

Academic Consortium Board Site Evaluation Executive Summary

Evaluation of the CIEE Program at Palma de Mallorca, Spain

Spring 2018

Date of last site evaluation: Spring 2012

CIEE Center evaluations are conducted every 10 years and evaluation teams are selected to review the programs and CIEE sites for best practices in study abroad. The previous site evaluation reviewed the Liberal Arts Program in Palma de Mallorca which is no longer offered.

Evaluation Team members:

- Nigel Cossar, Director, Penn Abroad and Global Programs, University of Pennsylvania, Team Leader
- Mary Dando, Director, Education Abroad, University of Colorado Boulder, ACB Vice Chair
- Nina Namaste, Ph D, Associate Professor of Spanish, Department of World Languages and Cultures, Elon University

I. Program Background/History

The program is based at the main Universidad de les Illes Balears (UIB) campus, 15-20 minutes north of central Palma, with easy metro and bus connections from lodging options. The Center is based in the same building as the Faculty of Tourism at UIB. In addition to the local host university, it is possible for students to take a course through the School of Hospitality Management (EHIB), which is affiliated with UIB but is a separate institution. Students need to be at an advanced level of Spanish language in order to take courses there, as the EHIB currently doesn't offer any courses in English, compared with the Faculty of Tourism that now offers over 70% of their courses in English.

Currently only one program is offered each semester, following the Fall 2017 retirement of the Liberal Arts program, which required Advanced Spanish (4+). Students studying in Palma have the very distinct and unique advantage of mentored internships, and direct enrolling in university classes, which expands exponentially the course offerings that students can take during the semester, as well as the language and a CIEE content course. The Business and Tourism program allows for students to study in English and Spanish, based on prior language study, and consists of the following academic core:

- CIEE Language (Beginning, Intermediate, Spanish for Business and Tourism, Advanced Spanish Writing and Stylistics)
- CIEE Content (Tourism and Sustainable Development in Europe; International Marketing; Entrepreneurship and Innovation; International Tourism, Intercultural Communication and Leadership; Mediterranean Cuisine in Spain; Spanish Politics and Society)

- UIB Direct-Enroll (English or Spanish, based on the language level of the student)
- Electives (Internship – most popular; Additional CIEE course, UIB course, or Independent Research Project)

A major attraction of the Business and Tourism program is the ability for students to undertake an internship as part of their study program, which varies from 3 credits (Fall/Spring) to 6 credits (Spring), along with a customized internship option available. UIB's tourism program is ranked top in Spain, and second in Europe, making this program a desired option for students with a tourism and hotel management background, among others. The internship is a minimum of 130 hours, though students prefer the 225-hour option. There is a customized 320-hour internship program for students from an AC member institution, which entails having students remain in Palma for several weeks after the spring semester has ended. The typical Spanish internship length at UIB, particularly in Hospitality, Tourism and/or Business is 400 hours.

All syllabi, and orientation information, include standardized CIEE policies on late assignments, course attendance, absences, plagiarism, grading scales, drop/add and course withdrawals. Students are provided policies in many forms (via email, in person, on syllabi, in shared PPs after meetings, etc.).

Currently there are two options available under the Summer Language and Culture program, one offered in each Summer Session I and II. Over the years there has been a number of summer offerings including language and multisite programs, however due to low enrolments there are the now just two courses on offer in 2018:

- Mediterranean Cuisine in Spain: Cooking and Wine Tasting
- Tourism and Sustainable Development

A third option, Mediterranean Marine Environment is currently being considered for Summer 2019, based on changes to the summer programming in Palma.

Enrollment Statistics – Business and Tourism

Term	2015 - Fall	2016 – Spring	2016 – Fall	2017 – Spring	2017 – Fall	2018 – Spring
# of students	5	12	5	12	7	10

Enrollment Statistics – Summer

Term	2015	2016	2017
# of students	29	28	3

The Director meets with students individually four times during the semester, including meetings to discuss course registration, adding and dropping classes, checking in mid-semester, and preparing for finals. The Director checks off topics during each meeting to

make sure there is consistent coverage of all relevant information with every student, with students indicating they are well prepared for the academic environment and culture. Students indicate they are well prepared for the academic environment and culture.

Due to the seamless integration between the Center and host university, there were no apparent issues relating to course registration, language learning (including placement), intercultural learning and the use of technology, experiential learning, and excursions – all aspects of the program that conformed to CIEE standards and expectations.

CIEE summer programming takes place exclusively at the Sa Riera campus in the city center of Palma, offering two 4-week sessions. The history of the program shows that the summer program is still seeking to find its niche and identity. Since 2006, the program has been re-imagined several times, going from a six-week language and content program, to a program focusing on globalization and human migration, Mediterranean Marine Environment, the environment, culture and media, and sustainable development. The plan for summer 2019 is to offer the two courses that have proven to be the most popular--Mediterranean Marine Environment and Tourism and Sustainable Development (pending ACB approval).

Overall the Palma de Mallorca Study Center is a unique education abroad destination and program for students in Spain. The personal attention and intense and intensive advising that the Director provides is exceptional and quite unlike any other program. Students receive very individualized attention during their studies, everything from the way in which the program can be largely customized by student desire, to the breadth of internship opportunities (in English or Spanish), and the immersive experience that students can experience with thoughtful homestay lodging.

II. Key Discussions/Findings: *This section would not only include a brief summary of the items explored from the terms of reference, but it would also include noteworthy conversations and clarifications of program dimensions that might be particularly useful to member schools and home school advisors.*

The review team found the Palma de Mallorca program to have all the elements of a strong academic and cultural experience for students, underpinned by thoughtful design of key program elements to support students pre, during and post experience. Palma is unique in many ways and should be promoted in such a way as an option for students beyond business and tourism. The features of the program include many opportunities for internships on the island, along with research, service learning and direct enroll courses at the host institution. The city is easy to navigate and is very well connected and accessible, with excellent public transport options available to students to get around.

The semester program currently only offers a single option, Business and Tourism, that upon speaking with current students on the program, attracted many but not all. Some students were undertaking their own 'liberal arts' program, which was previously removed as a formal option for students. The review team ascertained that with the deep relationship that CIEE has formed with UIB, that in fact students are able to take a number of courses by direct enroll, in Spanish and/or English, which opens up a breadth of offerings for students, and in majors that had previously perhaps not been as obvious

(education, psychology, STEM). Internships were a major draw for students and were thoughtfully sought and students placed to ensure the best experience for both students and companies. Many students chose Palma for the unique elements of living in Palma while still being closely connected to the rest of Spain, and western Europe with many direct flights daily to major cities across the continent.

The immersive experience obtained by meeting local students in classes, and in the workplace, along with their experiences in homestays, were genuinely felt by the review team. Palma provides a deeply rewarding experience for students who choose it above and beyond other more popular cities in Spain, a unique selling point of the program that is yet to reach its full capacity. The internship program in particular is one that has a lot of flexibility for interested students, with some member schools capitalizing on this flexibility by offering slightly extended semester programs to maximize the on-the-job training that the program allows for.

Homestays are an integral part of all programs, both semester and summer, and should be strongly encouraged. Other housing options exist for students who prefer more independence, but rarely take up those options. The customized language placement test designed in partnership with the UIB language center and the CIEE RD has helped provide students with a more accurate placement for their language class.

The Palma program has excellent leadership, solid academics and service infrastructure. There is a great work team between the on-site team. The RD has positive relationships with people around campus and with her team; she has energy and enthusiasm that is contagious. Beyond the staff, the program's strengths are many- -Palma's location, the Tourism program at UIB, the strong partnership with the director of the Spanish Language program, that program's flexibility and courses of high quality, and the hands-on dedication of the RD and her team. Additionally, students have a wealth of internship opportunities at small and medium sized companies, where they can work from 220-240 hours or even more; those interested in teaching can teach English in a school. The program is well integrated into the UIB and the city communities, and there are few Americans in Palma.

All of these components are highly rated: homestays, the field study components of all CIEE classes, quality CIEE teachers, and the excursions. It is a niche program with low enrollment, which could be fixed with creative marketing and rebranding of the program title. Palma de Mallorca is not recognized as it should be for its natural beauty, its culture, monuments, museums, beaches, mountains, outdoor lifestyles, healthy living, easy flight connections to the rest of Europe, etc. Students have misconceptions about being "trapped on an island." On the contrary, Palma has the third busiest airport in Spain, with multiple flights daily to all major cities in Spain and Europe. Students travel easily on the weekends.

III. Priority Recommendations

Recommendation 1: Brand the program as CIEE in Palma de Mallorca, rather than only marketing this as a Business and Tourism program. The Palma program should be advertised as being open to students at all language levels, from beginning to advanced. What was formerly called the Liberal Arts option is still possible for students to take,

without needing to call it a separate track, but such needs to be advertised. Highlight the unique aspects of the program: mentored internship, direct enrollment, teaching placements, island and healthy lifestyle, easy connection to all of Europe, etc. In addition, schools in the U.S. that have hospitality and tourism, or food studies, programs should be specifically targeted (faculty, advisors, etc.). The CIEE conference in November 2018 is a great opportunity for the marketing team to target potential feeder institutions that have programs in food studies, Catalan, hospitality, tourism, and management; offer a site visit to Palma specifically for faculty and advisors from AC member schools offering Food Studies, Catalan, Tourism and Hospitality program.

Recommendation 2: Following the model developed for Purdue, offer a new spring semester option that includes a 400-hour internship for 6 credits. It would also include a language course, one CIEE content course, and 1 direct enrollment course. The program would be extended until July 15.

Recommendation 3: To maintain the intensive, high-touch experience, which is a major selling point and value-added component, and prevent burnout, the part-time Resident Coordinator position should be changed to a full-time all-year-round position.

Recommendation 4: Decide on the program's summer focus and do not make any changes after that for at least three years. Combine Mediterranean Marine Environment with either Tourism and Sustainable Development, or Mediterranean Cuisine (always popular), and offer these programs for at least three years. The goal is to allow the Palma summer program to define its niche. Home institutions can then count on these programs to be offered, and students can better plan ahead.

IV. Action Plan/Program Update:

First, CIEE Portland, the Regional Director of Operations for Southern Europe and the resident staff of the CIEE Palma site would like to express our gratitude to the ACB team for the time they took to visit the CIEE Palma site and prepare the very thoughtful and insightful report with excellent recommendations to improve our existing program. We would also like to confirm that each one of the recommendations in the full report will be considered and implemented to the best of our ability. For the purpose of this report we will respond specifically to the five priority recommendations listed above.

Recommendation 1: *Brand the program as CIEE in Palma de Mallorca, rather than only marketing this as a Business and Tourism program. The Palma program should be advertised as being open to students at all language levels, from beginning to advanced. What was formerly called the Liberal Arts option is still possible for students to take, without needing to call it a separate program, but such needs to be advertised. Highlight the unique aspects of the program: mentored internship, direct enrollment, teaching placements, island and healthy lifestyle, easy connection to all of Europe, etc. In addition, schools in the U.S. that have hospitality and tourism, or food studies, programs should be specifically targeted (faculty, advisors, etc.). The CIEE conference in November 2018 is a great opportunity for the marketing team to target potential feeder institutions that have programs in food studies, Catalan, hospitality, tourism, and management; offer a site visit to Palma specifically for faculty and advisors from AC member schools offering Food Studies, Catalan, Tourism and Hospitality program.*

Action to be taken: CIEE on-site staff will evaluate with relevant teams the possibility of changing the program name so that it becomes clearer that the program is not exclusively targeted at business and tourism students. “Business, Tourism and Culture” will be evaluated as possible option.

We agree that it is critically important that the website states in the clearest possible way that the program is open to all language levels. On-site staff will work with the web team to highlight more clearly the possibility for students at all language levels to enroll in courses both in English and in Spanish, in areas such as business, economics, tourism, and education; but also Spanish-taught courses in humanities, social sciences and natural sciences.

On-site staff will continue to highlight the unique aspects of the program both in the communication with U.S. university advisors (something that the Director has been very proactive and regular about) and the website. Specifically, we will continue to be in contact with study abroad advisors at universities with programs in tourism, recreation, hospitality and food studies to maintain or establish connections with faculty from these departments. At the time of writing this report, it has not been decided whether the Palma de Mallorca Director will attend the 2018 CIEE Annual Conference. In the event that she does, she will work with the Institutional Relations team to schedule meeting with potential senders.

Recommendation 2: *Following the model developed for Purdue, offer a new spring semester option that includes a 400-hour internship for 6 credits. It would also include a language course, one CIEE content course, and one direct enrollment course. The program would be extended until July 15.*

Action to be taken: CIEE staff will evaluate the possibility of offering a 400-hour internship course in the spring semester, which would bring the semester end to July 15 for those students pursuing this opportunity. It is not uncommon for Hospitality students to engage in longer internships than the ones currently offered by the Business and Tourism program. Interested students would be charged an extra fee. (This approach would be a similar case to the Camino de Santiago course, where students participating in the Camino, both in Alicante and Seville, pay an extra fee)

Recommendation 3: *To maintain the intensive, high-touch experience, which is a major selling point and value-added component, and prevent burnout, the part-time Resident Coordinator position should be changed to a full-time all-year-round position.*

Action to be taken: We frankly do not believe that it is necessary to make the Resident Coordinator a full-time year-round position, given the small size of the semester program. The Resident Coordinator does work a full time schedule in the summer, when the number of programs and students increase significantly. Moreover, two new coordinators will be hired in the summer (2018) to maintain the intensive and high-touch experience of participants.

Recommendation 4: *Decide on the program’s summer focus and do not make any changes after that for at least three years. Combine Mediterranean Marine Environment with either Tourism and Sustainable Development, or Mediterranean Cuisine (always popular), and offer these programs for at least three years. The goal is to allow the Palma*

summer program to define its niche. Home institutions can then count on these programs to be offered, and students can better plan ahead.

Action to be taken: CIEE has recently approved a program name change. The program will be called , “Tourism and Hospitality Management”. Summer program offerings are comprehensively reviewed on an annual basis (for all Summer programs globally) and courses are changed whenever there is evidence that a given course did not have enough enrollment over the previous years. For that reason, we cannot commit to not making changes for at least three years.

Submitted by:

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