enrollment of 10 students, growing to 62 students in the third year (78% of program capacity).

### Physical Resources

The KCAD campus is comprised of over 300,000 square feet in four buildings located in the heart of Grand Rapids. It is a fast growing urban hub to a vibrant community and region. The two main buildings, 17 Fountain and Woodbridge N. Ferris, house all of the core programs of the college. To accommodate planned enrollment growth, KCAD completed major renovations of the historic Federal Building, now the Woodbridge N. Ferris Building in 2013, adding 93,000 square feet of state-of-the-art gallery, shop, classroom, studio, faculty office, and public presentation space, expanding the building area of our core campus by approximately fifty percent. These two buildings contain extensive wood and metal shops, photography, ceramics and digital media labs, as well as the new FlexLab digital production and fabrication laboratory.

These shops, labs and gallery spaces have capacity to support the new M. Arch for the foreseeable future and existing facilities also have capacity to house the classroom and office spaces for the new M. Arch in its startup years.

Finally, the most recent acquisition, announced on August 23, 2013, the Urban Institute for Contemporary Arts Building (UICA) brings online an additional 42,000 square foot building. Plans are for the initial studio, crit and seminar space for the M. Arch to be located within a street-level contemporary storefront located at the 0 – 0 center corner of Grand Rapids. The 2,400 square foot space will establish the program's public presence and commitment to engaging place and community.

Anticipating continued growth, KCAD is currently undertaking a master planning process, with assistance from outside consultants, taking a comprehensive look at current and anticipated programs and their spatial needs. It is anticipated that this plan and process may cause a re-imagination and in some cases rearrangement of facilities.

The plan will further address M. Arch program spatial needs which are expected to grow four-fold within a 3-4 year period. While the initial M. Arch studios will be housed at the UICA space mentioned above, expansion area is not available immediately adjacent to the initial studio space and determination of ultimate use within the un-programmed areas of the UICA building will be part of the master planning process. The plan is expected to be completed in the current academic year.

### Information Resources

The Kendall College of Art and Design Library (KCADL) is located within the Fountain Street building and is the principal college library with a focus in art history, fine art, architecture and design for the students, faculty and staff of the college. There is no separate architecture library. The library functions collegially with, but independent from, the Ferris Library for Information Technology and Education (FLITE), located on the Big

Rapids campus of Ferris State University. Library policy, hours of operation, budgets, staffing and other administrative responsibilities are set by the KCADL library director in consultation with college administration.

The Library staff is comprised of three professional librarians, all with American Library Association accredited Master's Degrees in Information and Library Science. The director, Michael J. Kruzich, has served in that position since 2002 and is a member of the President's Council and a voting, *ex officio* member of the College Senate. He serves as a member of the M. Arch Board of Formation and on the M. Arch Curriculum Committee. Mr. Kruzich is joined by Diane C. Dustin who serves as the Technical and Access Services Librarian and Elise J. Brown who serves as the Reference and Instruction Librarian. Further assistance is provided by graduate assistants and work-study staff.

The collection numbers over 24,000 volumes. Combining resources from KCADL and FLITE, the total architecture volume count currently available is 3,535; of those 1,418 are within KCADL's facilities, 530 are E-books shared by both libraries, the remainder are within the FLITE facilities. Other areas of the collection that support architecture include interior design, design drawing, landscape architecture, design thinking and collaboration, sustainable design, and interdisciplinary works.

The library space is approximately 3,388 square feet and houses the entire library including reference, main, audiovisuals and special collections, office for the three librarians, circulation, reserves, technical services and seating for twenty-six. During the fall and spring terms, the library is open 66.5 hours per week with remote access to online resources, including the online catalog, interlibrary loan and online renewal of books available 24/7. Summer hours of operation are approximately 40 per week.

Physical facilities at the library are weak. As the collection has grown over time, shelving has overtaken seating and patron space. Even so, with no more room for shelving, the collection has been for some time functionally full, resulting in some areas being at zero-growth. The scope and needs of the library in 2013 are understood to be vastly different from those in 1985 when it first moved into its current space. Once primarily a repository it is now an information portal serving both undergraduate and graduate students from all programs of study with print, electronic, and digital resources.

KCADL is committed to the library of the future, which does not necessarily mean without printed books. It does mean that innovation will drive the creation of information and changing storage formats, challenging information professionals to find new ways to think about and teach information seeking skills and habits of mind to college students. The mission of KCADL to provide a transformative learning environment is immensely important.

As the college undertakes its master facilities planning process, it is expected that the needs for a new library with a bold new vision and mission as a learning commons will be addressed through this process. As envisioned, the learning commons seeks to reimagine and repurpose the library as an extension of classroom and studio learning.

While current funding is deemed sufficient to maintain levels of print collection acquisitions, there is pent-up demand for expanding both the book collection and the new online subscriptions. These cannot be supported with the current budget allocation.

## **2. Commitment of the Institution to the Implementation of the Plan for Achieving Initial Accreditation**

During my visit to KCAD, I met with the following key individuals involved in the program's development:

Brian K. Craig, AIA, LEED® AP, Director, Graduate Program in Architecture  
M Victoria Liptak, Dean of the College  
Dr. David Rosen, President of the College  
Michael J. Kruzich, Library Director  
Diane Dustin LEED AO O+M, Technical and Access Services Librarian  
Elise J. Brown, Reference and Instruction Librarian  
Kristopher Jones, MFA, Director of Talent Acquisition and Recruitment  
Mike Corby, FAIA, Chair of the Board of Formation  
Tom Mathison, FAIA, and several other members of the Board of Formation  
Several local practicing professionals

Based on my review of the documents submitted and the visit itself, I believe all involved in the development of this program understand the implications of establishing a new accredited degree program in architecture and the steps necessary to earn initial candidacy.

The level of energy and support behind the program is high and there is much anticipation for its future.

### **3. Readiness of the Program to Complete a Visit for Initial Candidacy**

The proposed timeline for achieving accreditation, found on page 47 of the *Plan* indicates a realistic timeline that conforms to the *2012 Procedures for Accreditation*. The program plans to admit its first cohort of students in the Spring of 2014 and they will enter the professional M. Arch program in the Fall of 2014. The Faculty is expected to be finalized during the Spring and final preparations for arrival of the first cohort will occur over the Summer of 2014. Based on this schedule a candidacy visit can be expected in the Fall of 2014 and an initial Accreditation Visit in 2018, following graduation of their first three year cohort of students 2017. This timeline would meet the 4-years of candidacy rule noted in Section 4 of *The 2012 Procedures for Accreditation*.

A visiting team conducting an initial candidacy visit in Fall 2014 can expect to see a program that is excited about the opportunity of accreditation with its first cohort of students enrolled and in class. While this will be the first accredited program for KCAD, the team will witness a nascent program but one that is built from the experience of a mature non-accredited BA in Architecture offered by Ferris State University for years. An experienced and expanding faculty will be present, assisted by practicing adjunct professors and a solid plan and components of accreditation coming into place as that first cohort begins its journey through it.

That team should expect to see a sharper focus for permanent facilities and growing library and media collections. The team room will still be short on student work but all other elements of a professional program should be well developed if not actually in place.

### **Other Comments from the Review Panel**

The proposed curriculum represents an exciting and innovative approach in its design. While still under development, its structure is unique in several ways, including its immersive sequences which alternate between 'intensives' focusing on in-depth study of topics followed by studios where the topic is reinforced, expanded and applied through design. Program administrators are approaching this exercise with enthusiasm and a



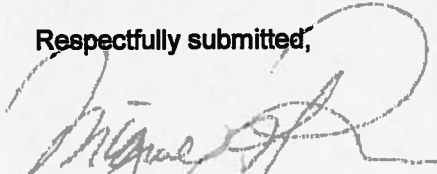
sense of experimentation tempered with the very real recognition that their innovative plans must respond to NAAB Student Performance Criteria.

Overall, the level of enthusiasm, excitement and anticipation for the planned M. Arch program is evident from all involved in its development, starting with College leadership at all levels.

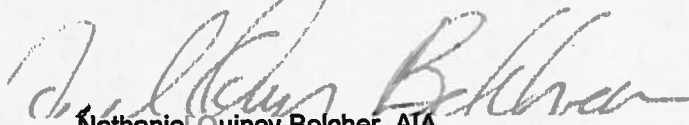
Along with that enthusiasm comes a strong understanding of the benefits of accreditation that will accrue to both the College and the program itself. This enthusiasm and the support it brings to this endeavor is a critical indicator of what I believe will become an incredibly successful program serving the people of West Michigan.

The reviewer would like to thank College leadership and particularly Brian Craig, AIA for their hospitality and eagerness to engage in a constructive and informative dialogue making for an effective and very enjoyable visit.

Respectfully submitted,



Miguel Rodriguez, FAIA



Nathaniel Quincy Belcher, AIA



Patricia Kucker, AIA



Cassandra Pair

Attachments

1. The first part of the document is a list of names and addresses of the members of the committee.

2. The second part of the document is a list of names and addresses of the members of the committee.

3. The third part of the document is a list of names and addresses of the members of the committee.

4. The fourth part of the document is a list of names and addresses of the members of the committee.

5. The fifth part of the document is a list of names and addresses of the members of the committee.

6. The sixth part of the document is a list of names and addresses of the members of the committee.

7. The seventh part of the document is a list of names and addresses of the members of the committee.

8. The eighth part of the document is a list of names and addresses of the members of the committee.

9. The ninth part of the document is a list of names and addresses of the members of the committee.

10. The tenth part of the document is a list of names and addresses of the members of the committee.

11. The eleventh part of the document is a list of names and addresses of the members of the committee.

12. The twelfth part of the document is a list of names and addresses of the members of the committee.

13. The thirteenth part of the document is a list of names and addresses of the members of the committee.

14. The fourteenth part of the document is a list of names and addresses of the members of the committee.

15. The fifteenth part of the document is a list of names and addresses of the members of the committee.