

Department of German and Russian Studies

Annual Report AY 2016-17

Submitted by Morgan Koerner, Department Chair

I. Narrative Description of the Status of the Discipline from a National Perspective

The “status of the discipline” requires considerations of demographics, economy, and the academy’s recent responses to both.

Preparing graduates to be competitive in the modern global economy continues to be central to the mission of any responsible and relevant higher-education institution. Demographic trends and their impact on the economy, particularly here in the U.S. and the southeastern region, as well as general geopolitical considerations underscore the critical importance of our Department of German and Russian Studies in equipping students for their future careers. Therefore, the demand for and importance of all levels of German and Russian instruction will remain not only at colleges and universities nationwide, but especially at the College of Charleston for reasons outlined ahead in this report.

First, though, the national picture: Aggregated enrollments in Foreign Languages across the United States dropped by 6.7% between 2009 and 2013 according to the MLA’s most recent report on [“Enrollments in Languages other than English in United States Institutions of Higher Education, Fall 2013.”](#) The same report notes that German enrollments decreased by 9.3% nationally during that period, while Russian saw a “more radical” decrease of 17.3%. The report listed German as the fourth most common language behind Spanish, French, and American Sign Language. The MLA releases a report on enrollments every 4 years; another is due in 2017 and will hopefully be included in next year’s annual report.

Despite the narrative of falling enrollments nationally, however, German and Russian Studies look very promising regionally and especially locally here at the College of Charleston. According to a 2015 report by the South Carolina Chamber of Commerce, there are more than 160 companies in the state of South Carolina and German investment and job creation in the state have been tremendous since 2011: 4.1 Billion dollars of investment and 9,000 new jobs, which brings the total of jobs from German industry in the state to 27,000. The following highlights, taken from a 2016 fact sheet from the SC Chamber of Commerce, are just a few of the recent announcements regarding German industry in the state:

FOREIGN INVESTMENT SPOTLIGHT *Germany*

Recent Announcements

BMW

- Only U.S. manufacturing plant located in Greer, SC
- Has produced over 3.7 million vehicles and invested nearly \$7.2 billion

Mercedes-Benz Vans, LLC

- Announced new manufacturing operations in Charleston County in 2015
- Announced \$500 million investment employing 1,300 over the next several years.

Evonik Corporation

- Launching new operations in Berkeley County
- \$120 million of new capital investment and the creation of more than 50 jobs

Schaeffler Group

- Expanding existing facilities in three counties
- \$203.3 million investment to generate 548 new jobs

Robert Bosch

- Has been in SC for more than 40 years
- Announced \$175 million investment in November 2016



Russian, the department's other academic program, continues to be vibrant and indispensable for the mission of LCWA in light of the global economy, geopolitics, and mercantile interchange. The U.S. State Department and its higher education arm, the [National Security Education Program](#), continue to identify Russian as a critical language: a less commonly taught language where the demand for proficient speakers exceeds the supply. Therefore, the efforts of the Russian Studies Program at the College of Charleston to address the pre-professional needs of students interested in doing business with Russia ("Russian for Business"), journalism and other communications-related career fields ("Russian for the Mass Media"), and the connections between Russian and Cybersecurity and to introduce students to the heterogeneity of Russian culture(s) through literature and film courses align directly with national developments related to the needs-based acquisition of Russian language and a deeper understanding of the Russian culture.

The aforementioned MLA report published in February 2015 noted that although Russian, along with Ancient Greek, Modern Hebrew and Latin, experienced significant drops nationally in undergraduate enrollment for the period 2009-13, "these four languages, especially the first three [Russian, Greek, Hebrew], maintain a substantial percentage of advanced undergraduate enrollments, indicating that institutions where the languages are taught offer balanced curricula with courses at the introductory and advanced levels." In addition, "advanced enrollments as a percentage of all undergraduate enrollments in Ancient Greek, Russian, and Spanish increased slightly between 2009 and 2013."

U.S. Students Studying Abroad

The Institute for International Education's 2016 "Open Doors Report" noted that 313,415 US students studied abroad in the 2014/15 academic year, which was a

2.9% increase from the previous year. Over the past 15 years, U.S. student participation in study abroad has more than doubled. Of the top 25 leading destinations listed for U.S. study abroad students, two countries for German were included: Germany (#6) and Austria (#24, up one from the previous year). Clearly the Department of German and Russian Studies at the College of Charleston plays an important educational role in this trend.

II. Program

As ratified on May 3, 2012, the mission of the Department of German and Russian Studies is

to provide students with a broad range of courses, degree programs, study abroad opportunities and internships to develop proficiency and cultural literacy in German and Russian. The department's mission is to prepare all students for success as professionals and for life-long critical engagement as global citizens through the study of language, literature, and media as an integral part of the liberal arts education.

As revised February 2013, the College of Charleston's [Strategic Plan](#) summarizes five "goals", four of which are directly linked to our department's own mission and aforementioned objectives:

- Provide students a highly personalized education based on a liberal arts and sciences core and enhanced by opportunities for experiential learning.
- Develop or enhance nationally recognized undergraduate, graduate and professional programs in areas that take advantage of our history, culture and location in Charleston and contribute to the well-being of the region.
- Provide students the global and interdisciplinary perspectives necessary to address the social, economic, environmental, ethical, scientific and political issues of the 21st century.
- Establish and promote a vibrant campus-life atmosphere dedicated to education of the whole person through integration of curricular and co-curricular or extracurricular activities.

The demonstrated commitment of our department's tireless faculty affords students invaluable experiential learning opportunities through various activities that include our department's multiple student organizations—German Club, Delta Phi Alpha German Honor Society, and Russian Club—which connect students in meaningful ways while complementing our academic programs. *Stammtisch* (conversation table), theater performances in German, the German-American

Business Summit, guest faculty and artist lectures, language films, cultural festivals such as the Russian Festival on April 23rd, 2017, among other activities, help "establish and promote a vibrant campus-life atmosphere" as specified by the College's Strategic Plan.

Finally, underlying every course taught in German and Russian—from basic language through advanced courses in literature, civilization and culture—is an intrinsically interdisciplinary approach. From Russian 101 through German 498, language is interwoven with related culture, history, politics, business, economics and society. Here the German program has led the way with its explicit emphasis on a content-oriented, task-based curriculum that teaches language *and* culture from beginning courses to senior seminars.¹ Our curriculum in the Department of German and Russian Studies has consistently provided the quintessential and fertile ground for cultivating these global, interdisciplinary perspectives, a mission we continue to fulfill as demonstrated in the success of our graduates who not only succeed in graduate studies in the discipline, but who also secure various opportunities both in the U.S. and abroad.

III. Narrative Description and Analysis of Department Accomplishments

The Department of German and Russian Studies continued to offer a dynamic program via a small yet tireless group of highly dedicated, experienced and qualified faculty members during the 2015-16 academic year: 7 adjunct professors and 5 roster faculty, 12 total. As outlined below, we consistently and actively engaged students both inside and beyond the classroom, and we collaborated with other departments and programs through our Literature in Translation courses in both German and Russian.

The department also coordinated the Cultural Vistas Summer Internship in German, thanks to the leadership of the program's coordinator, Professor Stephen Della Lana. The following are students who participated in these study abroad internships in 2016 and 2017:

2017 (student's name, internship, location)

Massey, Brandon: Bunkkigtgut, München
McLaurin, Hilary: Mikrotron, Unterschleissheim
Owens, Tyler: IBG, Stuttgart

¹ In October of 2014, Dr. Nancy Nenno and Dr. Morgan Koerner attended the AATG Seminar on College Curriculum Development, a workshop held by Georgetown University's German department, and as a result have begun to revise their 202 through 314 language sequence without a textbook and organized around themes.

Simonson, Patrick: Institut für Experimentelle und Angewandte Physik, Kiel
Sullivan, Nicole: Sonnenberg Klinik, Bad Sooden-Allenberg
Tabor, Chavis : Institute of Biophysical Biochemistry, Biocenter Goethe University,
Frankfurt a.M.
Zurawski, Abigail: Haenska GmbH, Berlin

2016 (student's name, internship, location)

Castengera, Melaina: Symrise AG, Holzminden
Ianuario, Samuel Logan, *Berlin Language School only*
Mawra, Brianna: Weingut Karl Schaefer, Bad Dürkheim
Mayfield, Caleb: Fileshare, Stuttgart
Ruedy, Lanie: Fields GmbH, Berlin
White, Cameron: Hemholtz Zentrum, München

Responding to curricular demands and the academic interests and needs of our advanced German and Russian students, the department offered 300 and 400-level special topics courses in German (German 390-01, Sports in German Culture, and German 490, Psychoanalysis and German literature in Fall of 2016, and German 390-01, The African Diaspora in German Speaking Europe and German 490-01, two Generations of Ethnic and National Minorities Writing Lit in German. a new German 468 course in spring 2016 (Avant-garde! German Expressionism and Dadaism) and two 300 level Russian special topics courses, 390-01, Russian Cinema in the Original in fall 2016, and 390-1, Masterpieces of the Russian Short Story in spring 2017. In addition to the extra preparation that such courses demand of our faculty, the special topics arena also presents students with unique angles and skill-sets within the discipline that are not normally addressed in the regular German and Russian course offerings.

We also contributed to a variety of programs on campus via multiple courses offered in English, including LTRS 110: Russian Folktales in Translation, LTRS 250: Vampires, LTRS 220: 20th Century Russian literature, LTRS 270, Studies in Russian Film, and LTGR 250: Memory and Trauma in German Literature, which was cross-listed with JWST 330: Representations of the Holocaust.

Both of our programs were also involved in the FYE curriculum, with a new learning community between Russian 101 and Intro to Cybersecurity, a freshman seminar on Vampires in Russian literature, and a freshman seminar on Horror in contemporary German cinema in the fall. In addition, Oksana Ingle's course "A Window into Russia" was offered both in the fall and spring semesters.

The department had a very exciting year, with a long list of events that engaged our students, our colleagues, and the broader Charleston community, including the following highlights:

- Russian Club meetings, which met every other Thursday to discuss topics related to Russian culture.
- Charleston Stammtisch, the student-organized German conversation table, met every Wednesday night at 7pm during both semesters.
- German Club site visit of Mercedes-Benz Vans plant, sponsored by grant funding from the German Embassy's "Germany Meets the US" program: September 21st, 2017. (20 students participated)
- Guest lectures from German industry representatives in Stephen Della Lana's German 331 and 332 classes throughout the academic year.
- 2nd Lowcountry German Day, September 24th, 2017. 40 local HS students of German from five high schools. Lesson from Dr. Koerner and then a panel discussion with study abroad students, followed by a campus tour and lunch at a dining hall.
 - Ashley Ridge, Wando, Summerville, West Ashley, River Bluff High School students visited the event
- Exhibit: "Zionismus: The German Roots of Zionism," travelling exhibit from the Leo Baeck Institute in New York, on display in the Addlestone Library from October 16th to November 21st. Ambassador Detlev Ruenger, the Consul General of Germany in Atlanta, introduced the exhibit on Sunday, October 16th. Co-organized and co-sponsored with Jewish Studies and the Addlestone Library.
- [1st CofC German-American Business Summit](#), February 2nd, 2017.
 - 13 sponsors
 - 10 German companies attended the job fair.
 - Guest speakers from the German embassy, economic development, and German industry.
 - 200 students and 110 guests from the community in attendance.
 - Coverage on [ETV Radio's South Carolina Business News](#) and in an [Op-Ed in the Post & Courier](#).
- Lecture, "Green Germany: The *Energiewende* and Sustainability Initiatives in the Federal Republic of Germany." Dr. Robin Mishra, Minister-Counselor, Head of Science and Technology Section at the German Embassy in Washington D.C. February 3rd, 2017.
 - Attended by 100 students, faculty, and community members.
- Lecture: "The Black Imagination of the City: Afro-German Perspectives" Michael Goetting, German author and journalist. February 22nd, 2017.
 - 30 students and community members in attendance.
- Lecture: "Lives on the Yiddish Stage," by Yiddish theater performer Shane Baker, February 19th, 2017. Co-sponsored with Jewish Studies and the department of Theater/Dance.
- Performances: "Vortkunst: the Art of the Yiddish Word," Yiddish theater performer Shane Baker, February 20th and 21st, 2017. Co-sponsored with Jewish Studies and the department of Theater/Dance
- Traditional celebration of the Russian "Maslenitsa" holiday, February 24th. Hosted by the Russian Program and Russian Club.

- *Uncle Vanya* performance at the Charleston Stage, March 2nd, 2017. Russian students and faculty went on an excursion to see the famous Chekhov play also enjoyed a discussion about Chekhov and theater with the actors after the show.
- Delta Phi Alpha Induction Ceremony on March 28th, 2017 with *Lieder* performances by Prof. David Templeton's voice majors. 40 students, parents, and community members in attendance.
- Russian Festival, hosted by the Russian Club, April 23, 2017. 150 students and community members in attendance.
- First annual German Program Alumni Happy Hour, May 5th, attended by 18 former students and three German faculty.

The above sample of events underscores the department's status as a productive interdisciplinary hub where disciplines, discourses, and communities intersect. The events traverse disciplines as diverse as Business, Environmental Studies, Cultural Studies, Music, and Black Studies, and many of the events emphasize a strong relationship between town and gown, both in our outreach to high schools, industry, and to the larger community. Although our department may be comparatively small in size, our impact across campus and the community are substantial.

The department has also increased its outreach and fundraising efforts in the 2016-17 academic year. Along with the aforementioned Lowcountry German day for high school German teachers and students in September, Dr. Morgan Koerner attended the Clemson German Summit for high school students on February 14th, 2018, where he gave a lesson and presented on the German program (to an audience of 100 high school students and their teachers). Furthermore, in April and May of 2017, Dr. Morgan Koerner and Professors Stephen Della Lana and Carol Hollen each visited several High School German programs in the state and taught the classes for the day; they reached a total of 895 students at the following 13 schools:

- Wando High School, April 21st, 2017 (3 classes, 58 students total)
- River Bluff High School, May 2nd, 2017 (3 classes, 59 students total)
- Ashley Ridge High School, May 3rd, 2017 (5 classes, 106 students total)
- Carolina Forest High School, May 8th, 2017 (7 classes, 154 students total)
- Wade Hampton High School, May 15th, 2017 (4 classes, 82 students total)
- Spartanburg High School, May 16th, 2017 (5 classes, 52 students total)
- Boiling Springs High School, May 17th, 2017 (3 classes, 45 students total)
- West Ashley High School, May 19th, 2017 (2 classes, 34 students total)
- Gilbert High School, May 18th, 2017 (3 classes, 48 students)
- Airport High School, May 19th, 2017 (3 classes, 48 students)
- Pelion High School, May 22nd 2017 (1 class, 16 students total)
- Lexington High School, May 22nd, 2017 (4 classes, 80 students)
- Daniel High School, May 24th and 25th, 2017 (5 classes, 106 students)

These encounters proved to be very productive for our recruiting, but also for building relationships with and helping support regional teachers of German. In the

next academic year, we plan to reach out to the one Russian high school program in the state as well (Lexington High).

In terms of fundraising, there have also been a few successes this year, the most impressive of which was a \$10,000 donation to the Russian program from the Benwood Foundation, to be used for guest speakers and events in the 2017-18 academic year. For the German program, the Deutscher Bruderliche Bund donated \$1,500 towards student study abroad scholarship at the Bund’s annual Christmas party on December 13th, the German friendly society announced on March 6, 2017 that they had raised the amount of their yearly scholarship for study abroad from \$1,000 to \$2,5000, alumna Stephanie Rhodes ’13 contributed another \$1,000 scholarship for study abroad in Germany, and we received a \$1000 donation to fund the first annual German alumni happy hour event, held on May 5th, 2017.

The department continues to serve as the only official testing center for the Goethe Institute in South Carolina, which requires a significant amount of volunteer (uncompensated) service by departmental roster faculty, who also must continually renew their testing credentials.

Finally, in the fall of 2016, Dr. Nancy Nenno underwent a T&P review for promotion to Full Professor of German and received word in March, 2017 that the promotion was awarded and that she will receive the rank of Full Professor in August 2017.

Enrollment

Statistics for overall German and Russian Studies student enrollment

Total Student Enrollment

Program	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017
GRMN	353	344	407	363	396	373
LTGR + FYE	15	6		33	18	23 (7 in LTGR 250+ 16 JWST 330
RUSS	90	66	65	67	93	96
LTRS + FYE	55	46	73	27	72	47
Dept. total	513	462	545	523	577	539

Course Sections Offered

Program	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017
German (lower)	18	18	20	17	19	19
German (upper)	5	4	5	5	5	5
German Lit in Trans, including FYE	1	1	0	1	1	1
Russian (lower)	8	9	8	9	7	9
Russian (upper)	3	2	3	1	3	1
Russian Lit in Trans, Russian Studies, and FYE	2	2	3	3	4	3

Since the fall of 2014, the department's total enrollments have risen from 513 to 577 (12%) in the fall and from 462 to 539 (16.6%) in the spring semesters.

In its revised 2012 statement, the Association of Departments of Foreign Languages (ADFL) affirmed that for "foreign language courses that stress all four skills, the maximum class enrollment not exceed twenty students" (see http://www.adfl.org/resources/resources_guidelines.htm).

The ADFL also notes that "class size must be appropriate for enabling, rather than inhibiting, the kind of effective interaction between teacher and students necessary for developing proficiency in speaking and writing. Smaller class size also leads to greater student satisfaction and retention." In addition, in May 2006 The American Council for the Teaching of Foreign Languages (ACTFL) published the following as one of its official position statements: "Given the goals of a standards-based language program (i.e., the development of students' communicative competence), there must be opportunity for frequent and meaningful student-to-teacher and student-to-student interaction, monitored practice, and individual feedback during instructional time. This warrants attention to a class size that remains as small as

possible." The department is pleased to report that generally it succeeded in AY 2016-17 in conforming to ADFL's recommended 20-cap in most basic language classes.

Statistics for German Majors and Minors, German Studies Minors, Russian Studies Minors

College of Charleston Programs in German and Russian

Program	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016	Spring 2017
GRMN majors	34	27	25	14	28	31 (30 GRMN + 1 EDGE)
German Minors	30	27	40	41	47	43
German Studies Minors	14	10	6	4	6	5
Russian Studies Minors	34	34	31	27	27	28

After reaching a low of 14 in the spring of 2015, the number of German majors increased to 31 this past spring 2017, a gain of 121% since 2015 and 10.7% since spring 2016. Faculty in the German program believe that the significant drop in majors between Spring 2013 to 2015 resulted from two years of sabbaticals by key faculty members during that period. While less of an issue in larger departments, sabbaticals in a smaller program can disrupt the usual recruiting methods and incur a momentary decline in majors; the speedy recovery, however, demonstrates that the students were already present, but not yet registered as majors. A further sign of this understanding is the continued rise of German minors since Spring 2011, which now are steadily above forty for three straight years despite a significant jump in majors.

The number of Russian Studies minors peaked at 34 in 2013, and then declined gradually until 2015. However, they have stabilized over the past two years. Our faculty in Russian has been monitoring these trends and has taken several steps towards recruiting, including the 2016 FYE learning community between Russian 101 and intro to Cybersecurity. Between the fall of 2015 and 2016, our enrollments in Russian 101 more than doubled, from 25 in 2015 to 54 in 2016. For this coming fall, we now have more than twice as many students continuing into Russian 201 than we did in the fall of 2016. Russian enrollments continue to rise and as they do, we anticipate a clear bump in the number of Russian Studies minors in the coming years.

In terms of its representation among both Majors and Minors, the College of Charleston's German program remains the strongest undergraduate German program in the state, with more majors and minors than both USC Columbia and Clemson for the second consecutive year, despite the fact that Clemson and USC have considerably larger student populations. The one program that has a comparable number of majors in the state is Furman University, whose German program counted 29 majors in the spring of 2017.

	CofC, Spring 2017	Clemson, Spring 2017	USC, Spring 2017 ²
German majors	31 (30 GRMN + 1 EDGE)	13 (3 German, 10 International Trade + German)	17 (undergraduate German majors)
German minors	43	26	11
Overall Enrollment in German courses	373	262	431

The Russian Studies minor is one of only three offered in the State of South Carolina, and it is important to highlight that our program has the most minors of the three programs in the state with 28, and that in the spring of 2017, the combined number of students taught by Russian Studies faculty (143) was only 13 less than USC. The Russian program clearly has a robust footprint at The College of Charleston and we anticipate that it will only continue to grow.

Spring 2017	CofC	Clemson	USC
Russian Studies Minors	28 minors	5 minors	18 majors, 7 minors
Overall Enrollment in Russian Courses	96	42	166
Combined RUSS, LTRS and FYE courses offered by Russian Studies faculty	143		

² Numbers here were provided by the offices of institutional research at USC and Clemson.

Departmental Workload Productivity

Over the past 15-20 years, the College of Charleston's standards for tenure and promotion have become increasingly more rigorous, especially for scholarship. At the same time, however, expectations for excellent teaching and significant service activity continue as we still emphasize the virtues of our undergraduate education and focus on students. And although the College has attempted to complement increased expectations for scholarship with a 3-3 course load for tenured and tenure-track faculty (those expected to maintain active and sustained research agendas), colleagues of smaller departments and programs still confront the perennial challenge of "doing it all" since there is not a large corps of faculty to assist with the myriad of departmental responsibilities. Yet the German and Russian faculty, despite their many tasks, have managed to balance outstanding teaching, selfless dedication to students and service, and admirable scholarly agendas, even during an academic year when two tenured faculty members in German were absent for one semester and a full academic year respectively for research.

Instructional Costs

The Department of German and Russian Studies continues to maintain reasonable instructional costs at the College: \$237 per student credit hour according to the latest Delaware Cost Data available (fall 2015); the average college-wide was \$239 per student credit hour for the same period. Smaller academic programs, such as those housed in our department, do tend to cost more than larger departments that rely more heavily on larger, more economical, albeit substantially more unstable, adjunct faculty pools.

Student Accomplishments

Numerous achievements by students in the department during the 2016-17 academic year are detailed at the German and Russian Studies [newsblog](#) and the [German and Russian Studies Facebook Page](#). Below is a sample of accomplishments from recent graduating majors and minors:

Jessica Forman Norwood '07, German major: Sales, Dude Solutions in Cary, North Carolina. President of CofC's Raleigh alumni chapter.

Stephanie Rhodes '13, German and International Business major, has accepted a position at IFA Rotorion LLC in North Charleston and will return from a two year stint in controlling at IFA Rotorion's headquarters in Haldensleben, Germany.

Thomas Aggeles '16, double major German and International Business, German Studies minor. Assistant Operations Manager for IDEA Global, LLC in North Charleston.

Montana Feix '16, double major in German and International Studies: Position as Acquisition Program Manager, US Special Operations Command (USSOCOM) in Tampa, FL.

Stevie Laughead '16, German Major: position as High School Teacher of German at Dorman High School in Spartanburg, starting August 2017.

Matthew Orvin '16, German and History major: Acceptance to the Japanese Exchange and Teaching (JET) Program starting August 2017.

Alex Porter '16, German Major: Teaching Assistantship for graduate study in German at the University of Maryland College Park.

Therese Spaseff '16, Double Major in German and International Business: Position as Entertainment/Programming Manager, Gaillard Center, Charleston.

Kevin Tully '16, double major in International Business and German, acceptance to the MBA program at the HU Berlin, fall 2017.

Stephanie Schlipp '17: International Business Major, German minor. Internship in HR at Mercedes-Benz Vans, Ladsen, spring and summer of 2017

Kelsey Jordan '16, Biology Major, German Minor: second year in the M.A. Science-Technology-Society program at the University of Vienna.

Thomas Beasley '16, Political Science Major, German Minor: Scholarship to study at Charleston School of Law.

Vanessa Zehnder '16, Political Science Major, German Minor: University of Maryland School of Law.

Faculty Accomplishments

Faculty in the Department of German and Russian Studies continued to be impressively active with research and professional development in the 2015-16 academic year with multiple refereed publications, conference presentations, etc. As clarified with the charge for this year's annual report, details are not included with this document as they are already available in other institutional databases, particularly FAS. However, many details of our faculty's impressive activities and accomplishments may be found in the 2015 issue of the department's newsblog: <http://blogs.cofc.edu/germanrussiannews/>.

Future Goals Select Department goals for the AY 2017-18

1. Continue to raise the local and regional visibility of our programs via public events.
2. Continue to reach out to other departments and programs across campus in the name of interdisciplinary collaboration, both in future FYE learning communities and in joint initiatives.
3. Increase the number of German majors and Russian Studies minors.
4. Continue to build relationships with alumni and industry, especially via the German-American Business Summit and via outreach to foundations and philanthropical organizations.
5. Increase fundraising for study abroad scholarships for both German and Russian.