KCAD

Kendall College of Art and Design
of Ferris State University

KCAD Branch Campus Report
for the Higher Learning Commision
2020

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Introduction

Following a four-year affiliation period that began on August 31, 1996, the public institution, Ferris State University, and the private institution, Kendall College of Art and Design (KCAD), officially became one institution on January 1, 2001. From that date, KCAD became known as Kendall College of Art and Design of Ferris State University, federally defined as a branch campus. Ferris' main campus is located in Big Rapids, Michigan; the KCAD campus is located approximately 60 miles south in Grand Rapids, Michigan.

Section 1 of this document describes the history of the affiliation; the changes in administrative and governance structure since the affiliation's beginning; planning processes; academic oversight, governance, and operational features that operate independently from main campus; and means of access to services and resources available at the KCAD campus in downtown Grand Rapids.

Section 2 provides the campus' institutional data, including

- Programs offered
- Current and projected program enrollments
- Number of full-time and part-time faculty
- Administrative structure
- Student services available at the campus
- Campus locations and academic sites

Section 1: Overview

This section describes the governance and oversight of the KCAD operations, including the processes for assuring and improving educational quality, resource allocation, evaluation and planning, staffing, services, and budget and revenue.

AGREEMENT TO AFFILIATE AND MERGE, 1994-96

For KCAD, the decision to seek a merger partner came in 1994 when the KCAD Board of Trustees identified significant challenges to the College's ability to provide the quality art and design education for which it was known. These challenges included the need for enhanced support to build a strong future and to encourage growth.

For Ferris, the advantages of a merger with KCAD included increasing the University's presence and visibility in the Grand Rapids area and expanding the University's program offerings. Both institutions determined that a merger would benefit each institution significantly. The Ferris Board of Trustees determined that "the presence of a fully-accredited college of art and design within Ferris, offering the Bachelor of Fine Arts degree in the fine and applied arts, would enhance Ferris' academic programs, and particularly further its interest in developing degree programs and other educational offerings in selected professional fields where there is sustained and significant career potential" (Recital D, "Memorandum of Understanding Between Kendall College of Art and Design and the Board of Trustees of Ferris State University," May 1, 1996).

In 1996, the chair of KCAD's Board of Trustees, the chair of Ferris' Board of Trustees, and Ferris' president signed a Memorandum of Understanding (MOU) outlining the goals, process, and conditions for a merger between the two institutions.

PERIOD OF AFFILIATION, 1996-2000

The MOU provided an affiliation period from August 30, 1996, through August 31, 2000. Subsequently, the date of the affiliation period and merger were extended to December 31, 2000. The affiliation period provided the institutions with time to develop a process for efficiently completing the merger.

KCAD Governance during the Affiliation Process

At the beginning of this period, a new KCAD governing board structure and KCAD Foundation structure were established. Michigan's governor then filled a vacancy on Ferris' Board of Trustees with the chair of KCAD's Board of Trustees. Shortly thereafter, the two institutions increased the KCAD board from five members to seven, with two members appointed by Ferris. This seven-member board governed KCAD until the merger date, at which time, by the terms of the MOU, it ceased to exist. From that point the Ferris State University Board of Trustees gained the responsibility to govern KCAD.

Merging Financial Assets

The David Wolcott Kendall Foundation was established to serve as a central location for all fundraising activities and to enhance and stabilize the financial assets of KCAD. The foundation, established as a nonprofit, tax-exempt foundation to handle the quasi-endowment funds belonging to the college and to receive future gifts and endowments, was responsible for dispersing funds for the operating expenses of KCAD during the affiliation period.

Technology and Infrastructure Enhancement

Another aspect of the agreement called for Ferris to purchase KCAD's assets, including all buildings and equipment, and to lease these assets to the College. KCAD used the purchase funds to pay off existing debt and to complete technology improvements. Ferris also purchased a building adjoining the existing Kendall building and renovated it for classroom use. KCAD also upgraded portions of the original Kendall building.

MERGER PROCESS, 1998-2000

Once the affiliation was established, the actual merging of institutions began. The KCAD/ FSU Merger Task Force was established and charged to "evaluate the non-academic issues related to the merger." The task force remained in operation until the merger concluded.

The initial Task Force recommendations addressed joint use of administrative software systems and databases, beginning the process of using shared information processing and technology. Other recommendations addressed acceptance of the Omnibus Resolution, the effective merger date, the administrative structure of the existing Ferris-Grand Rapids offices and programming, several academic issues, and tuition decisions.

Omnibus Resolution

Many of the post-merger administrative concerns were first addressed through the Omnibus Resolution approved in November 1998. This statement established the "semi-autonomous" branch campus nature of the relationship between KCAD and Ferris. The resolution stated that, with this autonomy and authority, the KCAD president would have the same levels of authority as Ferris vice presidents and also serve as academic dean of the College.

Administrative Structure

When considering the post-merger structure of KCAD's administration, the Task Force considered several

alternatives. Options included adding KCAD to Ferris as an additional college unit equivalent to the other academic colleges; folding its academic programs into Ferris' existing colleges; and adding the control and governance of KCAD to the responsibilities of the Ferris-Grand Rapids campus.

The final decision, to retain KCAD's identity as a semi-autonomous college — using a branch campus structure — was considered the most appropriate considering the spirit of the merger. This initial decision about the College's place within Ferris helped to guarantee KCAD's autonomy and control over its programs and retain separate academic structures.

Merger Date

Initially, the affiliation period was to end on August 1, 2000; however, to effect a smooth transition in the financial areas, the completion date was set for fall 2000. Several financial issues, including fall semester allocations, semester breaks, employee W2 reporting, and federal financial aid requirements, adjusted the completion date to January 1, 2001.

Academic Decisions

During the affiliation period, key academic concerns were identified, including maintaining appropriate accreditation for KCAD's academic programs, identifying equivalent courses, determining appropriate academic governance, and addressing discrepancies between the General Education requirements.

KCAD's Accreditation History

From the beginning of the merger discussions, KCAD stressed the importance of retaining accreditation from the National Association of Schools of Art and Design (NASAD) to ensure that its programs would continue to meet the highest professional standards.

The David Wolcott Kendall Memorial School opened its doors in 1928 as a technical school with programs in furniture design, interior design, and advertising. In 1976, KCAD began the process of becoming a baccalaureate institution, a process completed in 1981 with the granting of accreditation status by the North Central Association (NCA) and the implementation of programs in graphic design, fine arts, and industrial design. In addition to its NCA institutional accreditation, KCAD's academic programs are also accredited by NASAD. KCAD's interior design program receives accreditation by the Foundation for Interior Design Research (FIDER), renamed Council for Interior Design Accreditation (CIDA) in 2006.

The initial merger decision for KCAD to remain semi-autonomous allowed the College to continue to maintain academic program accreditation through these organizations. Another of the early merger decisions concerned KCAD's retained authority to propose new academic programs and set the requirements for these programs. According to the agreement, KCAD would continue to set the general education and other requirements for existing and any new baccalaureate degree programs. These requirements would satisfy the requirements of NASAD and CIDA in addition to NCA (now HLC).

Academic Governance

Based on these merger decisions, KCAD continued to set general education and other requirements, satisfying accreditation requirements and mirroring procedures used by the Ferris curriculum approval process.

General Education Requirements

Although KCAD's general education requirements (then called "Liberal Arts and Sciences" courses) were comparable to Ferris' general education requirements, it was decided that KCAD would adopt terminology and categories similar to Ferris' in order to align degree offerings.

Tuition

Another significant merger decision related to tuition and fees; the merger process determined that, post-merger, KCAD would continue to recommend its own tuition and fee schedule. Overall, that schedule made a distinction between in-state and out-of-state tuition. Within the in-state tuition plan, KCAD general education courses would carry a per-credit-hour tuition equal to Ferris'. Tuition for studio courses would continue at a higher per-credit-hour rate. Out-of-state tuition would also reflect a distinction between general education courses and studio courses (out-of-state and in-state tuition rates became the same in 2013-14). The agreement's intent was to ensure consistent tuition rates across both institutions.

Assessing Merger Goals

Both Ferris and KCAD felt strongly that this merger — in its processes and results — was carried out with the highest level of integrity and responsibility. One principle more than any other guided the two institutions: upholding the obligation to the students of both institutions and to the constituencies that trust Ferris and KCAD to provide educational opportunities characterized by quality instruction, access to resources, and individual attention.

At the close of 2000, the two institutions evaluated the merger process as being successful, applying the following quality markers

- Technical and Legal issues: Identify and address the technical and legal issues involved in accomplishing the merger
- Seamless Process: Ensure that the merger was seamless for students
- Mission and Identity: Sustain the mission and identity of KCAD
- Enrollment Growth: Maintain enrollment growth at KCAD
- Programs: Enhance and expand KCAD programs
- External Support: Expand KCAD's base of external support.

CHANGES IN THE FERRIS AND KCAD RELATIONSHIP, 2001-11

Following the merger on January 1, 2001, Ferris and KCAD continued to refine operational details. The 2001 NCA / HLC reaffirmation of accreditation visit had concluded with a positive ten-year continuation that identified three areas for ongoing attention, including regular updates on the merger. In 2004, the required progress report on the merger of Ferris and KCAD was accepted without additional follow-ups required.

In the ten years between the 2001 and 2011 NCA/HLC visits, many structural and procedural components of the Ferris- KCAD merger were completed and became increasingly combined, including facets of admissions, financial aid, customer relationship management (CRM) processing, course evaluation data analysis, graduate follow-up and post-graduation surveys, and IPEDS federal reporting.

KCAD's Identity as a Semi-Autonomous College

Between 2001 and 2011, KCAD's affiliation with Ferris became solidified and more visible by the college's use of its full name, Kendall College of Art and Design of Ferris State University in advertising and marketing materials. KCAD continues to honor its history and identity with the use of its own logo, website design, and recruitment and marketing materials.

Administrative Structure

In 2009, the Omnibus Resolution of November 20, 1998, defining the relationship between Ferris and KCAD was rescinded and replaced with a new Resolution. The original 1998 resolution provided for an organizational structure allowing for the local administration of academic, financial, student affairs, and

advancement and marketing functions of the Ferris Grand Rapids locations, including KCAD. Because of the reorganization of Ferris' off-campus administrative structure—including consolidation of three vice chancellor positions—a new resolution was drafted in 2008. According to the revised resolution, KCAD was established as a separate reporting entity, with the KCAD president reporting to the Ferris president. At this time, the college dean position was also established as separate from the KCAD president's role.

The revised resolution delegated authority to develop, implement, and change courses of study, curricula, policies and procedures, as well as purchasing, administration, and finance policies and procedures to the president of KCAD, subject to the continuing authority of the Ferris president and Board of Trustees.

Planning Processes

KCAD's planning process operates at the college, unit, and program levels through Leadership meetings, President's Council, Dean's Council, College Senate, program meetings and all-college meetings. Paralleling the strategic planning process at Ferris, KCAD also responded with a similar strategic plan beginning in 2008. As an ongoing committee of the College Senate, KCAD's Strategic Planning and Resource Committee (SPARC) was charged with the leadership role in making recommendations for college goals and initiatives as well as monitoring and directing the work of the college's Strategic Plan. KCAD's SPARC membership represents a diverse group comprised of faculty and staff. SPARC recommendations pass through the KCAD College Senate to the college president.

Operations

Between 2001 and 2011, Ferris' instructional and operational technology experienced significant changes, moving from a primarily paper-dependent operation into an almost completely virtual system. In 2005, Ferris, including KCAD, moved its student, operations, and financial data from the SIS system to the Banner system. In 2005, Ferris and KCAD adopted a learning management system to support online instruction and this continues. The existing email and announcement system transitioned to MyFSU to consolidate resources and information access. Later, several additional changes in operational approaches also affected KCAD's operations (see Operations, 2011-present).

Facilities

Between 2001 and 2011, KCAD added to its physical space with the University purchase of the historic Federal Building, now known as the Woodbridge N. Ferris building, in downtown Grand Rapids. The building was restructured and renovated to LEED-Gold building standards to house several KCAD programs and was put into use fall 2012. KCAD's Fountain Street building was also renovated to include new student commons areas, display galleries, and dedicated studios and labs. Since this time, the KCAD facilities have been continuously enhanced to improve and enhance instructional space.

Academics

General Education

A concern identified by the 2001 NCA/HLC accreditation team were the differences between Ferris and KCAD general education requirements. While the team initially recommended that the differences between the two sets of requirements be resolved, the University maintained that these requirements must, in fact, remain different because of KCAD's NASAD accreditation. KCAD's identity as a nationally recognized art and design school and its NASAD accreditation means that it maintains a different general education program than that of Ferris, its own assessment procedures, and independent structures dedicated to the evaluation and implementation of effective general education in keeping with its semi-autonomous position within the University.

KCAD's general education requirements for its baccalaureate programs followed NASAD requirements, including a range of courses in Social Science, Humanities, and Science, meeting the requirements

appropriate for students in arts and design curricula. In 2017, KCAD implemented a revised general education program (see Academics, 2011-present).

ON-GOING RELATIONSHIP BETWEEN FERRIS AND KCAD, 2011-PRESENT

In 1994, when Ferris and KCAD first discussed the merger opportunity to create a new collaborative relationship, the vision for each included providing quality education opportunities through an increasingly visible presence in the Grand Rapids area. This vision remains important and essential almost 20 years later and is evident in current programming and structures:

- KCAD's mission and identity as a nationally known college of art and design has remained strong and has grown with the city's identity as a vibrant creative center.

- Ferris' presence in Grand Rapids has grown to include a comprehensive Ferris-Grand Rapids location offering a variety of degree and degree completion options, expanding from its original shared location with Grand Rapids Community College (the Applied Technology Center).

- The College of Pharmacy's facilities in downtown Grand Rapids represent the hub of growing collaborative healthcare relationships on the Medical Mile, including several clinical locations for the Colleges of Pharmacy, Optometry, and Health Professions.

In the nearly 20 years since the merger, higher education faced and responded to numerous challenges and changes. The results of the Ferris-KCAD merger continue to be strong, viable, and well positioned for the future.

Administration and Governance

While the KCAD-Ferris relationship has remained largely the same since the merger, recent years have seen increased interactions in University-wide events, committee and initiative activities, and governance. The positioning of KCAD as a college within the University's academic college structure has stayed constant. KCAD's president shares equivalent status with the other Ferris vice presidents, serving on the President's Council and reporting directly to the Ferris president.
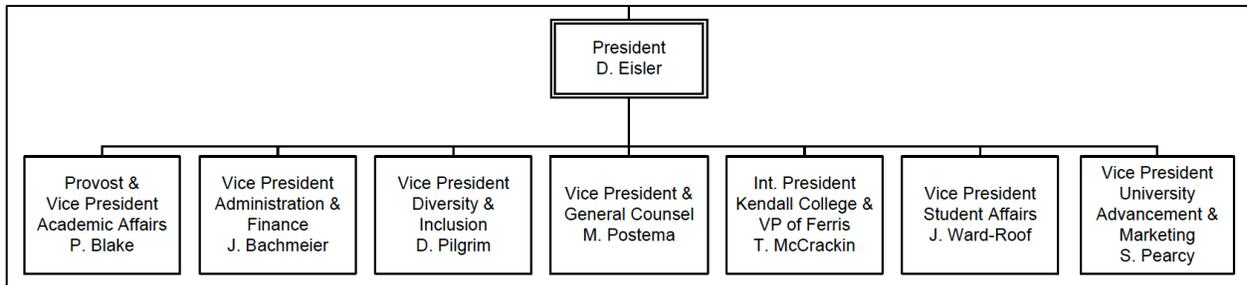

Figure 1: President's Council, 2019

KCAD's organizational structure also largely remained the same, with the director of Administration and Finance also serving as the College's CFO and reporting directly to the KCAD president. In January 2020, KCAD began a restructuring process that combined tasks of two positions and resulted in two deans and four directors reporting directly to the president. The 2013 merger with UICA (discussed below) resulted in the inclusion of the executive director serving on the KCAD administrative team.
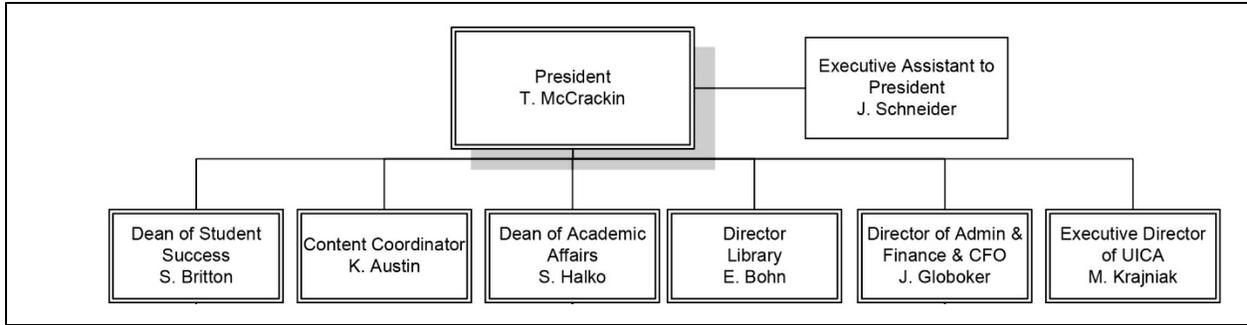
Figure 2: KCAD Organizational Chart, 2020

Operations

As a Ferris unit, KCAD shares all operational and communication systems through Office 365, Outlook, and MyFSU/Banner. Updates to all three systems have taken place over the past ten years, including a shift in student email addresses from Gmail to Outlook in fall 2018.

Planning Processes

From 2011-18, KCAD's planning processes mirrored main campus' planning structure and timing by developing a separate Strategic Plan and using the KCAD Strategic Planning Committee (SPARC) to oversee plan initiatives and monitor progress. In 2019, KCAD adopted the Ferris 2019-24 Strategic Plan and developed initiatives supporting this plan.

Budget and Finance

Ferris' Office of Budgetary Planning and Analysis supports planning processes across the University, including KCAD. To make decisions about budgetary spending and administrative allocation, the Office considers enrollment patterns and projections, state revenue allocations, legislative matters, and the University's strategic directions as defined in the Ferris Strategic Plan, divisional plans, facility Campus Master Plan, and KCAD strategic directives.

KCAD's president, as a Ferris vice president, is responsible for funding all programmatic needs not uniquely approved by the president through internal reallocation. Following the University's budget management policy, vice presidents are responsible for making decisions about specific use of allocated resources within the goal of achieving strategic expectations. At the end of each fiscal year, vice presidents may reassign any budget savings to accomplish additional strategic goals.

Facilities

Since 2005, Ferris' facilities planning process included a development and renovation plan for KCAD facilities as part of the Facilities Master Plan-Grand Rapids Campus report. Following the 2010 purchase of the Federal Building, remodeling for this building and the Fountain Street facilities was begun and completed in 2012. In fall 2013, KCAD and Ferris finalized a merger with the Urban Institute for Contemporary Arts (UICA), located in downtown Grand Rapids (see Section 2). Beginning in 2020-21, the University's next Master Plan will include KCAD, covering all campus locations.

Financial Structure and Tuition Rates

As established by the merger, KCAD's financial operations are directed by the director of administration and finance who reports to KCAD's president. Because KCAD is organizationally one of Ferris' academic colleges, oversight of federal reporting requirements and financial aid distribution are handled by the central offices in Big Rapids. KCAD's institutional data are included with Ferris' using the same IPEDs number and status.

All tuition and fees continue to be collected through Ferris' billing system and establishing annual tuition rates remain the responsibility of Ferris' Board of Trustees. Current tuition rates for KCAD's undergraduate general education courses are the same as Ferris' with KCAD's undergraduate, domestic studio course tuition rates set at $1,021 per credit hour. Graduate course tuition rates are $1,122 per credit hour for KCAD's MFA/MAE/MArch programs and $659 per credit hour for KCAD's graduate certificate programs.

Collective Bargaining Agreements

In addition to Board policies governing administrative functions of the University, Ferris is also governed by separate collective bargaining agreements that ensure equitable treatment of their members. These agreements include the Kendall Faculty Association (KFA) in agreement with the Kendall College of Art and Design of Ferris State University. Collective bargaining agreements for KCAD faculty continue to be negotiated separately from Ferris' faculty; however, both groups are represented by MEA/NEA. KCAD's Faculty Agreement was settled April 2018 and expires August 2022.

Admissions

Established at the time of the merger, KCAD's admissions functions were integrated into the central campus' offices. Although College admissions processes were integrated into the Ferris Axiom web-based system, KCAD maintains a separate Admissions office and admissions process to handle the specific needs of the art and design curriculum, including portfolio submission and review.

Academics

As noted, KCAD is one of Ferris' academic colleges, along with Arts and Sciences, Business, Engineering Technology, Health Professions, Michigan College of Optometry, and Pharmacy.

Accreditation

As noted, KCAD is accredited by the National Association of Schools of Art and Design (NASAD), and its interior design program accredited by the Council for Interior Design Accreditation (CIDA). In 2018, KCAD's Master of Architecture Program received initial accreditation by the National Architectural Accrediting Board (NAAB).

Enrollment / Student Population

Over the past ten years, KCAD's (headcount) enrollment peaked at 1,461 in fall 2012, experienced a decline to 1,328 in fall of 2015, and continued this trend to 875 in fall 2019. The College's enrollment remains steady at approximately 8-10% of Ferris' total student count. In fall 2019, KCAD's student population consisted of approximately 68% full-time and 32% part-time students, with 92% of the total being undergraduate students and 8% graduate students. In fall 2019, FTE enrollment was 621 and student credit hour (SCH) production was 9,063 (see Ferris *Fact Book*).

Curriculum Development and Program Review

Through recommendations to the college's president, KCAD's College Senate maintains the integrity of the college's undergraduate and graduate curriculum, the college's academic policies, and its academic procedures, which are vested in the faculty and are the primary responsibility of the faculty. All curricular revisions at KCAD are overseen by the KCAD College Senate.

Mirroring Ferris' UCC responsibilities and processes, KCAD's curriculum development begins at the program level, follows the Preliminary Curriculum Approval Form (PCAF) process if applicable, is vetted by the curriculum committee, and then moves to the KCAD College Senate for approval.

KCAD's external Academic Program Review (APR) process operates on a five-year cycle when the major programs complete a rigorous review process. Responsibility for leading the evaluation rests with the program chair in conjunction with the Office of Academic Affairs. The evaluation's final report is shared through the KCAD College Senate. Because of KCAD's NASAD accreditation, the program review process also includes appropriate research questions indicating program consistency with NASAD requirements, use of studio and independent practice requirements, and integration of general education and art history. Every program also completes an annual Academic Program Review, conducted by the program faculty and submitted by the program chair to the dean of Academic Affairs for review.

In the nearly 20 years since the merger, KCAD's programs adapted to changing academic and professional needs. The curriculum now includes 17 undergraduate degrees, 8 master's degrees, and 2 graduate certificates. KCAD also offers an extensive Continuing Studies curriculum with non-credit classes for youth, adults, and professionals (see Section 2).

KCAD's curricular development process and program review process remain separate from Ferris' University Curriculum Committee (UCC) and APR processes, and are essentially unchanged since 2011, with minor improvements in documentation and process requirements. These processes allow the College to develop programming appropriate to the mission and strategic plan and aligned with accrediting body guidelines, and to evaluate programs based on a review of academic excellence in all aspects of a degree program — students, curriculum, administration, facilities, alumni, employers, and labor market.

General Education

In 2017, KCAD's General Education program was redesigned to provide students with three options for completing general education coursework. Called "Pathways," the curriculum includes a Narrative Studies Pathway, a Cultural Studies Pathway, and a Philosophical Studies Pathway. All three options begin with a 15-credit foundation, and then split into three 12-credit pathways providing a deeper dive into one area of study. All pathways conclude with a 3-credit capstone course.

Section 2: KCAD Institutional Data

This section presents KCAD institutional data, as required by HLC Branch Campus requirements. These data are also reported in the annual Fact Book, produced by the Office of Institutional Research & Testing.

ACADEMIC PROGRAMS, CURRENT AND PROJECTED ENROLLMENTS, 2018-23

	ACTUAL		PROJECTED		
PROGRAM	2018-19	2019-20	2020-21	2021-22	2022-23
Collaborative Design BFA	13	15	16	16	17
Digital Art and Design BFA	95	98	108	114	120
Digital Media BFA	71	36	20	9	0
Furniture Design BFA	20	16	14	12	12
Graphic Design BFA	157	127	131	135	139
Illustration BFA	123	105	111	117	120
Industrial Design BFA	59	39	44	46	49
Interior Design BFA	81	74	78	83	88
Master of Architecture MArch	15	16	19	20	20
Master of Arts Design MA	6	13	13	13	13
Medical Illustration BFA	24	29	30	32	34
Metals/Jewelry Design BFA	10	5	5	7	9
Special Program NDSP	4	6	6	8	9
Visual and Critical Studies	4	6	7	7	8
Department Total	*682*	*585*	*602*	*619*	*638*
Art Education BFA	24	20	12	6	0
Drawing BFA	21	14	14	14	14
Fashion Studies BFA	33	27	30	32	35
Fine Arts Drawing MFA	3	2	2	3	3
Fine Arts Painting MFA	14	14	16	17	18
Fine Arts Photography MFA	3	0	2	3	4
Fine Arts Printmaking MFA	3	3	3	4	5
Painting BFA	12	13	13	14	15
Photography BFA	41	37	37	39	40
Printmaking BFA	6	8	8	9	10
Sculpture/Functional Art BFA	7	9	10	10	10
Undecided BFA	5	11	15	18	20
Department Total	*172*	*158*	*162*	*169*	*174*
Art History BS, Academic Option	9	2	4	6	9
Art History BS, Studio Option	4	8	8	9	10
Master of Art Education	5	10	8	7	0
Department Total	*18*	*20*	*20*	*22*	*19*

PROGRAM	ACTUAL		PROJECTED		
	2018-19	2019-20	2020-21	2021-22	2022-23
Fast Track / Dual Enrollment	139	112	122	128	135
Department Total	*139*	*112*	*122*	*128*	*135*
COLLEGE TOTAL	1,011	875	906	938	966

Sources: Office of Institutional Research & Testing, *Fact Book 2018-19, and 2019-20; KCAD, office of the president*

NUMBER OF FULL-TIME AND PART-TIME FACULTY

KCAD faculty include both full- and part-time instructors. In fall 2019-20, faculty members included 48 full-time and 76 part-time. These numbers have remained consistent over the past 10 years. Programs are led by faculty chairs (see table below).

KCAD FACULTY	FALL 2010	FALL 2011	FALL 2012	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019
Full-time	61	68	59	65	69	65	61	57	50	48
—faculty chairs	*13*	*14*	*15*	*16*	*17*	*17*	*17*	*16*	*16*	*17*
Part-time	110	115	130	123	124	132	120	84	85	76

Source: *KCAD, office of Human Resources*

ADMINISTRATIVE STRUCTURE

The chart that follows (Figure 3) illustrates KCAD's administrative structure. Note that all program chairs maintain faculty status and receive additional compensation for their administrative roles, according to contract provisions.
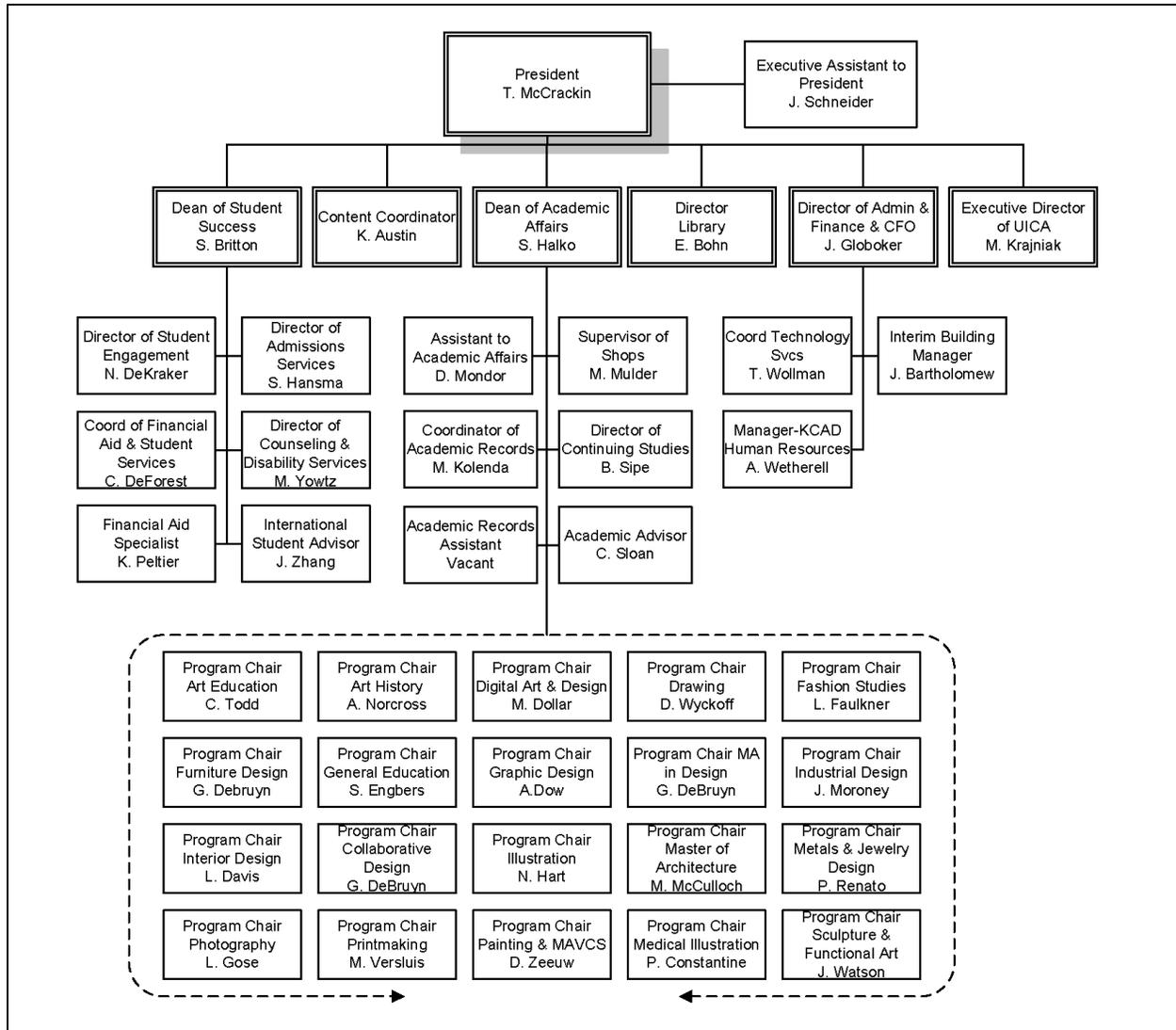
Figure 3: KCAD Administrative Structure, 2020

STUDENT SERVICES AVAILABLE AT THE CAMPUS

KCAD student support services, located in the 17 Fountain St. building, provide assistance with admissions, financial aid, student business affairs, student employment, academic records, transcripts, and registration.

KCAD provides student learning support through the Activities and Resource Center located in the 17 Fountain St. Building (a unit within the Student Services Office). Services include counseling and disability services, tutoring services, general academic advising and internships, and an emergency resource center. Student engagement programming includes study away, mentorship program, and registered student organizations. These services share adjacent space to ensure easy access for students.

The KCAD Library, located in the 17 Fountain Street building, provides scholarly resources in art education, art history, fine art, and design, supports graduate-level research in architecture, art education, collaborative design, and visual and critical studies, and provides Interlibrary loan and MeLCat services. KCAD shares access to the online databases, eBooks, reference, and streaming video resources

maintained by Ferris' Library for Information, Technology, and Education (FLITE). KCAD's library also has special collections focusing on decorative arts and historical furniture design. KCAD's Writing Center is also located in the KCAD Library.

Additional support services, coordinated through main campus offices, are available to all Ferris students, including KCAD students, through University website access and resources. These services include virtual tutoring, adaptive technology services and software, the Handshake career service portal, and Bulldog Connect's RSO portal.

ADDITIONAL LOCATIONS LINKED TO THE CAMPUS

KCAD's facilities in downtown Grand Rapids consist of two properties:

17 Fountain Street, N.W.	• Classrooms, studios, galleries • Student Commons area • Bookstore • Activities and Resource Center (student services) • Administrative offices
Woodbridge N Ferris Building 17 Pearl Street, N.W.	• Classrooms, studios, galleries • Continuing Studies Department • UICA galleries

KCAD also offers high school Dual Enrollment courses on the downtown campus and at several nearby high schools and centers.