



Date: November 6, 2020

Memorandum to the NAAB International Committee

From: Cornelius “Kin” DuBois, FAIA
Christine West, AIA

Subject: Visit One for NAAB International Certification
IE University, IE School of Architecture and Design
Bachelor of Architecture (BAR; 300 ECTS); Bachelor of Architectural Studies (BAS) +
Master of Architecture (MARCH) (300 ECTS + 60 ECTS)*

On 27 April 2020, the IE University School of Architecture and Design submitted an application in support of its intention to seek NAAB International Certification for its bachelor of architecture/bachelor of architectural studies + master of architecture degrees. The application was filed under the terms of the 2019 *Procedures for NAAB International Certification*.

Kin DuBois and Christine West conducted visit one on October 27-29, 2020. The purpose of visit one is threefold:

- To review the *Conditions and Procedures for NAAB International Certification* with program administrators, faculty, staff, and students
- To confirm the program’s commitment to achieving the ICert designation
- To review the physical, financial, human, and information resources committed to the program.

Upon completion of the visit, the review team is required to submit a memorandum to the NAAB’s International Committee addressing the following four areas:

1. A review of the resources committed to the program.
2. Commitment of the institution to the plan for achieving NAAB International Certification.
3. Assessment of the program’s readiness for visit two (candidacy).
4. Recommendation to the International Committee on whether and when to schedule visit two, as well as whether a program representative should complete any specific training or other activity.

Note of Explanation:

1. **A note on the formatting of this report:** Where we have quoted directly from the Institutional Overview provided by IE School of Architecture and Design, text has been in italics and indented. There are some other passages adapted and amended text into the team narrative, in which case this text is not italicized or otherwise identified.

* Conversion rate of European Credit Transfer System (ECTS) points to U.S. credit hours is 2:1: 300 ECTS = 150 U.S. credits.

1. Overview of Program

The IE School of Architecture and Design, one of the five schools of IE University, was founded in 2007, the year IE University was founded as an expansion of IE Business School (which began in 1971). IE is a private, secular, international university, based on ideals of innovation, transdisciplinarity, and the values of the humanities.

The team found evidence to support the program's ideals and the conviction that the School of Architecture and Design overlaps significantly with the four others that comprise the university: the Business School, Law School, School of Human Science and Technology, and the School of Global and Public Affairs. All full-time faculty form part of a university-wide "unitary faculty," and professors are often shared among programs in different disciplines in other academic programs. The program states that:

Furthermore, all five schools share the University's four "pillars", which form the shared DNA of the institution. These shared "pillars" are as follows:

- 1. Technological Immersion and a Culture of Innovation: Our students are immersed in a technologically innovative environment, preparing them to take a leadership role in the modern world's new digitally transformed landscape.*
- 2. Entrepreneurial Mindset: IE University breeds entrepreneurship and intrapreneurship, creating an ecosystem that expands far beyond the confines of the campus, where students and graduates can grow and develop their innovative start-ups.*
- 3. The Lens of the Humanities: IE University understands the Humanities are key in understanding the reality of our world, applying key critical-thinking skills to complex, global challenges.*
- 4. A Diverse Experience: Diversity is at the heart of who we are. Our rich mix of nationalities, ideas and perspectives make up the fabric of IE University. With students, graduates and professors from more than 160 countries, our campus is a truly international hub.*

The program's current 5-year Bachelor of Architectural Studies (BAS) degree and 1-year Master of Architecture (M. Arch.) are accredited degrees and lead to Spanish professional licensure "immediately upon completion of the Master degree." This combined program was approved in 2015 by the regional accreditation agency and then implemented in 2018 "pursuant to a change in Spanish regulations regarding the requirements for professional licensure." Prior to these new regulations, the school offered (from 2008 to 2017) the five-year Bachelor of Architecture (BAR), which led to immediate licensure until the regulatory change. The BAR degree is approved by the

European Union (providing recognition in all EU states), and the program is now pursuing EU recognition for the new BAS program and degree.

Currently, all five years of the BAR degree and the BAS degree (which includes five years of bachelor's study followed by one year to achieve the master's degree) are held on the historic campus in Segovia. IE University is developing a new (vertical) campus in Madrid, which is now anticipated to be complete in the fall of 2021. At that point, the final two years of the BAS and BAR degree programs will be moved to the new Madrid campus to join the M. Arch. degree in studio space in the new IE campus tower.

In addition to the BAR and BAS, the school currently offers a Bachelor's in Design and master's degrees in Real Estate Development, Strategic Design of Spaces, and Architectural Management and Design.

The faculty includes a mix of full-time scholars and researchers and adjunct faculty drawn from professional practice in architecture, engineering, and other areas of fine-arts and design. Currently, all seven full-time faculty hold doctoral degrees, as do 10 of the adjunct faculty. 43% of the full-time and 42% of adjunct faculty are female. The faculty is also supplemented with visiting professors who teach in the integration workshop, Design Entrepreneurship Workshops.

The architecture programs comprise a total of 141 students, 69% of whom are female, representing 53 nationalities. Incoming first-year students are selected with a grade point average of 8.2 on a 10-point scale. Students find opportunity through internships (not for credit but a key part of the program nevertheless) in Spain and the EU and find work upon graduation in prominent firms locally and internationally. Many continue their studies at prestigious universities, often in the US or the UK.

The school and the university have pursued creative responses to the need to adapt to Covid-19. This begins with rigorous protocols at the Segovia campus: temperatures taken whenever someone enters the campus, masks and social distancing, clear plastic dividers between workstations, and sanitization of surfaces each morning. Pedagogy follows a blend of remote (virtual) study with some in-person on-campus interaction, following a model described by the school as "Liquid Learning." As the programs refine this approach, it is clear that when things return to a new normal, they will not return to the pedagogical model of the past but will take what has been learned during this challenging time and apply it to the future.

The international orientation and perspective of the school is reinforced throughout the architecture program, while at the same time reinforced with an anchoring in the local context. A percentage of scholarships are offered each year to students from Segovia and the region. The School also engages in an active community design assistance program with and in the city of Segovia.

The IE U philosophy for the architecture programs is expressed clearly in the History and Mission section of the Institutional Overview provided to the NAAB:

In sum, the BAS/MArch program is a rich hybrid, mixing the rigor and technical basis of the Spanish polytechnic tradition with an open-ended, speculative approach more common elsewhere. This hybridity also includes an emphasis on entrepreneurial thinking and a rich

diversity of backgrounds among faculty and students. It is our goal to provide an education that is at once specific and broad, global and local, rigorous and speculative.

The evidence found by the visiting team during its virtual visit provided strong support for this perspective.

2. Review of Resources Committed to the Program

a. Physical Resources

The School of Architecture and Design is located entirely within IE University's main campus in Segovia, approximately 86km northwest of Madrid, in a historic former monastery and convent complex a few minutes' walk from the center of the "old city." As this was a virtual visit, the team was presented with a video tour of campus as well as the plans and narrative.

A 35-story vertical campus is currently under construction in Madrid. The upper levels of the undergraduate program and the graduate program are anticipated to relocate to two dedicated levels there in fall 2021.

Studios and Classrooms:

The architecture studio spaces occupy of 253.7 square meters on two levels, and have dedicated work desks, chairs, and lockable storage units for each student, with a total capacity of 150. Review areas and exhibit spaces are adjacent to studios. Equipment within the studios consists of two printers, two plotters, a paper cutter machine, two scanners, and four smart boards.

Ten classrooms are available within the campus complex with specific classrooms designated for priority use for each degree program. A number of seminar rooms are also available for small group meetings.

All classrooms are equipped with Wi-Fi, whiteboard, screen, fixed projector computer, DVD, sound system, IT control table and tables and chairs according to occupancy. Two classrooms are equipped with technology to support blended online and in-person learning.

Three large conference rooms with capacities for 60, 100, and 140 people are available for for larger lectures and events. In addition, the university uses Aula Magna, the former church of the Convent of Santa Cruz with a capacity of 1200 people, for major events.

Offices: Offices for architecture faculty and staff are located on the first and second floors adjacent to studio and classroom space, and are interspersed with faculty and staff from other programs.

Library: The architecture and design collection is in the main library, located on the second floor on three sides of the cloister of the Santa Cruz Convent. It has a floor area of 381.1 square meters and a capacity of 180 reading spaces.

Fabrication Lab: The school has a 250 square meter, full-time-staffed digital and traditional fabrication lab. Equipment includes laser cutters, milling machines, 3D plastic printers, ceramics and resin, vinyl cutters and vacuum thermoforms, electric and manual woodworking tools, painting area, ceramics area with kiln, and a utility sink. The digital Fab Lab has been accredited by MIT’s Fab Lab network program.

Other Support Spaces: Additional facilities on campus include a cafeteria, nurses’ office, bookshop and copying facility, and multipurpose student hub.

In addition to studios, classrooms, and office space, the Madrid campus will have a dedicated architecture and design browsing library and a fabrication lab similar to the one in Segovia.

Covid Response: For the fall 2020 semester, the campus is open to students with Covid protocols in place, including sanitation, distancing, and reduction of class size. The university has established information technology in the two main classrooms to enable a hybrid of simultaneous in-person and remote learning for those students unable to be on campus, as well as use of existing robust online resources for teaching and reviewing student work. The school stated that it will continue investments in audiovisual technology to support remote and hybrid learning.

The visiting team found that the facilities provide adequate support for the program for the pursuit of International Certification.

b. Financial Resources

IE University is a private institution with revenue primarily from tuition, with additional income from fees and income-producing programs such as publications. Conversations between the team with the administration and leadership evidenced a shared awareness of competitive advantage and strategy for providing value to students and to the larger global community. This appears to create a heightened awareness of the financial management required to sustain the institution.

The dean of the School of Architecture and Design is responsible for developing the annual budget in cooperation with the dean of faculty. The school is responsible for all revenue and costs, including faculty, operations, and facility costs, and “commercial” or marketing and admissions costs. The university does not pay rent on its Segovia campus. Excess revenue or “margin” is returned to the university to support other programs or initiatives. The school reported financial resources that appear adequate, and a structure with sufficient autonomy to support student learning and achievement.

Scholarships are available from the independent IE Foundation, which evaluates awards based on a combination of academic merit, financial need, and diversity.

Enrollment growth enabled by the Madrid campus is expected by the school leadership to increase revenues and the budget overall. Enrollment stability and growth is supported by a global network of staffed admissions offices in 30 international cities.

Covid impact:

Responses to the pandemic include establishment of a COVID Fund by the foundation to assist severely affected students. The school noted a shift to more applicants from Europe versus Asia, but a strong number of applications and interest in the admissions cycle for the 2021-22 academic year. To the extent that anyone can predict the length and full impact of COVID, the school appears to have the resources and an intentional strategic approach that will allow it to weather the crisis.

The team found that financial resources were adequate to support the program.

c. Human Resources

The School of Architecture and Design has sufficient human resources to support student learning and achievement.

The faculty and staff are suitably credentialed and represent diverse nationalities and areas of expertise including architecture, engineering, fine art, and other design disciplines. The seven full-time and 32 part-time/adjunct faculty teach a current student enrollment of 138, with each year's cohort consisting of slightly below 30 students. Enrollment is expected to increase with the opening of the Madrid campus.

The process for hiring and promotion is rigorous and transparent. In addition to review of credentials, the interview portion includes presentation of work, with review by faculty and selection by the rector in consultation with the dean and program director.

The procedure for faculty promotion is described in the IO report:

Promotion evaluations are structured around a faculty member's teaching evaluations, research outputs, and the inputs of the Dean, Associate Dean, Program Director, and Associate Program Director. For purposes of tenure, two evaluation checkpoints are of particular significance, one at the two-year mark, and the other at the four-year mark. The second year is considered a checkpoint to ensure that the faculty is currently addressing and achieving the standards expected of a tenure candidate, and if not, to frame what needs to be corrected so that they can begin doing so. At the four-year evaluation point, in addition to the parameters outlined above, a supplementary assessment of the tenure candidate is conducted via faculty, scholars, experts, etc., from outside the University.

The faculty's work includes a mix of architecture and other design practice, and research. Support from the school for scholarly work includes funding for travel to conferences, stated as two per year but with additional travel support upon request. The Design Colloquium

encourages submission of scholarly work and is open to both faculty and students. The faculty are able to obtain teaching deferments for special opportunities.

Learning opportunities are open to staff; two architecture staff reported studying toward or earning master's degrees on campus, as well as attending lectures.

The team's conversations with students and faculty indicate a studio culture that is open and supportive, with both formal and informal mentoring programs among students. A system of student participation in governance includes election of delegates and subdelegates to the student advisory committee with the school to voice general concerns.

The team found that the Human Resources were adequate to support the program.

d. Information Resources

The library is located in the east, west, and south wings of the cloister on the second floor of the Santa Cruz Convent, with a floor area of 381.1 m and a total of 180 reading/study spaces.

The library has a considerable amount of architecture books, journals and magazines available to either read on-site or to borrow. Beyond the resources available on-site, the library also provides through its website an extremely rich array of digital resources, including access to the majority of indexed research journals as well as the possibility to borrow resources from libraries around the world as being part of the Worldcat network. The following table includes the number of volumes and online resources available with subjects included in the Bachelor of Architecture:

<i>Total: 90.048</i>	<i>Total Journal, Magazine: 99</i>
<i>Total eBooks: 76.807</i>	<i>Total eJournal, eMagazine: 8.414</i>
<i>Total Print Book: 3.726</i>	<i>Other formats (DVD's, maps, etc.): 49</i>
<i>Total Thesis, Dissertation: 953</i>	

The library includes two videoconference classrooms at the Santa Cruz Convent, and similar facilities at the Madrid campus allow for five simultaneous online sessions. The university also has a "WOW-Room" (Windows on the World). This allows for online instruction in a dynamic setting.

Campus Online, which integrates all communication tools, including the means for publishing and general-interest announcements, is available to students and professors 24/7.

During the visit, students spoke highly of the library resources and the library staff, who they emphasized were extremely helpful. The students recognize that the library's offerings go well beyond the collections of hardbound materials at the Segovia campus and include access to a considerable range of online resources. Students also make use of the Interlibrary Loan (ILL) system. Physically, the library provides a pleasant area within the campus for quiet study.

Faculty also had similarly positive comments about the library and how it serves their needs. Library staff members are responsive when requested to obtain new materials, but the efficient ILL system allows faculty to reach well beyond the university to obtain the materials they need.

The team found that the information resources at IE University were adequate to support the program.

3. Commitment of the Institution to the Plan for Achieving International Certification

IE University, as an institution and, specifically, the architecture programs of the School of Architecture and Design, embodies principles of international diversity and engagement. This context suggests that pursuit of NAAB International Certification is a logical step for which the programs are well-prepared. Faculty and students, while reflecting Spain at the core of the program, include representatives from around the world, including the EU, North America, Latin America, the Middle East, and Asia.

Student internship experiences are often international, and architecture students participate in an exchange program with Northeastern University. IE students study in Boston, and the entire third-year cohort of the undergraduate program at Northeastern studies in Segovia, with 15-20 students each semester.

The visiting team had the opportunity to meet with four university administrators, including the president, rector (chief academic officer), vice rector for academic affairs, and the chief financial officer. It was clear that each of these university leaders was closely attuned to the architecture programs and how they fit into the academic and institutional vision of IE University and the School of Architecture and Design. The rector and the vice rector for academic affairs, in particular, are actively involved in directing and managing accreditation, certification, and validation process for the five colleges within the university. This includes validation process for the two separate regions in which Segovia and Madrid fall, national accreditation, degree equivalence within the EU, as well as other processes. For the university administration, the NAAB ICert designation is the logical next step for the architecture degree programs.

The School of Architecture and Design maintains close ties with the four other colleges in IE University. This includes degrees that meld architecture with design and business, especially significant since these programs evolved and grew from a university that was originally formed

as a business school. International Certification thus fits into the school's approach to teaching about the expanded role of architecture in today's world and the relationship of architecture to other disciplines, including design and business.

In summary, the team found that a strong commitment to the Plan for Achieving International Certification was reflected at all levels at IE University.

4. Readiness of the Program to Complete Visit Two (Candidacy)

With the leadership of Dean Martha Thorne and Program Director David Goodman, PhD, the architecture degree programs are already being shaped for the NAAB International Certification designation. This process depends on a dedicated and diverse body of faculty and students.

Advance preparation has included development of a working matrix, shared with the visiting team, linking the curriculum with the NAAB student performance criteria. It was clear to the team that the School of Architecture and Design is navigating through this process while at the same time making the transition from the BAR to the BAS degree program.

The school has already engaged in two other international certification or accrediting processes, one in Singapore and another (in process at the time of the visit) in India.

More than one-half of the students who met with the visiting team expressed a keen desire to practice in the US at some point. While this is (in our experience) higher than what might be found in other foreign schools, it is consistent with the international composition and perspective of IE University. Students are aware of the advantages that International Certification might offer in terms of a more affordable and faster EESA process to achieve NCARB certification.

Should the NAAB approve a second visit in this process, the School of Architecture and Design will face the normal challenges faced by other programs: assembling and labeling the required student work, completing the SPC matrix and reinforcing how it links with pedagogy, planning for and setting up a team room, preparing the PSER, and incorporating decisions on digital display of student work. The visiting team concludes that IE U is well-positioned to address these challenges and has the institutional and community support to do so.

Accordingly, the visiting team finds that the IE School of Architecture & Design at IE University is prepared to move ahead with preparations for a NAAB Visit Two.

A Visit Two could be either conducted in person or via a virtual format, depending on the status of the coronavirus in both the US and Spain next fall.

5. Team Recommendation

The visiting team recommends to the directors of the National Architectural Accrediting Board that the bachelor of architecture/bachelor of architectural studies + master of architecture

degrees of the School of Architecture & Design at IE University be approved to proceed immediately to Visit Two of the NAAB International Certification program.

As the school looks ahead to a potential Visit Three, it should carefully weigh the timing so that the program can demonstrate compliance with the NAAB Conditions for International Certification with respect to student work from the final M. Arch. year of the BAS degree.

Acknowledgments

The visiting team would like to express its appreciation of the administration, faculty, staff, and students who met with us during our visit, and for the welcome and hospitality that we received – different but no less important in the virtual format we employed. Our thanks extend in particular to President Dr. Santiago Iñiguez Onzoño, Rector and Chief Academic Office Dr. Salvador Carmona, Dr. Antonio De Castro, Vice-Rector for Academic Affairs, and Dr. Jaime Úrculo, CFO. We would like to give special thanks to Martha Thorne, Dean of the College of Architecture and Design, Dr. David Goodman, Program Director, and Marcela Aragüez, Associate Director of Undergraduate Studies, Assistant Professor.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Kin DuBois".

Cornelius "Kin" DuBois, FAIA, *chair*

A handwritten signature in black ink, appearing to read "Christine West".

Christine West, AIA