



INDIANA UNIVERSITY

**Enhancing the Impact of the
Bavarian Center for
Transatlantic Impact 2020**

Arooba Afaq, Liam Foran, Abid Huque, Abigail Kuhn, Yifan Liu,
Benjamin Mangus, Valentino Mbaya, Keith McConomy, Margaret
Selmon, Asish Sinha, Rose Zhang

EXECUTIVE SUMMARY

This report analyzes the transatlantic strategic planning, financial, and the communication and marketing strategies of the Amerikahaus and the Bavarian-American Academy (BAA). Throughout the analysis, this report will also give recommendations on how the Amerikahaus and BAA can improve their current strategies.

Today, as nationalistic ideology both socially and in trade begins to become pertinent again, staying in the forefront as a prominent stakeholder in this transatlantic partnership becomes more tenuous. This report will seek to identify the opportunities in Amerikahaus and BAA's strategic planning, funding, and communication strategies to give these organizations the greatest advantage during these changing political times. Specifically, this report will focus on the following areas:

Amerikahaus

U.S.-based Transatlantic relations stakeholder analysis

There is currently a concentration of stakeholders in the US. Most of which are based on universities in the coastal regions, specifically mostly in the Northeast region. This reduces Amerikahaus' ability to reach more American students that would be interested in Amerikahaus' services and does not give current Amerikahaus clients a diverse experience of American culture. We recommend other universities that are not only diverse in geographic make-up, but also demographically with Historically Black Colleges and Universities to create partnerships. Additionally, we recommend a list of German American culture nonprofit organizations to partner with in order to help attract potential clients and to partner with for fundraising events. By taking these opportunities, Amerikahaus can expand their current clientele in the US while also improving their current clientele's American cultural experience.

North American Grant Funding & Corporate Sponsorship Analysis

Grant funding and corporate sponsorship are essential for expanding Amerikahaus' programming into North America. This section provides detailed information on how to successfully obtain resources through the grant funding process and corporate sponsorship.

Marketing/Communications Assessment & Planning

Amerikahaus has different ways for marketing in German. However, there is no formalized marketing for people outside of Germany and some marketing channels are out of date and not very active. The recommendations would be having a more personalized content for social media channels and increased interactions with newsletters.

Bavarian-American Academy

North American University & Institutional Network Expansion Assessment

The BAA should seek to be a platform for international engagement, and a hub for research and scholarship in Germany. In this section we have outlined how to grow the BAA's network through academic and research proposals. In addition, we included our recommendations for developing online programs, international internships, and other ways to embrace global demographic and technological changes.

Fundraising & Revenue Development/Diversification Planning

Considering BAA's mission and current operations, we have identified a need for BAA to capitalize on more current themes happening over the globe for their research and program focus. We also believe that they should decrease their reliance on traditional sources of funding. In light of this challenge, we have identified different approaches that BAA can consider for raising revenue for their programs. We have also identified some key foundations as our priority recommendations for funding sources for BAA. We also advise some sustainable revenue generating sources like events and long-term partnerships.

Future/Sustainability-Oriented Strategic Analysis

The BAA must find topics that are largely appealing to the public at large, both in America and Germany. By addressing groundbreaking topics, the BAA will make themselves relevant as these issues become more prevalent. Areas such as globalization, immigration, and NATO security are all relevant areas that would generate a lot of interest from the public, potential interns, and researchers generally.

The rest of the report will now cover the challenges and recommended solutions in these areas of interest in more detail.

Finally, due to recent events with COVID-19, while unprecedented as they are, there has been added uncertainty and risk which poses short- and long-term threats. There are uncertainties around when it will be safe for international travel, what will be the global economic fallout of pandemic, what will be the political implications, and what role can Amerikahaus and BAA take in the rebuilding process through its mission, vision, and values? While this report will not detail this topic further, due to constraints around the timing of the pandemic, its impacts are something that cannot be ignored when analyzing the future sustainability of Amerikahaus and the BAA. It exacerbates current weaknesses and creates new ones. However, through this report's recommendations, Amerikahaus and BAA will have an opportunity to be a leader in the rebuilding process.

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Introduction

In the wake of the second world war, Amerikahaus was set up by the U.S. government as an institute to promote transatlantic cultural and information exchange between America and Germany. The creation of and dedication to the organization and its outposts was a symbol of friendship between the nations while building a new world order. The U.S. government continued to financially support Amerikahaus until 2006, when it declined to fund the institute further. As nationalistic fervor has increased, especially in the current administration, this seems unlikely to change.

Amerikahaus, and its sub-organization the Bavarian-American Academy (BAA), has been in decline in recent years. Multiple locations have closed due to lack of interest and funding. Educational grants and scholarships have become less specialized in Trans-Atlantic relations. There is passion and interest from the German side, but it takes both sides of the Atlantic for the partnership to succeed.

If Amerikahaus and the BAA desire to foster an academic exchange on Transatlantic relationships, they must do so before the graduate level. By the time a student goes to graduate school, their career plans are concrete. Most of these career paths do not involve studying in Germany. The organization must look to younger students who have more flexibility.

This approach contains its own problems. Most young Americans know nothing about Germany outside of WWII. Schools do not often teach German, and if it is offered, only a small percentage of students take it. If a meaningful connection is to take place, Germany must take the first step.

It is not that many US students would be uninterested in Germany, but that they are not aware of the options. The US operates as a global superpower and cultural juggernaut; the culture is much more self-sustaining. English is the language of world affairs, and Americans grow up speaking it. There is not much of a push to learn another language (except perhaps Spanish, depending on the area) because other nations tend to learn their language. There is little focus to examine outside media and entertainment because it is either translated and adapted for them, or not brought over at all. The US is big enough that it can supply its own influences.

The entire preceding paragraph reeks of arrogance, but it is the current reality. Americans are lucky to have much of the world at their fingertips, desiring collaboration. However, there are so many options to choose from internationally, and the country is big enough that most people can and do stay insular. What does Germany offer that can distinguish it from the rest of the world and America itself?

One potential route is through familial history. Most Americans have European ancestry. What is less known, however, that the largest of these immigrant groups was German. German Americans are the largest self-reporting ethnicity in the nation, numbering at approximately 44 million in 2016 (US Census Bureau). They became a prominent part of American society. However, there is a distinct lack of a modern German American identity. This is partially due to the passage of time, but mainly because of the world wars in the first half of the twentieth century. Germany was “the enemy”, and all aspects of German language and culture were shunned--or at least heavily discouraged. Since then, German culture has never regained the prominence it once enjoyed.

In fact, many American’s perceptions of Germany remain colored by the legacy of the world wars, especially the second. Germany must remind Americans that yes, the wars are an important aspect of the nation and its history, but far from the only defining characteristic. It is unfair that the onus be solely on Germany, but in light of decreasing US government interest and funding, it is necessary if a Transatlantic relationship is desired.

The reality is that Germany possesses many qualities that make it a desirable destination and ally. In the wake of WWII and reconstruction, Germany has emerged as an economic powerhouse and a leading democracy. It can be argued that it is the current leader of the free world. It holds a prominent position in the EU and headquarters many associated agencies.

In a way, Germany is in a unique position to attract Americans. Sites like ancestry.com and 23andme have exploded in popularity, with many people undergoing these commercial DNA tests to discover where their relatives hail from. Because many Americans have German ancestry but little cultural identity, this could be an opportunity to connect back to their roots.

Obviously, outreach should not be limited solely to those descended from Germans; the cultural heritage angle is but one approach.

Germany also has (mostly) free higher education. There is no tuition, and only a small administrative fee per semester—under five hundred euros. This is especially attractive to Americans, who face the burden of hefty student loans and college expenses from within states. Americans may also fear the language barrier; as mentioned earlier, most do not speak German. However, many of the exchange programs are offered in English, something that would assuage many potential students.

When considering country history and current political and economic realities, Germany is in a strong position to advance an educational and cultural exchange. The nation must ensure that it takes advantage of the right age groups and anticipates their needs and concerns to maintain a successful, relevant program.

Amerikahaus

US-BASED TRANSATLANTIC RELATIONS STAKEHOLDER ANALYSIS

In order to properly assess Amerikahaus' stakeholder environment, this section of the report will first begin with a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the organization. This will direct where Amerikahaus can improve their services by strategically expanding US-based stakeholders. The SWOT analysis will be followed by a stakeholder analysis of the organization's current partnerships. The section will conclude with recommendations on how to strategically expand Amerikahaus' partnerships with organizations in the US.

SWOT Analysis

Per our communication with members of Amerikahaus and the support of additional research, we have finalized the primary and secondary stakeholders. The primary stakeholders are students, universities, and cultural centers. They represent individuals and organizations that are central to the mission and vision of the organization. The Secondary stakeholders consist of nonprofits, government, and businesses. These institutions can play a major role in providing resources and promoting Amerikahaus' identity and values. Understanding who the stakeholders are and how to meet their needs is critical to meeting goals and maintaining upward mobility. To assist with this process, experts recommend using strategic analysis tools. For instance, using a SWOT analysis to get insight into the organization's internal (strengths and weaknesses) and external (opportunities and threats) environment may assist in identifying the strategic issues and how to overcome them effectively, efficiently, and responsibly.

In respect to the internal environment, Amerikahaus' Bavarian Center for Transatlantic relations is the largest institution in Germany that specializes in transatlantic relationships. Thus, this gives the organization a competitive advantage over competitors and new entrants in the market. Another strength is Amerikahaus' ability to maintain financial stability. The organization accrues financial support from the State of Bavaria, the U.S government, major Bavarian companies, and private donations. Amerikahaus also has a strong interest in exploring and learning more about societal and cultural differences, as they offer book presentations and exhibitions, theater performances and concerts, lectures and discussions to inform all generations. Amerikahaus' willingness to learn and grow, shows a great level of flexibility to expand and tap into new markets. A library that has a large number of resources (books, magazines, online databases, and DVDs) about North America is available to ensure continuous learning for German citizens. Amerikahaus has been a great resource for study abroad opportunities in the U.S. Due to their expertise in this area many Bavarian students have completed various study abroad opportunities. When looking at their weaknesses, Amerikahaus is finding it difficult to expand and increase access to more students due to budget constraints. While financial stability may be a strength, Amerikahaus needs to increase their current amount of funding in order to meet the needs of their most important stakeholder, students. This is compounded by Amerikahaus' heavy dependence on donations and grants. Thus, financial limitations are restricting the organization's vision and goals.

Assessing the external environment reveals opportunities and threats that the organization must investigate, as this may inform the organization of potential strategies. Political and cultural differences is a hurdle most Bavarian students still have to overcome. This is no different from student needs in the US. Through this commonality, Amerikahaus has the opportunity to provide an essential need for a key stakeholder in both countries and growing their organization.

Amerikahaus can create a strategic plan, in efforts to diversify its business model and explore new opportunities. For instance, Amerikahaus could partner with similar organizations to gain access to unique ways to reach clients, fundraise, and promote the organization's identity. Another option is to collaborate with new nonprofits and businesses that share the same values. For example, private businesses that focus on corporate social responsibility have an abundance of resources that can make the expansion project much more feasible. Moreover, working with a diplomatic representative to be a voice that advocates for Amerikahaus to increase awareness and popularity among citizens and organizations in foreign nations. Nevertheless, expanding the transatlantic relations project is

threatened by competition from other organizations within Bavaria, Europe, and North America that are expanding or working in the same line of work. Another threat is the political restrictions that some nations place to limit the number of organizations that focus on transatlantic relations. The last threat is the distance from North America and any other prospective country.

Collaborator Stakeholder Analysis

We assessed Amerikahaus' current stakeholders from the collaborators and supporters listed on the Amerikahaus website. The purpose of this assessment was to gain an understanding of who these current partnerships are and analyze any gaps in these partnerships which could be filled by forming new relationships to support their organizational mission. After assessing the collaborator information on the Amerikahaus website and the mission statement of Amerikahaus, we categorized the current partnerships into two main areas: arts and cultural nonprofit organizations and universities. Of these two categories, universities were overwhelmingly the made up most of the partnerships; however, both categories lacked cultural and geographic diversity.

In total, we assessed thirty-four (34) US-based, collaborator partners. Over two-thirds (24 organizations) were universities and a quarter (9 organizations) were an eclectic mix of either arts or cultural organizations. This is proportional to the services provided by Amerikahaus with 4 of 5 of the services provided by the organization being academically focused. However, there is much room for improvement in fostering new partnerships with art and cultural organizations in the US.

Additionally, further analysis of the university partnerships showed geographic disparities. Over three-quarters (19 in total) of the university partners were on the east coast. Fourteen (14) of the universities were located in the Northeast and five (5) from the Southeast parts of the US. This leaves out much of the US and, as a consequence, leaves much to be desired for a cultural experience for current Amerikahaus clients (students).

Finally, almost all of the arts and cultural organizations were also located in the Northeast region of the US. This gives Amerikahaus a great opportunity to make large advancements in the short-term for expanding their collaborator stakeholder portfolio.

Stakeholder Expansion Recommendations

After assessing the US-based stakeholder environment, we recommend the following strategic plan for expanding partnerships in the US:

- Reach out to universities in other regions of the US and to Historically Black Colleges and Universities (HBCUs),
- Expand to US-based high school foreign exchange/cultural programs,
- Create partnerships with German American cultural nonprofits to help promote and partner with for events.

Other US Regions and HBCUs

As mentioned in the collaborator stakeholder analysis, there is a lack of geographic diversity within Amerikahaus' current university portfolio. This severely limits the organization's ability to provide its key stakeholders, both German and American students, the opportunity to fully experience and understand different regions and subcultures within the US. Additionally, there could be unintended consequences, such as cost of living expenses, that exacerbate the financial burden on potential clients.

When thinking about fostering a transatlantic relationship, giving students the ability to experience multiple regions and subcultures of a country is invaluable to that goal. In order to narrow the search for potential partnerships, we compiled a list of universities with art and cultural programs from different regions of the US (see Appendix 1: Stakeholder Analysis). By focusing on these universities, Amerikahaus can continue its dedication to being the

cultural knowledge center in this transatlantic partnership and providing the student with an invaluable experience. Additionally, many of the regions where these universities are located are in areas that have a lower cost of living than current partnerships. For example, based off of 2019 data, the cost of living in Kansas is about 12% lower than the US national average; New York on the other hand, is 37% above the national average and the third most expensive state to live in the US. By expanding to universities in these geographic regions will allow a lower cost option for students.

Finally, it is unmistakable the impact race has played in the societal development within the US. This is especially true of the art and culture in the US. A demographic that is consistently left out when discussing study abroad opportunities are those in minority communities. African Americans only make up about 6 percent of the students that study abroad. That is why we are recommending Amerikahaus reach out to Historically Black Colleges and Universities (HBCUs). There has been an increase in funding opportunities and initiatives for students at HBCUs to study abroad. For example, the associate provost for global education at Spelman College, a women's college located in Atlanta, Georgia, said in a recent interview, "The goal at Spelman is to have every student have a study abroad experience before graduation." Developing these partnerships presents Amerikahaus with an opportunity to grow the scope of its arts and cultural programming. We have compiled a list of HBCUs that would best fit the mission of Amerikahaus (See Appendix 1).

High School Programs

In addition to college aged adults, we believe that Amerikahaus should also consider expanding their collaborator partnerships with programs geared toward high school students as well. Amerikahaus is already partnered with Amity Institute, an exchange program for youth, so it would be a build on from a pre-existing framework. This is also another demographic that can face additional fiscal barriers to studying abroad but could gain invaluable experience through the program. Expanding to a more youthful demographic diversifies the clientele that Amerikahaus serves and thus providing more stability and more funding sources. We have compiled a list of some high school study abroad programs based in the US that Amerikahaus can partner with to gain a larger presence among this demographic.

German American Cultural Nonprofits

There is much room for improvement in expanding the partnerships in the arts and cultural nonprofit organizations. There are many opportunities not currently being utilized in which Amerikahaus could benefit from by expanding to these organizations. For example, these organizations can help with promoting Amerikahaus services within their local community networks, attracting more clients. These relationships could also be used to aid in fundraising efforts by partnering up for cultural events. While a main focus of Amerikahaus' mission and vision is being a major cultural event outlet, there is room for improvement in the number of partnerships with cultural organizations in the US.

When expanding services into a new location, it is important to proximate yourself around individuals that will use your services. To this end, it would be appropriate to begin the expansion by seeking out organizations that have similar interests. There are many German-American cultural nonprofits around the US. We researched German-American cultural nonprofits on GuideStar, a directory of nonprofit organizations in the US, and compiled a list of these organizations with locations and resources to guide the process of choosing which organizations to contact (See Appendix 1). By reaching out to these organizations, Amerikahaus can use these partnerships to promote their services in the US and create new partnerships with other cultural centers and universities all over the US.

North American Grant Funding and Corporate Sponsorship Analysis

Grant funding and corporate sponsorship will be an important tool for expanding its work and mission within North America. Both grants and sponsorships will provide Amerikahaus with the resources it needs for its programming and expansion. They will broaden the capacity of the organization. The following section will explain the grant funding process and corporate sponsorship in the United States and give Amerikahaus the information and strategy it needs to successfully receive funding and sponsorship. It also provides funding options for Amerikahaus to pursue.

Grants Overview

In the United States, foundations traditionally take two legal forms – trust and corporation. Over the years, however the distinction between these two forms have become blurred. More recently, the Foundation Center – which was founded with the aim of building transparency and accountability in the foundation sector – defined a foundation in broad terms as “a nonprofit corporation or a charitable trust that makes grants to organizations, institutions, or individuals for charitable purposes such as science, education, culture, and religion”. This definition can be expanded to distinguish five types of foundations in the United States:

- Independent foundations – endowed by private individuals or families
- Company-sponsored foundations – instituted by proprietary businesses
- Operating foundations – foundations that provide funds to other organizations, in addition to operating their own projects and programs
- Community foundations – establishments that receive their funds from a variety of sources
- Public foundations – entities that raise funds for their programs from the public

It will be important for Amerikahaus to be aware of the different types of grants available to apply for in order to understand where to spend time in the most effective and efficient manner. Grants in the United States can be broken down into several categories. There are grants given by the federal government and grants given by foundations and agencies. Grants that fall under different categories come with different expectations and requirements. They may be conditional or unconditional. Conditional grants occur when there are substantive or financial requirements that come with funding. Unconditional grants do not have such requirements but are very rare.

Federal grants are either categorical, which means the funds are for specific purposes, or non-categorical, which have no requirements and expectations and are given to state governments. Non-categorical grants are almost never given out anymore. Categorical grants from the federal government typically have many administrative requirements that come along with them including monitoring and recordkeeping. These requirements can be a large burden for organizations.

Categorical grants can be broken down further into two categories: project grants and block grants. Block grants have a more general focus area and may or may not have matching requirements for funding. Project grants have very specific expectations and might have matching requirements. Project grants are the grants most frequently given out by the federal government. These are the types of grants Amerikahaus would most likely be eligible to apply for from the U.S. government.

These types of grants will need careful consideration from Amerikahaus for whether or not they are worth applying to as they favor U.S. federal government priorities and have narrow requirements for activities they can be used for and within what time period. Some of these grants may be too burdensome to be worth applying for. Most foreign nonprofit organizations work with about 50 different federal agencies and offices, especially USAID. It is important to note that Western European non-governmental organizations (NGOs) only receive about 1% of the international nonprofit grants given by the federal government and its agencies. (state.gov) This isn't to say that federal government grants are not an option for Amerikahaus but just to give awareness to the challenges these grants may present. Most international NGOs get funding from private contributions or foundation grants.

Funding Search

Beyond types of grants, it is also important for Amerikahaus to be aware of other factors and considerations in searching for grants and in preparing to submit grant proposals. These conditions will make it clear whether a grant will be beneficial to Amerikahaus and worth applying for or if it will be too burdensome for it to be in Amerikahaus' best interest. These considerations include eligibility in “organization [type, activity, and location]; conditions; match requirements; allowable costs; program area; and funding amount.”

One consideration is match requirements a foundation might have. If there are these requirements, whether or not Amerikahaus can apply for them will depend on if Amerikahaus has funds for matching requirements. If Amerikahaus does not have these funds, it is not eligible to apply. The requirements for the match may be flexible. A cash match may be from Amerikahaus' funds or a partner organization's funds. The match may not need to be new funding but can be a certain allocation from Amerikahaus' budget. In-kind matches also can be flexible and are easier to receive.

Some funding cannot be applied to without solicitation while others may be. It is important to be aware of this distinction when looking for grants. If foundations do not allow unsolicited proposals, it may be best for Amerikahaus to look for other options. However, there are many foundations that do not require solicitations or will put out requests for proposals (RFPs). These will include the foundation's requirements for the application, likely including program description, guidelines for preparing proposals, and eligibility requirements. A foundation may request a letter of inquiry before a full proposal can be submitted to save time for both the funder and organization by making sure there is a good match.

If there are any questions over eligibility or certain requirements, Amerikahaus can contact the program officer with questions. This can be helpful to establish a relationship with the funding agency or foundation, which is important in grant management but does need to be approached with care. It may be necessary to ask for written documentation of a question answered about the grant but will need to be approached...and may require "rapport [that] has already been established in previous conversations."

Once these requirements and conditions of grants are reviewed, Amerikahaus can separate them into categories of how feasible it will be to receive funding. These categories include viable, not viable, possibly viable. Breaking down the search for grants into these categories will make searching for grants more effective and easier for Amerikahaus.

Eligibility Options for Amerikahaus

There are four ways that Amerikahaus can be eligible for these grants and funding from the U.S. These paths include equivalency determination, expenditure responsibility, fiscal sponsorship, or establishment of a 501(c)(3). Expenditure responsibility would not be a recommended path for Amerikahaus as it is time-consuming and would place many administrative burdens on both Amerikahaus and the grant maker of any grant it is applying to. An equivalency determination can be made to show that Amerikahaus is essentially equal to a U.S. public charity. Though this is preferred by grant makers over expenditure responsibility, it still requires a substantial amount of time and work on both grant maker and grantee and also is unlikely to be a good option for Amerikahaus. Therefore, the following section will focus only on the other two options. The other options require either working with a U.S. nonprofit organization or creating a U.S. nonprofit organization.

Amerikahaus could apply for 501(c)(3) status, which would require an equivalency determination, or, preferably, it could create a "Friends of" organization. This organization would be U.S. based and would need to be a 501(c)(3) but would not require an equivalency determination. However, this organization would have to operate independently of Amerikahaus and cannot exist only to transfer funds to Amerikahaus

Amerikahaus' best option for eligibility is likely to work with a U.S.-based nonprofit organization under a fiscal sponsorship. With a fiscal sponsorship, Amerikahaus will be able to use the U.S. nonprofit's exempt status to apply for grants and the money will pass through that organization. The other organization will likely keep a fixed amount of five to 10% of the funding for administrative costs. The policies and guidelines that must be followed for a fiscal sponsorship vary for different types of sponsorship. Fiscalsponsors.org, the National Network of

Fiscal Sponsorship, GrantSpace, and fiscalsponsorship.com all provide resources for these policies and guidelines as well as connections to nonprofits dedicated to fiscal sponsorship.

Potential Grantmakers

There is a countless number of North American grant makers that can potentially provide funding for Amerikahaus Munich (AM). Using the Foundation Center's Foundation Directory Online – made accessible through Indiana University Libraries – we narrowed down our list to foundations whose profiles line up most ideally with Amerikahaus' goals based on several criteria. These criteria include foundations and charities that (i) primarily provide funding in the areas of education, arts & culture, human services, public affairs, international relations, economic development, and information communications; (ii) have provided funding to organizations in Germany or German-affiliated nonprofits in the United States between 2015 and 2019; (iii) have a history of involvement in improving transatlantic relations and/or have a global presence in their philanthropy work; and (iv) are not explicitly associated with religious entities or ethnic groups.

In this section, we highlight **six** such organizations from which AM should pursue funds. For an expanded list of all organizations in our analysis, please refer to Appendix 2: North American Grant Makers List. Note that many of the foundations included in the list are ones that would be ideal for specific programs and projects taken up by AM, including those recommended in this report.

Max Kade Foundation, Inc.

Primary Funding Area(s): Education

Foundation type: Independent

Location: New York City, NY

Website: <https://www.maxkadefoundation.org/index.html>

The logo for the Max Kade Foundation, Inc. is a blue rectangular box with the text "Max Kade Foundation, Inc." in white, serif font.

The Max Kade Foundation's mission is to perpetuate and promote transatlantic relationships between German-speaking countries and the United States. Since the mid-twentieth century, the Max Kade Foundation has encouraged Germanic studies and transatlantic exchange, and supported initiatives that advance exchange of academic thought between universities in the United States and Germanic countries.

The foundation primarily provides funding and assistance to educational institutions toward postdoctoral research exchange programs, visiting faculty exchange programs, training of language teachers, undergraduate and graduate study abroad, and international conferences. It has in addition established language centers and residences – known as Max Kade Houses – in US and German college and university campuses to foster greater understanding of cultures, histories, politics and economics of German-speaking countries. Among the 35 Max Kade Houses established in the United States are the Max Kade German House at the University of Colorado, the Max Kade German-American Center at Indiana University-Purdue University Indianapolis, the Max Kade German Residence at the University of Michigan, and the Kade Dusenbergs German House & Cultural Center at Valparaiso University. There are also 22 Max Kade Houses and residences in German-speaking countries in Europe – including in cities like Munich, Salzburg, Innsbruck, and Leipzig. In the most recent year of grant funding the foundation provided US \$850,000 to universities in Germany and the Deutsches Studentenwerk.

Amerikahaus Munich would be an ideal grantee for the Max Kade Foundation, given the degree of similarity in their activities. Among our recommended foundations, they go most hand-in-hand with AM in this regard. Opportunities for collaborative projects in exchange programs should also be explored in US universities where they have founded centers.

However, one obstacle is the relatively stringent grant proposal guidelines and the requirement to file for 501(c)(3) tax-exempt status with the Internal Revenue Service (IRS). As with a majority of foundations, the website is also not very up-to-date and may pose a hindrance in gathering information. The latest available funding information available online is for the year 2017.

Bertelsmann Foundation, Inc.

Primary Funding Area(s): Public Affairs; International Relations

Foundation type: Operating

Location: Washington, DC

Website: <https://www.bfna.org/>



The Bertelsmann Foundation is an independent, nonpartisan think tank that acts as a bridge between US and European leaders as a way of supporting transatlantic interchange. Established in 2008, it encourages cross-country dialogue between US and European officials to bring forward the most pressing current affairs challenges. Their projects include research and publications surrounding global and transatlantic issues, bringing in experts from both sides of the Atlantic.

The foundation maintains a fellowship program for Congressional and European Parliament staff members – the first of its kind. In terms of grantmaking, the foundation supports a wide range of subject areas in education, community and economic development, public affairs, and international relations. In the most recent 5 years, they have funded 25 grants to 21 organizations totaling \$450,930, the most common grant amount being \$50,000. Among the recipients were the Global Public Policy Institute in Berlin, Stiftung Neue Verantwortung, and multiple grants to the German American Business Council.

The Bertelsmann Foundation is another great fit as a potential grant maker for AM. It would be a good idea to build rapport with the foundation's executives and exchange ideas for future programs and opportunities to collaborate in the field of transatlantic relations. Given that there is no grant application guideline, this would go a long way in securing grants from the foundation because they do not accept unsolicited grant requests either.

The Halle Foundation

Primary Funding Area(s): Education; International Relations

Foundation type: Independent

Location: Atlanta, GA

Website: <https://www.thehallefoundation.org/>



The Halle Foundation is an independent, public grant making charity that has a mission to promote the exchange of knowledge between Germany and the United States through its support of initiatives in the fields of science, culture, language, commerce, technology, and international relations. They conduct their activities with the backing of Emory University, the Southern Center for International Studies, the Robert W. Woodruff Arts Center, and affiliated nonprofit organizations.

In the last 5 years the foundation has provided \$1,272,984 in funds for 38 grants to 22 organizations, including a number of German organizations. Among these are Goethe-Zentrum Atlanta, the German School of Atlanta Inc, Friends of Atlantik-Bruecke EV Foundation, the American Council on Germany, and the German American Chamber of Commerce of the Southern United States. The most common grant amount is \$5,000.

The foundation has a great history of friendship with German institutions and organizations as evidenced by their grant recipients over the years. AM would greatly benefit from reaching out to the Halle Foundation as they support all activities that promote cultural exchange between the US and Germany and allows the grant-requesting organization to fully arrange and execute the projects that furthers this mission.

The foundation's website includes a full step-by-step guideline for requesting grants, including the decision process, and policies and priorities. They accept grant applications throughout the year with three grant cycle deadlines on January 15, April 1, and September 15. Although their funding is focused in Atlanta, GA, they provide funds both on a national and international basis. They only consider grants to organizations that are tax-exempt under Section 501(c)(3).

The Andrew W. Mellon Foundation

Primary Funding Area(s): Education; Arts & Culture

Foundation type: Independent

Location: New York, NY

Website: <https://mellon.org/>



The Andrew W. Mellon Foundation supports the study of humanities and the arts, diversity, and the advancement of democratic societies around the world. With this mission, the foundation extends its resources to leading institutions of higher education and culture with the aim of cultivating them to further diversity, fairness, and democracy in our shared world. Established in 1969 by Ailsa Mellon Bruce and Paul Mellon, the foundation's total endowment is over \$6.5 billion.

The four core programs funded include Higher Education and Scholarship in the Humanities, Arts and Culture Heritage, Scholarly Communications, and International Higher Education and Strategic Projects. A glance at the Mellon Foundation's most recent 5 years reveals that they have funded 1,813 grants to 855 organizations in 6 continents totaling \$1,192,181,596; the most common grant amount is \$50,000. Their international giving is primarily focused on South Africa, but they have provided funds of over \$8.5 million for programs in Germany; among the recipients were the University of Duisberg, Alexander von Humboldt Foundation, Heidelberg University, and Stiftung Preussischer Kulturbesitz.

The foundation's grant making history of over 50 years shows that it has a truly global presence in philanthropy. The size and organizational structure of the foundation allows it to make information very transparent on its website, so it should not be very difficult for AM to reach out for inquiries. The grant making policies and guidelines for each core program area are clearly outlined and includes a grantee portal that streamlines the process of proposing and administering grants.

AM could potentially seek grants under the foundation's Scholarly Communications and/or International Higher Education and Strategic Projects programs; although, they could also apply for grants under other programs – it all depends on AM's projects and programming strategies for a given year. As one would expect, the grant proposal policies are quite strict, and would call for the need for a grant writing team to carefully go through the guidelines to ensure all boxes are checked.

Charles Stewart Mott Foundation

Primary Funding Area(s): Education

Foundation type: Independent

Location: Flint, MI

Website: <https://www.mott.org/>



The Charles Stewart Mott Foundation was established in 1926 by an automotive pioneer in the to support efforts to strengthen communities in the Flint, Michigan area and around the world. The foundation makes grants for a variety of purposes within four program areas including Civil Society, Education, Environment and Flint Area. As of today, it has expanded to four offices in the U.S., England, and South Africa, continuing its efforts on a global scale.

Some of the Mott Foundation's giving programs include assisting emerging civil societies in Central/Eastern Europe, Russia and South Africa; conservation of fresh water ecosystems in North America; reform of international finance and trade; improving the outcomes for children, youth and families at risk of persistent poverty; education and neighborhood and economic development. Over 5 years, the foundation has funded 1,559 grants to 656 organizations – \$100,000 being the most common amount – totaling \$488,687,441. Germany-based organizations to receive funds in recent years include Bundesverband Deutscher Stiftungen, the International Academy for Innovative Pedagogy, Psychology and Economy, and Internationales Bildungs und Begegnungswerk.

The Mott Foundation has giving initiatives around the world with over 90 years of philanthropic experience. Its wide network and diverse range of grants make it a strong potential grant maker for AM. Any information or resource that potential grantees might need are all available and accessibly organized on the website. Resources

include information on types of support, grant acceptance and payments, application process for non-US organizations, compliance documentation, and various forms (affidavit form, redistribution statement, progress reports, etc.).

The downside of applying to a large foundation is that there are many more organizations seeking funds from it compared to the average local foundation. The Mott Foundation accepts full proposals on an invitation-only basis following an initial online letter of inquiry. It is also to be noted that if AM wants to seek funds for scholarship and fellowship programming or for book and video projects, then the Mott Foundation would not be the most suitable choice because it is specifically mentioned that they rarely fund these kinds of projects.

King Baudouin Foundation United States

Primary Funding Area(s): Economic Development; Education

Foundation type: Public

Location: New York, NY

Website: <https://kbfus.org/>



The King Baudouin Foundation United States (KBFUS) is a 501(c)(3) public charity that serves as a bridge between American donors and nonprofits overseas. Their mission is to “facilitate thoughtful, effective giving to Europe and Africa”. The foundation offers grant seekers knowledge, expertise, and a vast network of local partners in the U.S. Based in Brussels, Belgium, the U.S.-affiliate was established in 2002, providing donors and nonprofits an array of personalized services through donor-advised funds, one-time gifts, legacy funds, and gifts of artwork.

Beyond donor- and nonprofit-specific services, KBFUS facilitates study tours and conferences around the world, with two programs particularly highlighted – The Art & Science of Fundraising study tour, and the biannual Corporate Sponsorship & CSR in Europe conference held in Brussels. It has provided \$95,142,108 in funding to 546 organizations in the past 5 years, including the Mercator Capacity Building Center for Leadership & Advocacy, the Dirk Nowitzki Stiftung, and Bayerische Staatsoper in Germany.

In addition to its work with donors, KBFUS partners with European and African nonprofits. The way they do this is through an American Friends Fund – a fiscal sponsorship fund that allows non-U.S. organizations to receive tax-deductible gifts from U.S. organizations. All back-office administration (e.g., donor support and tax receipts) is taken care of by KBFUS. It has partnered with over 300 non-U.S. nonprofits via this fund and their website contains the informational resources to guide foreign nonprofits through the process. AM can, therefore, explore the option of partnering with KBFUS if it believes a fiscal sponsorship – as explained in the previous section – would be the most efficient option to receive American grant money.

It is to be noted that the foundation does not accept unsolicited requests for funds and only pre-selected organizations are considered. Given this, we cannot stress enough how vital building a network via consistent communication and a well-built proposal can be in winning U.S. grants.

The table below summarizes the potential grant makers listed under this section and presents the pros and cons of sending grant proposals to each.

Other Foundations to Consider

The German Marshall Fund of the United States

The German Marshall Fund of the United States (GMF) is an American public policy and grantmaking institution dedicated to promoting greater cooperation and understanding between the United States and Europe by supporting individuals and institutions working on transatlantic issues. The Fund, alongside the Alliance for Securing Democracy, convenes global leaders to discuss the most pressing transatlantic themes, and investigates ways in which transatlantic cooperation can address a multiplicity of global policy challenges. Founded in 1972, GMF has offices in Berlin, Paris, Warsaw, Ankara, Belgrade, Brussels, and Bucharest, in addition to its headquarters in Washington, D.C.

The GMF's initiatives include the Alliance for Securing Democracy, the Digital Innovation & Democracy Initiative, various leadership programs, and the Black Sea Trust for Regional Cooperation, among others. Their research covers issues from across the globe through a vast collection of publications and transatlantic takes on various matters. Although the GMF mostly funds German organizations based in the United States, its resources on transatlantic relations and programming can be a source for AM's own programs if a relationship is built. The Fund has provided grants of \$350,000 – all to German-US transatlantic organizations – over the last 5 years. In light of this, AM should explore the idea of indirectly building connections with foundations and organizations that the GMF funds in the US.

Ladenburg Foundation

Founded in 2001, the Ladenburg Foundation provides funding in the areas of higher education, educational exchanges, arts & culture, and journalism. It funds journalism scholarships in the United States and Germany, student exchange programs, and a German center for American studies. They have funded 9 grants to 5 organizations totaling \$377,820. They currently do not have a website that hosts all their information, but their programming lines up well with AM – which is why we recommend that AM should also look into partnering or seeking funds from small foundations like the Ladenburg Foundation. According to the FDO, the foundation does make grants to Germany. More information and contact details can be accessed in Appendix 2: North American Grant Makers List.

Table 1: Potential Grantmakers: Summary

Foundation	Primary Funding Area(s)	Pros	Cons
<i>Max Kade Foundation, Inc</i>	Education	<ul style="list-style-type: none"> ✓ Mission/activities align perfectly with Amerikahaus ✓ Presence across the US, Germany, and Austria ✓ Potential for collaboration 	<ul style="list-style-type: none"> * Stringent grant proposal guidelines * Website not up to date
<i>The Halle Foundation</i>	Education; International Relations	<ul style="list-style-type: none"> ✓ Promotes US-German relations ✓ Long history of funding German institutions ✓ Full grant application guidelines provided 	<ul style="list-style-type: none"> * 501(c)(3) status requirement
<i>Bertelsmann Foundation, Inc</i>	Public Affairs; International Relations	<ul style="list-style-type: none"> ✓ Driven by transatlantic relations ✓ Supports a wide range of subject areas ✓ Regularly provides funding in Germany 	<ul style="list-style-type: none"> * No guideline for grant proposal * Unsolicited proposals not accepted

Foundation	Primary Funding Area(s)	Pros	Cons
<i>The Andrew W. Mellon Foundation</i>	Education; Arts & Culture	<ul style="list-style-type: none"> ✓ Supports a wide range of higher education programs ✓ Total endowment of over \$6 billion ✓ Grantmaking guidelines for non-US organizations 	<ul style="list-style-type: none"> * Stringent guidelines * International giving currently concentrated in South Africa
<i>Charles Stewart Mott Foundation</i>	Education	<ul style="list-style-type: none"> ✓ Global Presence ✓ Diverse fields of giving ✓ Several grant application resources on website 	<ul style="list-style-type: none"> * Full proposals by invitation only * video projects, books, scholarships, and fellowships are rarely funded * Highly competitive grant space
<i>King Baudouin Foundation United States</i>	Economic Development; Education; Human Rights	<ul style="list-style-type: none"> ✓ Partnership via fiscal sponsorship ✓ Connects European organizations to vast network of US donors 	<ul style="list-style-type: none"> * Only pre-selected organizations considered

Recommendations for Amerikahaus

Amerikahaus has the opportunity to apply for federal and foundation grants of various types but may find it useful to apply strategically to these different options. Foundation grants should consist of most of the U.S. grants that Amerikahaus applies for and the best option to be able to do so would likely fall under fiscal sponsorship. Amerikahaus could use a U.S. nonprofit dedicated to such fiscal sponsorship but would likely gain more from leveraging a relationship with a U.S. university it has connections with for its programming.

Corporate Sponsorship

Corporate sponsorships should be formed in a way that benefits both the corporation and the nonprofit and should be approached almost like a business arrangement: what benefits can Amerikahaus offer a corporation? Corporate sponsorship, like grant management, is all about relationships. Corporations and nongovernmental organizations are forming fewer, but more strategic partnerships. Many NGOs are developing new strategies for developing relationships with corporations. Traditionally, for NGOs, these partnerships are sought for increased access to financial resources. However, they are also useful to “strengthen [a nonprofit’s] reputation and political influence” and other unique incentives.

It is important to work within the appropriate corporate sponsorship category. Companies that are approached should show that they have an interest in Amerikahaus' mission. Using relationships and connections through donors, board members or volunteers can help establish a sponsorship but there are other tools as well that can be used to find these sponsorships such as the company directory Corporate Affiliations, which provides personnel and contact information, or Foundation Directory Online which is a database of Grantmakers.

It is important to analyze whether Amerikahaus is ready for corporate sponsorship. Nonprofit Hub provides these questions as a sort of rubric:

- Do you keep in touch with your followers through email, website, events, newsletters, social media, or advertising? Many large nonprofits have all of these. However, if yours is a small nonprofit, you still can compete within your local community.
- What do you know about your demographics? Do you know who engages with your cause and why? Where do they live? How far do they drive? Are they repeat users, donors, volunteers? Are they young families, empty nesters, or teens?
- Have you worked with corporate sponsors before? Do you have testimonials from corporate executives about the value of your organization? Do you feature those in press kits or other marketing materials?
- What is your competitive environment? Are other organizations similar to yours getting corporate sponsorships?
- You'll want to meet face to face with a handful of prospects. First, create a list of companies headquartered in your area. What do they produce and to whom do they sell? Are there potential cross-promotions with an existing sponsor?
- Are you a member of civic organizations so you can understand and mix with the business community?
- Is your organization entrepreneurial? Are new ideas welcomed, and do they receive thoughtful consideration? Have you organized other commercial or revenue-generating activities over the past five years?

Amerikahaus needs to be prepared to “focus on five key areas” in working with corporations: “help them build brand visibility, recognize their generosity, offer creative approval, measure metrics, and keep lines of communication open.” This is essential for successfully maintaining these partnerships.

Tax and Legal Concerns

A brief but important note is that Amerikahaus should be aware of tax issues that come along with corporate sponsorships. According to the Council of Nonprofits, “In order for a corporate sponsorship to be appropriate and legal, the benefit to the for-profit entity should not outweigh the benefit to the tax-exempt charitable nonprofit. Be aware that corporate sponsorships can result in unintended tax liability, even for tax-exempt charitable nonprofits. We encourage you to read the Council of Nonprofits' resources regarding the tax treatment of corporate sponsorship income, so you can distinguish between non-taxable charitable contributions, and payments by a business to the nonprofit that the IRS will characterize as “unrelated business income.”

Amerikahaus cannot promise a for-profit organization that it will be the “exclusive” partner or sponsor of a program or event. This would be an exclusive benefit for the corporation and would cause a finding of “substantial return benefit.” Amerikahaus also cannot encourage the use or purchase of the sponsor's products or services and it cannot link its logo to a website where these are sold. Amerikahaus can acknowledge the sponsor with its name, logo, phone number, location, or website and can display its products and services un-linked to their value and without endorsement. A mixture of charitable contributions and advertising payments is possible. The charitable contributions may not be taxable, but the advertisements will be.

Unique Opportunities for Corporate Sponsorship

Although funding is often the biggest reason corporate sponsorships are pursued, other ways corporations can be involved should not be overlooked. These may encompass pro bono service, matching gift programs, dollar for dollar programs, paid release days, in-kind gifts, corporate-wide day of service events, and corporate community fundraisers. Pro bono service and in-kind gifts would be applicable to Amerikahaus' programming.

One possible opportunity could be for employees of corporate sponsors to take part in the events that Amerikahaus hosts. These employees, particularly those from companies who have a strong presence both in North America and in Germany, could discuss their roles in their companies and bring in knowledge of other cultures for interesting conversations. They will be able to bring interesting perspectives on a variety of topics, bringing in an awareness of their own culture. Because of the wide range of for-profit companies in the U.S., in Canada, and Mexico, there are virtually limitless topics that can be used for events and videos.

Pro bono support could also be provided by corporate sponsors to support Amerikahaus in its programming. Sponsorship does not need to be limited to financial backing. Employees of corporate sponsors could donate their time to Amerikahaus in a variety of roles based upon their areas of expertise. This could help Amerikahaus to expand its capacity.

Recommendations for Amerikahaus

These unique opportunities for corporate sponsorship may be the best way, at least initially, for Amerikahaus to develop these relationships. These opportunities align better with the mission of Amerikahaus and will have fewer legal and management concerns that come along with them. Once these connections are established, corporate sponsorship in the more traditional sense might be more feasible as corporations will have more trust and knowledge of Amerikahaus to build off of.

Marketing and Communications Assessment and Planning

Amerikahaus has different marketing tactics with social media, digital newsletters, and event posting. For social media, Amerikahaus has [Facebook](#), [Twitter](#), [Instagram](#), [Pinterest](#), and [YouTube](#). Amerikahaus' Facebook account has posts in both German and English. The Twitter account has posts in both German and English but mainly in German. Instagram and Pinterest accounts are the same situation but have relatively fewer followers. For the newsletters, Amerikahaus usually has them in German, and these newsletters are delivered monthly via emails. Viewers could subscribe to the newsletter list by entering their email addresses on the Amerikahaus official website. Amerikahaus also markets through different events and they have program booklets on their website biannually. The newest one on the website is "Program Booklet January - July 2019", which means it is not updated until now.

Problem Identification

Amerikahaus has different marketing strategies, however, these strategies are not very personalized for target audiences. Currently, there is no formalized strategy for marketing to people outside of Germany. The main newsletter and program booklets are all in German. It is better to separate the marketing towards people inside Germany and outside of Germany. Moreover, the update frequency is relatively low as well. The viewers need to be aware of the existence of Amerikahaus with a more often updated information booklet or newsletter. It is understandable that Amerikahaus might want to send out a more comprehensive newsletter or program booklet and does not want to overwhelm the viewer with too much information in a short amount of time. But it is important to let the viewers know that Amerikahaus are active all the time and making efforts to communicate between Germany and the U.S.

Key Contents for a Marketing Success

Effective marketing strategies will help Amerikahaus better carry out transatlantic cultural exchanges. The development of appropriate marketing strategies can more effectively expand the influence of Amerikahaus in North America. Currently, Amerikahaus is using YouTube, Twitter, Instagram, Facebook, and Newsletters to promote events, and each social media has unique characteristics and targeted groups. How to maximize the advantages of each social media and effectively target relevant stakeholders has become the focus of our discussion. Marketing is somewhere between public relations and sales. Its return on investment is not always tangible, and we always wonder about the meaning and importance of marketing related to it. Amerikahaus can receive feedback from potential customers and try to answer their questions and concerns through these social media channels. These platforms will also provide Amerikahaus a great opportunity to show its mission and vision, which can attract more participants to get involved in the program of transatlantic cultural exchanges.

When Amerikahaus develops a marketing strategy, decision-makers must understand their organization and have clear targeted audiences based on organizational positioning. We analyze stakeholders outside and within the organization to determine how best to craft relevant content and maximize the benefits of each social platform. As we mentioned earlier, outside donors, investors, partners, and potential customers are critical stakeholders for the organization. Improving the effectiveness of social media can more directly impact the engagement of relevant stakeholders and the exposure of the organization. For example, YouTube will intuitively give potential stakeholders a dynamic representation of information. Such content will attract their continuous attention to Amerikahaus events and announcements. At present, most of the content on YouTube is out of date, with the earliest update two months ago and only 18 views. Facebook and Twitter can better interact with stakeholders and respond to messages in a timely manner. Using Facebook to build connections with other larger partner organizations in the U.S. will also help increase the organization's visibility. Instagram offers a visual feed with posts showing photos and videos. The new feature of Instagram Stories can be used to interact with others through tags, likes, comments, or direct messages. No matter what kind of social media to promote Amerikahaus activities, the most important thing is how to identify the core personalities, or personas and shape the strategy to include each unique individual. This requires the organization to analyze the data as well as the regional and age trends of relevant stakeholders to develop appropriate marketing plans.

If Amerikahaus wants to increase the engagement of cultural exchanges in the America region, it needs a formal office to do so. With the expansion of the organization's influence and the holding of more events, having a formal office can better handle business transactions. The office of cultural exchange can better expand more unlimited possibilities in the United States. In the long run having a new U.S. office increases efficiency and makes it easier to build connections and spread transatlantic cultures. Amerikahaus needs to shape the content to be appealing to targeted audiences. The best way to find audiences. The best way to understand the needs of user groups is to collect people's characteristics through questionnaires. These questionnaires can be sent to subscribers via email or attached in the Newsletter.

Proposed Solutions

Personalized Content

Utilizations of Social Media Channels

YouTube gives the organization access to the "analysis" tab, which contains a wealth of statistics related to organizing channels. The organization can check through the tool to look for quantitative insights on channels and viewer behavior, including the number of views, average viewing time, and rate of interaction between videos. The analysis tab also contains important data about subscriber demographics. Even if the organization thinks it knows who its subscribers are, pays close attention to the content under the "audience characteristics" label. This data will help the organization transcend assumptions and have the confidence to find the right audience. Amerikahaus can monitor viewing time and audience profile analysis to figure out where and when the audience watches the video and how old the audience is. Tracking audience analysis can help the organization determine whether the initial assumptions are correct or not. If the initial assumptions are incorrect, Amerikahaus can adjust content strategies to

reach the desired audiences. On the other hand, Amerikahaus might find that the product can cause unexpected audience characteristics, which can be valuable information to the organization.

Facebook Page Insights provides a wealth of useful information about the organization's audience. A closer look at any unexpected details of this information that might help Amerikahaus establish more meaningful connections with relevant stakeholders. People can recall content on Facebook after just a quarter of a second. This shows that it is important to keep the information concise. Facebook posts are currently too long and full of German and English. There is no way to accurately translate a lot of information, which will seriously affect the user's experience. Creating a poster with visual effects can better illustrate the information of the event, and people will recall the relevant content more easily to improve the repeated interaction of users. An interesting question is a good way to start an active comment interaction. Amerikahaus can also ask users for information about what they want from the content. Then, Amerikahaus can give them what they want. This kind of targeted content will motivate more engagement. It is worth noting that Twitter's content needs to be more concise and interactive to increase attention. The Twitter engagement rate will tell the organization how relevant the content is to your audience. Based on the current interaction rate, it shows that some contents are much less impressive indicating that the content may not be relevant enough or high quality enough.

Other popular social platforms can play a better role in cultural communication. For example, Tik tok is an emerging short video platform for young people. Tik Tok can launch information according to the users' portraits, which can better broaden the organization's exposure. Currently, Tik Tok's download and installation volume in the U.S. and other countries' markets leaps to the top three. Video content will help organizations get more returns in the future market. Moreover, to improve the engagement of these social media platforms, Amerikahaus needs to create interactions with target audiences to form a positive experience and encourage audiences to not only come back for more but to share with their friends and other relevant audiences.

Interaction Increase

Newsletter & Program Booklet

As mentioned before, the newsletter is delivered monthly and program booklet is delivered biannually to the subscribers. The frequency of the deliverables for both of these two are not very promising. Amerikahaus needs to interact with the customers in order to let them have a better understanding of Amerikahaus. It is important to have not only comprehensive information but also active contents all the time. Currently, the newsletters are just a list of events which will happen throughout the month, and the program booklets include the same content with a longer period (half a year). The information from these two different channels are a little bit overlapping. For the newsletter, Amerikahaus could provide more personalized newsletters on interests according to different viewers. There could be some different sets of email lists for different contents. Like mentioned above, the English subscribers and Germany subscribers could receive two different newsletters. For example, if an event is held near some American universities, the subscribers from the U.S. are more likely to attend that event with details provided in the newsletter in English.

Moreover, Amerikahaus should stay in touch with the subscribers who are more active within the Amerikahaus community. People would feel respected when they get recognition and feel comfortable to interact within that area more often. Building a relationship with the subscribers could help Amerikahaus have a better understanding of their needs and preferences. In addition to that, it is essential to verify the email list regularly. Certainly, there will be people subscribing to the newsletter but just treat them as spam in their email list. It is a waste of time to send newsletters to these subscribers. However, there will also be some subscribers who enjoy the newsletter. This group of subscribers might have some innovative ideas about the newsletter because they are observing the newsletters which were sent out for a very long time. Amerikahaus needs to distinguish these groups of different people and figure out the useful ones and utilize them to improve the content of newsletters. Feedbacks are very critical in order of improving the contents of newsletters.

The program booklet could be kept in the original way. It is useful for people to have the resources from the past events within a longer term. They could easily gather information and look for what they want to learn more about in the short time. These booklets are very comprehensive and well-made resources for long term use. Amerikahaus should keep them updated in the time manner.

To sum up, Amerikahaus needs to analyze the characteristics of different social channels to develop appropriate publicity strategies. This involves the following steps. Amerikahaus needs to target relevant audiences. Analyze user profiles to determine appropriate content. The cultural characteristics of different regions, such as language and users' habits, will affect their experiences. It is important to analyze the stakeholders and increase the exposure of the organization through the platform of a larger partner. The accumulation of early users, to the subsequent users of the sharing expansion is a process. These media are not limited to traditional platforms like Facebook, Twitter and Instagram. Emerging platforms can also provide greater opportunities for Amerikahaus, just like the aforementioned Tik Tok and other related social media. Through the use of these social media can better reach the younger user community. These groups can be more easily converted into participants in the organizational programs. In the later stage, we should keep track of these users and continuously improve the existing social platforms. With no U.S. office, online advertising is the future. If Amerikahaus considers setting up an office in the U.S., it will create more opportunities for transatlantic cultural exchanges.

Bavarian-American Academy

North American University and Institutional Network Expansion Assessment

A challenge for any organization is meeting the need to stay relevant and recognizable. Maintaining a strong network of stakeholders and active partnerships allows one to satisfy that need. The Bavarian American Academy seeks to be a platform for scholarly networking and research, especially between Germany and the United States. It already produces a steady amount of academic publications and is constantly spreading knowledge through conferences, lectures, and dialogues. Going into the next decade, the BAA should place increased focus on establishing new and stronger partnerships with North American higher education institutions and research associations. Below are the tools to do just that, followed by some recommendations for further institutional network expansion.

Establishing Partnerships with US Higher Education Institutions

Compared to Germany, the higher education system in the United States is mostly decentralized and much more independent from government regulations. There is much more variety in terms of size, type, and cost of each institution. Because of this high degree of diversity, it can be difficult to find an organization to partner with. Organizations can overcome this challenge by making proposals directly to individual states' higher education commissions, which can be found listed on the U.S. Department of Education's database. Every state has such a commission but not all have the same name, for example see the Indiana Commission for Higher Education and the Ohio Department of Higher Education.

(*Understanding U.S. Higher Education*, <https://educationusa.state.gov/foreign-institutions-and-governments/understanding-us-higher-education>)

(*Information for International Educators and Officials*, <https://www2.ed.gov/about/offices/list/ous/international/usnei/us/edlite-officials.html>)

When reaching out to a potential partner institution, it is best to be respectful, personal, and most importantly to be clear about what is being proposed. The best proposal letters will describe exactly what is wanted from the potential partner, and the next steps will already be outlined within the proposal. U.S. institutions will rarely be willing to cooperate if there is not a clear project or goal expressly stated in the proposal. Additionally, successful proposals are usually more confident in nature, leaving a bold impression and assuring potential partners about the promise within. Consider this example:

Dear Indiana Higher Education Commission,

On behalf of the Bavarian American Academy in Munich, Germany I would like to extend a proposal for our cooperation.

My name is [Joanne Smith] and I am [on the volunteer board] of the Bavarian American Academy. We have more than 20 years of experience providing a scholarly network for researchers working on North American and inter-American relations. We regularly organize conferences, lectures, and regional symposia as well as award postgraduate fellowships.

The BAA represent the creativity and cultural vibrancy of Munich, and we pride ourselves on being the gateway to all things related to higher education and research in our region. Recently we have been seeking to expand our network, and Indiana seems like a great environment for building new partnerships. We would like to be connected to higher education institutions within your network who are interested in [[this international project/program](#)]. We expect cooperation would be beneficial for all involved.

Please contact me for further information, and we look forward to hearing from you and working with you.

Best regards,
[Joanne Smith]

Establishing partnerships with U.S. research groups

Similarly to United States higher education institutions, U.S. research groups are largely decentralized and separate from government regulations. However, instead of being separated by state, these research groups are generally divided into what are called “associations”, which are divided by the topic researched. For this reason, there are research associations for economics, social sciences, and so on. Best practices indicate that using ResearchAmerica’s index to find specific research groups and then contacting them is an efficient method.

(Member Organizations, <https://www.researchamerica.org/about-us/member-organizations>)

Proposing a research partnership should follow the same rules as when proposing an academic one. Firstly, there is a need to be clear about what is being suggested and why. One must remember to be kind and respectful to the contact person within the association and leave them with a clear idea of who is contacting them and why. Refer to this example letter for guidance:

Dear International Studies Association,

On behalf of the Bavarian American Academy in Munich, Germany I would like to extend a proposal for our cooperation.

My name is [Joanne Smith] and I am [on the volunteer board] of the Bavarian American Academy. We have more than 20 years of experience providing a scholarly network for researchers working on North American and inter-American relations. We regularly organize conferences, lectures, and regional symposia as well as award postgraduate fellowships.

The BAA represent the creativity and cultural vibrancy of Munich, and we pride ourselves on being the gateway to all things related to higher education and research in our region. Recently we have been seeking to expand our network, and Indiana seems like a great environment for building new partnerships. Recently we have been seeking to expand our network, and our mutual interest in furthering our understanding of international affairs seems like a solid foundation for a new partnership. We would like to propose [[this international project/program](#)]. We expect cooperation would be beneficial for all involved.

Please contact me for further information, and we look forward to hearing from you and working with you.

Best regards,
Joanne Smith

Types of International Partnerships

Organizations should be encouraged to embrace innovative projects and bold new ideas. However, there are certain forms of academic partnerships which have proven to be successful foundations of long-term institutional relationships. As outlined by the University of Sussex, these are the traditional types of academic partnerships the BAA could consider forming.

1. Articulation arrangements

Organizations should be encouraged to embrace innovative projects and bold new ideas. However, there are certain forms of academic partnerships which have proven to be successful foundations of long-term institutional relationships. As outlined by the University of Sussex, these are the traditional types of academic partnerships the BAA could consider forming.

2. Capacity building

Capacity building partnerships may involve, for example, staff training and development, access to facilities, networks or expertise or research skills development, with the aim of enhancing global perspectives and supporting an institution in developing its own strengths and resources

3. Doctoral degrees with co-supervision

Where the degree-awarding body awards the degree, but part of a student's period of study is spent at a partner institution, with a co-supervisor appointed from the partner institution and approved by the degree-awarding body

4. Dual/double awards

Arrangements where two awarding bodies together provide a single jointly delivered course (or courses) leading to separate awards (and separate certification) being granted by both, or all, of them.

5. Franchising

A process by which the degree-awarding body agrees to authorize a delivery organization to deliver part or all of one (or more) of our approved courses.

6. Joint awards

An arrangement under which two awarding bodies together provide a course leading to a single award made jointly by both participants. A single certificate (signed by both authorities) attesting to the successful completion of the jointly delivered course.

7. Mobility (staff)

Staff mobility provides an opportunity for staff to spend a short period in another institution (normally overseas) and share expertise with contemporaries in teaching, research or administration. Staff mobility can help to strengthen strategic relationships and have an important role in capacity building with partner institutions, as well as providing development opportunities for the individuals concerned.

8. Mobility (students)

Where students on the degree-awarding body's awards can spend time at a partner institution registered as a visiting or exchange student. This may include the opportunity to accrue credits at international (both EU and non-EU) partner institutions with independent degree-awarding powers, often exchanged with students from the partner institution who accrue credits at the degree-awarding body.

9. Progression arrangements

Arrangements whereby students who have successfully completed an award at another institution or provider may be considered for admission to the beginning of a course at the degree-awarding body.

10. Research partnerships

Strategic partnerships can bring together complementary strengths and deepen the impact of cross-disciplinary research. International research partnerships may involve collaboration with an individual or team of researchers overseas, with a view to, for example, providing access to particular techniques, samples or equipment, developing critical mass and competitive advantage, driving international collaboration on papers, accessing new sources of funding, promoting the work of the center internationally, or enabling impact through access to particular policy makers, international organizations or industry representatives in the region. Research partnerships may include mobility programs to provide international opportunities for faculty and doctoral students.

11. Validation

A process by which the degree-awarding body judges a course developed and delivered by another organization is approved as being of an appropriate standard and quality to lead to one of the degree-awarding body's awards.

Other helpful websites

The Council for Higher Education Accreditation database (<https://www.chea.org/directories>)

US Department of Education list of State education agencies (<https://www.ed.gov/category/audience/state-education-agencies>)

Further Recommendations

We recommend that organizations look outside of just the United States for new partnerships and research cooperation. Demographics are shifting, which means there are fewer young people and competition between internationalized higher education institutions is increasing. There is also an expanded notion of “Education for All”, which means that state and non-state financial support for higher education is increasing. There are new national programs which seek to foster international engagement in higher education. Canada, for example, is becoming increasingly international and would be a prime candidate for the BAA’s network expansion.

(*Internationalization of Higher Education*, <https://www.insidehighered.com/blogs/world-view/internationalization-higher-education-new-political-climate>)



In terms of the forms of partnerships one may propose, we urge that the BAA embraces technology and the changing landscape of education. Trends are pointing towards expanded online learning and virtual classrooms. International internships, as well as new virtual online internships could be beneficial to increasing both the network and the organizational capacity of the BAA. There is also increased cooperation between sectors, meaning state, private and nongovernment organizations all working together to produce specific-skilled workers. Consider partnering with industries or NGO’s, as well as governments.

In the case of network expansion, the goal is to build a strong and international system made up of higher education institutions, research partners, and other organizations. We recommend that the BAA propose partnerships to U.S. higher education and research institutions, and embrace new technologies and innovative forms of collaboration. This will bring the organization more opportunities in addition to added relevancy, sustainability, and success.

(*How to Make Virtual Online Internships a Success*, <https://www.eaie.org/blog/virtual-international-internships.html>)

Fundraising and Revenue Development and Diversification Planning

The Bavarian American Academy (BAA) serves as a central academic network and platform for the transatlantic activities of the Free State of Bavaria. The objective of the BAA is to support public policy and research related to the USA primarily and to enhance the interaction between science, culture, society, and economy. Although the primary focus of the Academy’s activities in the USA, in the context of interdisciplinary and interregional studies it also supports research on Canada, Latin America, and the Caribbean. We believe when it comes to fundraising and sustainable revenue generation, BAA needs to extend its mission and vision to broader themes that are relevant in our increasingly globalized world. Since the organization did not share their funding profile with us in detail, we

think it is safe to assume that BAA needs more funds for supporting its research goals, academic platform, and awareness amongst the Bavarian and US population, alike.

We also acknowledge the fact that BAA receives the majority of its grants and funding from the State of Bavaria and the US government. In the United States, about 1.5 million NGOs are in operation, serving a wide variety of causes. Many of those receive funding from local, state and federal government entities. The funding often comes as a result of a grant award. However, other forms of funding, such as product donations or in-kind sponsorships also exist. The funding from the US government to foreign-based NGOs has been on a steady decline. It can also have many strings attached as well, as described in the previous sections. Conditional grants often require a lot of work on the receiving organization's end, such as program evaluation, specific budgeting requirements, maintaining scorecards, sending out monthly reports, etc.

Considering BAA is a smaller organization, it might not be in their best interest to follow traditional US government funding because of their immense work requirement. Therefore, we urge BAA to consider non-traditional sources of

funding. Additionally, funding from the governments has also been frowned upon at times. For example, Greenpeace does not take any funding from the government to maintain its independence and free expression. We recommend BAA to explore non-traditional funding options which can help in advancing its mission and goals, while ensuring it maintains its significance by capitalizing on current important themes/issues in the world. There are many foundations with a broad range of funding priorities such as art & culture, community development, human rights, etc. BAA can take advantage of this by curating programs that align with a foundation's distinct funding priority and need. These funding opportunities can be in the form of grants, resource-based partnerships, in-kind sponsorships, and sustainable revenue-generating events

Legal Requirements for Grants

Many foundations and organizations are funding varied issues within the public policy domain in the US. Several US-based donors require the organization to be registered as a 501(c) organization. Section 501(c)(3) is the portion of the US Internal Revenue Code that allows for federal tax exemption of nonprofit organizations. It is regulated and administered by the US Department of Treasury through the Internal Revenue Service. BAA can apply for this status by submitting Form 1023 (or Form 1023-EZ), Application for Recognition of Tax Exemption. To approve this form, the IRS examines the organization's structure, governance, and programs. Since BAA is a public charity

organization with an educational and cultural focus, it has a high likelihood of getting approved and being eligible to receive funds from US-based donors. It will also need to file the form 990 annually to comply with IRS regulations. This form gives the IRS an overview of the organization's activities, governance, and detailed financial information. However, BAA needs to note that the IRS requires all U.S. tax-exempt nonprofits to make public their three most recent Form 990 or 990-PF annual returns (commonly called "990s") and all related supporting documents. It must also make public their Form 1023. If BAA is comfortable with these measures, then the US-based foundations represent a big funding opportunity.

In terms of regulation, there is no limit or restriction on the receipt of foreign funding by NGOs operating in the United States. Some basic restrictions such as not accepting contributions from a terrorist organization do exist. There are also restrictions on the direct financial support of political candidates by foreign individuals. Even though BAA will be tax-exempt after registering with IRS, contributions to foreign organizations are not tax-deductible (in the absence of a special treaty providing otherwise with the country of the NGO's origin).

There is another important regulation to be considered, The Foreign Agents Registration Act, 22 U.S.C. § 611 et seq. (FARA). It requires that any person or individual acting as an agent for another government to promote any agenda related to public policy should make periodic public disclosure of their relationship with the foreign principal, as well as disclosure of activities, receipts, and disbursements in support of those activities. According to the justice department, the act aims to ensure that the American public and its lawmakers know the source of certain information intended to sway U.S. public opinion, policy, and laws, thereby facilitating the informed evaluation of that information by the government and the American people. Thereby, we urge BAA to consider registering the US as an NGO to achieve tax-exempt status but avoid any research that might be associated with swaying public

opinion in the US. There are also no restrictions under US code for everyday operational activities of NGOs. They are free to recruit their participants, form alliances with foreign governments or find overseas donors.

International Donors

There are many US-based and International donors with a broad grantmaking focus. We have curated a list of organizations whose geographic focus in terms of giving grants is International or Europe based. BAA can create programs that will complement BAA's overall goal while simultaneously corresponding with the causes these organizations are focusing on. For example, the Ford Foundation supports anti-discrimination causes with a population focus on immigrants. BAA can host events that raise awareness on the positive consequences of a diverse population in light of current key issues of Syrian refugee immigrants in Germany. Creating events/programs which are appropriate and timely considering Germany's political climate will help BAA be culturally relevant while ensuring it receives grants by focusing on sub-populations that donors prioritize.

Many grant makers also focus on grants that focus on international relations. There is plenty of research within this domain that might be germane to BAAs mission. According to Pews Research Center, Americans and Germans have vastly different opinions of their bilateral relationship, but they tend to agree on issues such as cooperation with other European allies and support for NATO. The research also highlighted differences in beliefs about the relationship with each other, the majority of the Americans surveyed believed that the relationship with Germany is good. However, the majority of the Germans did not share this sentiment. Conducting research that explores these varied opinions and what can be done to promote goodwill between both countries is another theme BAA can capitalize on, it can apply for research or conference grants that raise awareness on these varied perceptions and their causes. The key idea is to identify themes that grant makers are focused on and which are also mentioned in mainstream media. These themes should also simultaneously satisfy BAA's mission. We have listed below a list of international and German foundations that we believe can align with BAA's purpose and narrative.

Top International Donors

1. Grant Organization Name: Charles Stewart Mott Foundation

Website: www.mott.org

Most Common Amount: \$100,000-\$500,000

Key Funding Subjects: Education, Child Development, Child Welfare, Democracy & Diversity and Intergroup relations

Population Group Focus: Academics, low-income population, Children and youth

Support Strategies: Conferences and Exhibits, Capacity-building and Technical assistance, Participatory grantmaking

2. Grant Organization Name: Ford Foundation

Website: www.fordfoundation.org

Most Common Amount: \$100,000-\$500,000

Key Funding Subjects: Human rights, Community and Economic Development, Arts and Culture, International Relations, Anti-Discrimination

Population Group Focus: Adolescents, Immigrants, Economically disadvantaged people

Support Strategies: Endowments, Leadership and professional development, Participatory grantmaking & General Support

3. Grant Organization Name: W.K. Kellogg Foundation

Website: www.wkcf.org

Most Common Amount: \$100,000-\$500,000

Key Funding Subjects: Agriculture, Community Improvement, Education, Arts and Culture

Population Group Focus: Academics, Children, American Indian, Adolescents

Support Strategies: Fellowships, General Support, Program Evaluations and Program Support

4. **Grant Organization Name:** Silicon Valley Community Foundation
Website: www.siliconvalleycf.org
Most Common Amount: \$5000 or Less
Key Funding Subjects: Philanthropy, Education, Basic and Emergency Aid, Diseases and Conditions, Economic Development
Population Group Focus: Adolescents, Children, Adult – Varied
Support Strategies: Capacity-Building and Technical Assistance, Continuing Support, Convening, & Fundraising

5. **Grant Organization Name:** The National Lottery Community Fund
Website: www.tnlcommunityfund.org.uk
Most Common Amount: \$10,000-\$25,000
Key Funding Subjects: Human Services, Health, Anti-Discrimination, Christianity

Population Group Focus: Children and Youth, Ethnic and Racial groups, People with Disabilities, & Families
Support Strategies: Policy, Advocacy and Systems reform, Program Support, Product and Service Delivery

Top German Donors

1. **Grant Organization Name:** Amadeu Antonio Stiftung
Website: <https://www.amadeu-antonio-stiftung.de/en/>
Most Common Amount: \$1,347
Key Funding Subjects: Anti-Discrimination, Civics for Youth, Community Improvement, Diversity and Intergroup Relations
Population Group Focus: Adolescents, Children and Youth, Immigrants, LGBTQ
Support Strategies: Advocacy, Curriculum Development, Convening

2. **Grant Organization Name:** Filia die Frauenstiftung
Website: www.filia-frauenstiftung.de
Most Common Amount: \$5000-\$10,000 – Most Common \$4662
Key Funding Subjects: Abuse Prevention, Democracy, Disabled Persons' rights, Ethnic and Racial Minority Rights
Population Group Focus: Girls, Victims and Oppressed people, Women
Support Strategies: Annual Campaigns, Emergency Funds, Continuing Support

3. **Grant Organization Name:** Robert Bosch Stiftung GmbH
Website: www.bosch-stiftung.de
Most Common Amount: \$25,000 - \$50,000- Most Common Grant \$5,550
Key Funding Subjects: Arts and Culture, Conflict Resolution and Peace Building, Democracy, Education
Population Group Focus: Victims of Conflict and War
Support Strategies: Conferences and exhibits, Curriculum development, Network-building and collaboration and Fellowships

Resources-based Partnerships

BAA can also consider resourced-based partnerships and programs to help them with the legwork associated with grant writing, documentation and event management. They can try to hire student volunteers and unpaid interns for different kinds of tasks. They can also have employees or German families hosting students from the US which can alleviate accommodation costs of these students while providing them with a cultural exchange opportunity.

The BAA could also consider research partnerships with academia in the US and Germany. These experienced faculty members and post-doctoral students can help BAA conduct research and performance evaluation of BAA

research goals and programs. Additionally, BAA can consider starting a quarterly journal where they can post research articles and editorial from their faculty partners. This will aid in attracting more reputable schools and faculty members for more collaborations.

General Templates for Grants

Presented below are templates for Letter of Intent and Donor Recognition plan. BAA can use the letter of intent to reach out to top international and German donors for funding. Letter of intent or interest helps in showcasing intention while simultaneously making the organization aware of BAA, before the final grant funding decision. BAA can also include any questions or queries that they may have for their application. It is also a good measure to set up an informational interview with a grant-making organization to learn more about their priorities and how they make decisions. The donor recognition plan helps the organizations to realize that BAA is a long-term focused organization that incorporates sustainable practices for building better relationships with donors. Weekly and monthly reports also help foster trust in the organization and its mission. It is a great way for donors to stay connected to the organization's mission, while also ensuring that donors are aware of the impact they are creating through their donations.

1. Letters of Intent- Sample

Charles Stewart Mott Foundation
Mott Foundation Building
503 S. Saginaw Street, Suite 1200
Flint, MI 48502-1851
U.S.A.

Re: Letter of Intent- Bavarian American Academy (BAA)

Dear Mr. XXX

Upon reviewing your foundation website's application guidelines, I am very pleased to say that your organization's mission aligns very much with ours. The Bavarian American Academy (BAA), founded in 1998, provides a scholarly network for researchers working on North America and Inter-American relations in the fields of cultural studies and the social sciences. We aim to enhance the interaction between society, culture and economy. We operationalize our objectives with the help of annual conferences and summer schools, sponsors regional symposia and lectures, awards postgraduate fellowships, and fosters knowledge transfer.

We are primarily seeking grant for our **insert specific program description**. The program aligns with your objectives in number of ways, Primarily **insert rationale which illustrates that the program goal matches the foundation vision**

BAA would be honored to be considered for future funding opportunities at Charles Stewart Mott Foundation. I would be happy to provide any additional information that would be helpful to you in case you have queries. Meanwhile, please find attached a copy of our 501(c)(3) letter. Thank you for your commitment to promoting a just, equitable and sustainable society.

Respectfully,
Xxx

2. Sample Donor Recognition Plan – Required in Grant Sometimes

Donor recognition is very important to our organization. Reciprocating by acknowledging them for their generosity is not only a mark of respect for us but key to maintaining strong stakeholder relations. We aim to be as proactive and engaging as we can while maintaining and managing a limited pool of resources for these activities in order to ensure the majority of our expenditure and investment is in the core program itself.

Our donor recognition plan is presented below. Some of these activities like a gala are dependent on operating funds we have in that fiscal year. We aim to ensure all timelines are met despite our limited staff and that we are providing quality engagement to our donors.

Donor Recognition Platform	Donation Level				Timeline
	0-\$100 USD	\$100-\$500 USD	\$500-\$2000 USD	\$2000 above -USD	
Receipting	✓	✓	✓	✓	As soon as donation is received.
Acknowledgement Letters via Campaign Monitor – from Founder	✓	✓	✓	✓	Within 2 business days of donation
Newsletters and Progress Reports		✓	✓	✓	Quarterly reports
Web Recognition/Printed and E-Publications			✓	✓	Within 5 business days of donation

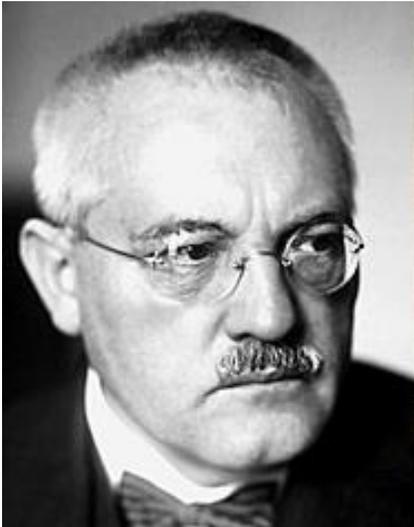


Official Press Release				✓	Within 2 business days – or whenever MoU is signed
Donor Engagement Programs-Gala and Charity Fundraising events			✓	✓	Annually – Only for US donors

Sustainable Revenue Generation

Germany has a vast history of scientists, mathematicians, physicists, political thinkers who have shaped the modern science and technology in the society. Their invention and discoveries have propelled big companies to become great companies in the early twentieth century. Some of the famous German personalities and their works is listed below:

Name	Field of work	
Carl Friedrich Gauss (1777-1855)	<ul style="list-style-type: none"> · Algebra · Astronomy · Non-Euclidean Geometry · Magnetism · Statistics · Land Survey 	

<p>Johannes Kepler (1571-1630)</p>	<ul style="list-style-type: none"> · Astronomy · Physicist (Optics) · Mathematician 	
<p>Carl Bosh (1874-1940)</p>	<ul style="list-style-type: none"> · Engineering · Chemist · Astronomer 	
<p>Wernher von Braun (1912-1977)</p>	<ul style="list-style-type: none"> · Aerospace Engineer · Spacecraft Architect (Apollo 11, 1969) 	

<p>Robert Bunsen (1811-1899)</p>	<ul style="list-style-type: none"> · Chemist · Photochemistry · Spectroscopy 	 <p>Gustav Kirchhoff (left) and Robert Bunsen (right)</p>
<p>Gustav Kirchhoff (1824-1887)</p>	<ul style="list-style-type: none"> · Electrical Circuits · Black Body radiation · Spectroscopy · Thermochemistry 	
<p>Albert Einstein (1879-1955)</p>	<ul style="list-style-type: none"> · Quantum Mechanics · Photoelectric effect · Theory of Relativity · Statistical Physics · Unified Field Theory · Superconductivity 	

<p>Leonard Euler (1707-1783)</p>	<ul style="list-style-type: none"> · Physicist · Astronomer · Calculus · Graph Theory · Music Theory · Mechanics · Astronomy · Geography 	
<p>Fritz Haber (1868-1934)</p>	<ul style="list-style-type: none"> · Chemist · Synthesis of Ammonia · Fertilizer · Born-Haber Cycle 	
<p>Werner Heisenberg (1901-1976)</p>	<ul style="list-style-type: none"> · Theoretical Physics · Quantum Mechanics · Uncertainty Principle · Nuclear Physics · Matrix Mechanics 	

<p>Gottfried Wilhelm Leibniz (1646-1716)</p>	<ul style="list-style-type: none"> · Calculus · Mechanical Calculator · Binary number system · Probability Theory · Linguistics · Biology · Geology · Geometry · Topology · Linear Systems 	
<p>Max Plank (1858-1947)</p>	<ul style="list-style-type: none"> · Theoretical Physicist · Quantum Theory · Plank's Constant · Photon Polarization 	

Above are some of the leading examples of German thinkers who have made their long-lasting mark in the field of science. Their contribution to modern science is unfathomable.

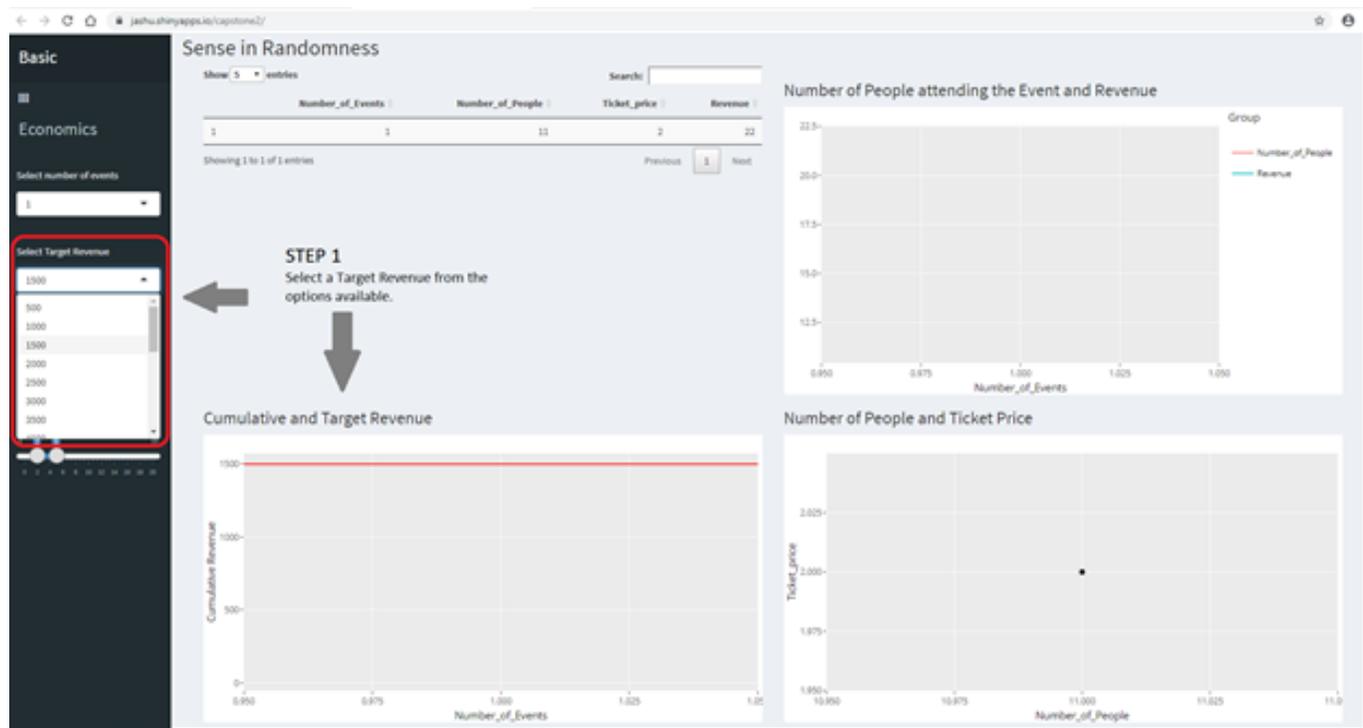
Amerika Haus should carry out events and trivia nights based on its rich scientific heritage among the younger generation and across various companies which reap the benefits of these scientists. The trivia nights should be priced in such a manner so that maximum participation can be expected. The high school should be targeted for these events for revenue generation. Emphasis should be made on scientists who have contributed to the technological advancements of America. Figures like Werner von Braun need to be highlighted whose contribution in NASA led to the first manned mission to the moon. [Society of German American Studies](#) gives further insight to the collaboration between America and German scientific temperament.

For generating sustainable revenue, it is important for Amerikahaus to carry out a number of trivia nights/cultural events based on ticket pricing. Furthermore, based on the pricing they must expect the number of people who will attend the event. The revenue from one event will be the price of the ticket multiplied by the number of people attending it. To support the visit of German scholars to North America, the number of these events needs to be quantified. As we are already assuming the number of people who will be coming based on the price of the ticket, the number of events required can be estimated for achieving certain target revenue which will be the cumulative sum of all the revenues of each event. A model to estimate the number of events required to achieve a target revenue is proposed as under.

Proposed Model to estimate number of events

As discussed in the previous section, a cultural/trivia night event needs to have a ticket entry for sustainable revenue generation. Based on the ticket price and number of attendees, this model estimates the number of events required to achieve a target revenue which is the cumulative sum of revenue of each event. This model can be accessed at <https://jashu.shinyapps.io/capstone2>.

The first step is to select the target revenue from a list of drop-down options. There are various options available for the user to select a target revenue. The target revenue selected by the user will be reflected as a red horizontal line in the plot titled “Cumulative and Target Revenue”. In this example the user selects \$1,500 as the target revenue.



Once the target is selected the user needs to select a price range and range of expected people going to attend the event. The range can be selected by changing the values in the slide bar as shown in the figure below.

Amreika House

Sense in Randomness

Show 5 entries

Search:

	Number_of_Events	Number_of_People	Ticket_price	Revenue
1	1	14	5	70

Showing 1 to 1 of 1 entries

Previous 1 Next

Step 2
Please select a Price Range and range of people expected in each event.

Cumulative and Target Revenue

500

400

As the price range and expected number of people range will be selected, a random number between the range selected will be generated and populated in the events table as seen in the events table. The last column of the table calculates the revenue of the event which is the multiple of number of people and ticket price. This row is generated only for one event. In this example, the price range for the ticket is between \$2-\$5 and the range of expected number of people attending the event is between 10-25 people.

The model picks a random number between the range and populates 14 as the number of people attending the first event and the price of the ticket as \$5. Thus, the revenue from the first event is \$70. As the target revenue is \$1,500, we need to carry out more events. But the question is how many events, if these parameters are selected.

The next step is to select the number of events from the drop-down menu in the sidebar.

Amreika House

Basic

Economics

Select number of events

16
17
18
19
20
21
22
23

0 10 20 30 40 50 60 70 80 90 100

Sense in Randomness

Show 5 entries

Search:

	Number_of_Events	Number_of_People	Ticket_price	Revenue
1	1	24	5	120

Showing 1 to 1 of 1 entries

Previous 1 Next

Step 3
Select the number of events

Suppose the user selects 20 numbers of events. In that case, 20 rows will appear in the events table having different values of the number of people attending the event based on the range already selected. Similarly, 20 different ticket prices will appear on the Ticket_price column of the events table. Revenue of each event is calculated in the revenue column of the table.

The table provides the details of each event and the graphical representation can be seen on the right plot titled “Number of People attending the Event and Revenue”. The plot is interactive, and users can hover across any point on the graph to see the details. For example, the details are reflected for the 20th event and expected revenue of that event. It can be seen that the event 11 has the maximum revenue.



The details of the cumulative revenue are shown in the next plot.



Here, we see that the total revenue generated is \$1195 which is less than the target revenue. Therefore, there is a gap between the target revenue and the accumulated revenue of the 20 events. Further, the statistics of revenue and the number of people attending the events is also generated. A plot is also generated which depicts the number of people attending with respect to the ticket prices.

As the target revenue is not achieved, the number of events needs to be increased. The user now selects 30 as the number of events. The output is as below:



It can be seen that from the “Cumulative and Target Revenue” plot, the cumulative revenue has surpassed the target revenue. The cumulative revenue is \$1,707 out of 30 events. But the minimum number of events required to go just above target revenue is 27 which is reflected in the last box highlighted above.

Thus, to achieve a target revenue of \$1,500, the model estimates a minimum of 27 trivia night/cultural nights events to be hosted. Hence, even with randomness we can get some sense of how to prepare ourselves for sustainable revenue generation.

In Kind Sponsorship

As seen in the previous section, for having sustainable revenue generation, cultural/trivia night events need to be organized. To carry out these events cost will be incurred. The cost may involve (to name a few):

- Leasing a place for the event
- Food/beverages
- Equipment/furniture
- Payment to staff members for manpower
- Media/advertising
- Transportation

If these costs are borne by Amerikahaus, then the revenue generated from the event will shrink thereby affecting the travel of the scholars. Thus, in kind sponsorship is required to bolster these events. In kind sponsorship is when the sponsor agrees to provide goods or services (in kind) instead of cash as a part of the sponsorship agreement.

Germany has [29 publicly traded companies](#) featuring in the 2019 Fortune 500 companies. The German scientists and philosophers as discussed above have been the integral part of formulation of these companies. [German American Business Association \(GABA\)](#) is an excellent place to look for in-kind sponsorship. Events can be arranged via GABA which receives sponsorship from various German and American Companies. Further, a sponsorship proposal needs to be prepared based on market research and a nourishing relationship with the sponsors.

FUTURE/SUSTAINABILITY-ORIENTED STRATEGIC ANALYSIS

The BAA needs to expand its lecture series and the research done by its academic team to include topics that are most relevant to an ever-changing political landscape. The outreach efforts to American universities will only be as successful as the developed research program the BAA and Amerikahaus have to offer. While I understand that some areas of research need to be targeted to the interests of the board and donors, there also needs to be a heavy emphasis on research and lectures addressing the most problematic issues facing transatlantic relationships today. Ultimately, the goal of the BAA is to be at the forefront of emerging issues. How can the BAA predict the next epidemic? The next Trumpian leader? By answering these questions before they become popularized, the BAA will be seen as the experts who were able to predict major events of the future.

For example, the most relevant contemporary issues can be found by looking at opinion polls addressing the agreements and disagreements between the US and German publics. Germans and Americans agree that two of the largest issues facing their countries are immigration and expanding globalization. While the methods these countries use to address the issue are vastly different, such interest in the subject are unceasing and the research potential immeasurable. These topics may include some of the following questions that could be addressed in a lecture series or publications online:

- How have the US and Germany responded to the automation of the workforce?
- How has increasing globalization affected the importance of language and multilingual citizenry?
- How is nationalism expressed differently in the US and Germany as a result of globalization?
- What methods have the US and Germany employed to deal with an influx in immigrants? Which have been successful, and which have not?
- How are Germany and the US preparing for mass immigration due to economic upheaval, pandemic, and the climate crisis?

- Are globalization and immigration a net gain or loss for transatlantic nations in terms of economic impact, national security, and global influence?

Some topics the US and German publics do not agree on are the significance of NATO, security alliances, Russia's influence, the rise of autocratic states, and the rise of right-wing extremism. These topics will continue to be extremely relevant as Russia continues to meddle with NATO's security apparatus and Eastern European nations struggle to protect their democratic institutions. These topics offer many questions the public will be asking as the US and Germany attempt to respond to these issues:

- Will Putin's presidency end before his asymmetrical warfare does?
- Are Eastern European nations turning to authoritarianism because of Russian influence, lack of US interest, the individual choices of political strongmen, or something else?
- Would NATO members honor the collective security pact should one be attacked? What challenges would individual member nations face when deciding?
- Will the US continue to lead out on European security? If not, who will take its place? Will NATO survive, or a new European security organization emerge?
- Where do far-right activists get their tactics from? Is there transatlantic information and strategy sharing between groups in the US and Germany?

Assigning interns or students or requesting visiting lecturers to answer these questions and further develop the conversation related to these issues will allow the BAA to lead out on critical social and political issues the transatlantic region will face.

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