

Academic Consortium Board

Site Evaluation Executive Summary

Evaluation of the CIEE Program(s) at Berlin Global Institute

May 7, 2019

Date of last site evaluation: n/a

CIEE Center evaluations are conducted roughly 5 years after a new Center is opened and then every 10 years. Evaluation teams are selected to review the programs and study centers to assure best practices in study abroad.

Evaluation Team members:

- *Woody Pelton – Dean of Global Education, Elon University, ACB member and team leader*
- *Lorien Romito – Senior Director, International Education, Babson College, ACB member*
- *Paul LePore – Associate Dean, College of Liberal Arts and Sciences, Arizona State University*
- *Scott Windham – Associate Professor of German, Elon University*

- I. **Program Background/History:** *General background on the program, statistics, history, background on host institution, and summary of academic and co-curricular program dimensions.*

The Global Institute Berlin (“G27”) opened its doors in August 2015. Some staff and programs transferred from the former Berlin Study Center which was small compared to the Global Institute and only had just begun a year earlier (2014) to offer its own in-house academic offerings. Prior to G27 students took their courses in the *Freie Universität’s FU-BEST* program. The Global Architecture and Design program, Business and Culture program, and one “custom” program were offered as well. During a transitional academic year (2014 to 2015), CIEE partnered with Touro College Berlin and students were able to take classes at both Touro and CIEE.

The move to the G27 quadrupled the number of semester enrollments to about 100 students during 2015-16 and ushered in the new “block” system, which divided the semester into three 6-week blocks allowing students to study for 6, 12, or 18 weeks in Berlin. Starting with Fall 16 and after the creation of more Global Institutes using identical schedules, the Open Campus/Global Scholars program allowed students to study in multiple locations, moving between countries with the start of each new block.

Enrollment has continued to grow as you can see in the table below. The number of internships also has grown across various programs (currently over 200 per year), as has the number of faculty-led and custom programs (between 15 and 20 per year). High school programs began in the summer of 2015 and have expanded to include High School Year Abroad, GAP Year Abroad (this includes the Language and Culture and Internship options) and High School placements.

II. Key Discussions/Findings:

Berlin's Global Institute ("G27") was the first of CIEE's Global Institutes and incorporates 214-bed housing, 10 classrooms and offices for the substantial staff on a two-building campus. Since opening in Fall 2015 it has grown in enrollment and in the range of programs offered. Growth and changes in staffing have resulted in a very professional team dedicated to access to a global experience and focused on the students.

Listed below are some of the particular strengths we found in G27:

- The range of possible study abroad programs offered in the Open Campus model - courses, internships, service learning, and independent research.
- The block system offers options of 6, 12 or 18 weeks in Berlin, as well as the option to study at other Global Institutes for other blocks.
- A very strong leadership team.
- A core of dedicated and talented faculty who are helping the leadership team build a strong faculty community.
- Strong and popular German language offerings.

The greatest challenge for G27 is to continue to offer the excellent student experience while the number and types of programs continues to grow quickly. The large number of custom and faculty-led programs, as well as high school and internship programs, results in a large number of intakes and orientations throughout the year. It is especially complicated in the summer.

III. Priority Recommendations:

- We recommend that the semester GLINT program be modified to run 18-weeks; block one that includes two courses, as currently exists, followed by a 12-week internship. The AIC team agrees with this concept and believes they will be able to find better placements with the 12-week internship schedule.
- We suggest that Martin and his leadership team look into hiring someone to centralize housing and homestays across all of the programs.
- We recommend that the Student Life team offer diversity and inclusion training for local students to aid in community building and to ensure students of all identity groups feel safe and supported at G27.
- We recommend that CIEE and the G27 leadership review enrollment data to determine the appropriate mix of "shared" versus "local" courses and consider the impact this has on faculty hiring, retention, and community engagement.
- We recommend significant investment in redesigning a more effective curricular experience accompanying the internships. The on-site staff's idea of hiring leaders to offer some experiential learning activities in conjunction with the online content may help.

IV. Action Plan/Program Update: *Added once developed*

ACB Recommendation: We recommend that the semester GLINT program be modified to run 18 weeks: Block 1 that includes two courses (as currently exists) followed by a 12-week internship. The AIC team

agrees with this concept and believes they will be able to find better placements with the 12-week internship schedule.

CIEE Action Item: The Berlin team (including the Berlin AIC team) are in support of this recommendation. A 12-week internship would be attractive not only to students, but also to our network of employers. Because this is a standardized program across sites, this change would affect all Global Internship sites, the program costs, and need final approval by ACB. We have relayed this recommendation to AIC for further consideration, and will defer to the overall preferences of all Global Internship sites.

ACB Recommendation: We suggest that Martin and his leadership team look into hiring someone to centralize housing and homestays across all of the G27 programs.

CIEE Action Item: We strongly agree with this recommendation and have already supplied a rationale for this position as well as a job description. Final decision for creating new positions rests with Global Operations and not with the local teams.

ACB Recommendation: We recommend that the Student Life team offer diversity and inclusion training for local students to aid in community building and to ensure students of all identity groups feel safe and supported at G27.

CIEE Action Item: We agree. Student Life Manager Eric Ginola is already working on a more comprehensive plan for training after having begun to offer such trainings last year. To this end, he is working closely with Dr. Keshia Abraham.

ACB Recommendation: We recommend that CIEE and the G27 leadership review enrollment data to determine the appropriate mix of “shared” versus “local” courses and consider the impact this has on faculty hiring, retention, and community engagement.

CIEE Action Item: Senior leadership is already studying data on how actual course enrollment compares with course offerings. Senior leadership regularly reviews the offering, enrollment, and performance of our courses in partnership with our Global Enrollment Management team, who are in constant contact with sending institutions, ensuring that our course offerings align with the need of our students. The course offerings are regularly reviewed based upon the outcomes of these processes.

ACB Recommendation: We recommend significant investment in redesigning a more effective curricular experience accompanying the internships. The on-site staff's idea of hiring leaders to offer some experiential learning activities in conjunction with the online content may help.

CIEE Action Item: We fully agree with this recommendation. A new version of the hybrid model is currently being tested in the Summer GLINT program, while the internship course in the Open Campus program continues to be delivered in person.