Atlantic Expedition
Modernizing Transatlantic Relations
a project by Atlantische Initiative

Atlantic Expedition II
Towards a More Inclusive Transatlantic Partnership

Atlantic Memo
December 2017
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INTRODUCTION TO THE ATLANTIC EXPEDITION

The Atlantic Expedition is a German-US American fellowship program initiated by the non-profit organization Atlantische Initiative e.V. The fellowship aims to empower a younger and more diverse generation of leaders in transatlantic relations. Throughout the program, participants from both sides of the Atlantic discuss and implement innovative ideas on how to modernize transatlantic relations.

The fellowship is primarily aimed at empowering groups not traditionally included in transatlantic debate and consists of two Expeditions and an Atlantic Basecamp with 30 participants each. The first part of the program took place in Germany in the spring of 2017. Participants joined an online discussion, a memo workshop and a joint trip to Hamburg, Dresden and Berlin to exchange ideas, network, develop policy recommendations and create the Atlantic Memo "Transatlantic Relations in a New Era: The Next Generation Approach".

Fellows of the second Atlantic Expedition joined forces in August 2017 to develop new strategies for communicating transatlantic relations to a diverse audience and consequently making the transatlantic relationship a more inclusive endeavor.

Self-generated working groups dealt with the following topics - all aimed at making the transatlantic partnership fit for the decades to come: storytelling and a new transatlantic narrative, stakeholder mapping, new actors and allies, city-to-city cooperation, diversity and inclusion, tools and methods for communicating transatlantic relations, a social media campaign for the fellowship program, a project on cross-Atlantic education and the development of a new transatlantic declaration.

Teams collaborated online via tools such as Slack, Google Drive, and Skype to develop their respective project proposals and memo drafts, regularly joining feedback sessions with their peers.

From 9 – 14 October, participants joined a trip to Chicago and Houston during which they had the opportunity to discuss their ideas and proposals with a variety of stakeholders from politics, business, academia, media and civil society. The diverse selection of meeting partners allowed for a variety of feedback and input, examining the transatlantic debate and especially the modernization of transatlantic relations from various viewpoints and providing valuable feedback for the contributions published in this Atlantic Memo.

The memo entitled "Atlantic Expedition II: Towards a More Inclusive Transatlantic Partnership" encompasses recommendations developed by participants of the second Atlantic Expedition before, during and after the joined excursion to the United States.

Results from both Expeditions will be compiled and presented during an Atlantic Basecamp from 8 – 13 April 2018 in Berlin.
EXECUTIVE SUMMARY

The Atlantic Memo “Atlantic Expedition II: Towards a More Inclusive Transatlantic Partnership” was written by the thirty fellows who participated in the second Atlantic Expedition from August to November 2017. It encompasses strategies, recommendations and specific project proposals on how to communicate transatlantic relations to a diverse audience and, consequently, make the transatlantic relationship a more inclusive endeavor.

The overall finding of this next generation of transatlantic leaders is a Call to Action: The transatlantic relationship is upheld by an extremely homogenous group of actors, which is unrepresentative of large parts of the population in both Germany and the US – hence a new transatlantic narrative and new communication channels should be developed and implemented in order to create an open and inclusive debate that will serve all parts of the population on either side of the Atlantic. This, in turn, will generate sustainable support and awareness of the importance of transatlantic cooperation.

This Executive Summary provides a snapshot of each contribution featured in this memo:

- Storytelling – a New Transatlantic Narrative
- Diversity and Inclusion
- Stakeholder Mapping
- New Actors and Allies
- City-to-City Cooperation
- International Tandems
- Tools and Methods for Communicating Transatlantic Relations
- Social Media Campaign and
- the New Transatlantic Declaration.

The memo Storytelling – a New Transatlantic Narrative shows that transatlantic relations rely on a post-World War II narrative written by and serving only a limited number of elites, thereby excluding major parts of the population on both sides of the Atlantic from the debate. The authors hence argue that a new transatlantic narrative based on the four elements of Depth, Diversity, Durability and Discourse Deliverables needs to be formulated in order to overcome the division within the transatlantic realm and ensure that the transatlantic alliance not only remains an important pillar of US and European foreign policy, but also grows more fruitful and vibrant in the coming years.

Diversity and Inclusion are two commonly cited concepts in debates about transatlantic social, political and economic relations. Still, only a limited group of diplomats, academics, politicians and businesspeople determines the transatlantic discourse. The memo on Diversity and Inclusion asserts that the call for modernizing transatlantic relations can only be answered by including those groups formerly excluded from the transatlantic debate: communities in rural areas, the working class, communities of color, and migrant communities. More so than simply analyzing these groups’ compositions, their struggles, and their transatlantic ties, this memo highlights the clear benefits that arise from including these communities in the transatlantic debate.

The exercise of Stakeholder Mapping aimed to identify and examine the network of...
established relationships that were developed over the past 70 years of German-US relations. This memo provides a high-level overview of the organizations and individuals that have been operating in traditional roles to promote and maintain transatlantic relations while briefly analyzing the current state of the relationship and offering a collection of active stakeholders in German-US relations in their Stakeholder Guidebook.

The authors of New Actors and Allies outline some of the most important new actors that should become involved in a modern transatlantic cooperation. Classic stakeholders have influenced transatlantic relations for decades. However, as these relationships suffer, bottom-up and grassroots approaches are becoming increasingly important to bypass inefficiencies and give everyone a voice. New stakeholders that connect directly with communities could enhance the dialogue across the Atlantic and stimulate engagement and belief in Trans-Atlanticism for the future.

The New Actors and Allies authors identified, among others, local government actors such as mayors or city council members who should play an increasing role in building up a new transatlantic narrative. While city-to-city partnerships have always played a role in the transatlantic relationship, their potential is underutilized. The City-to-City Cooperation Project draws attention to the potential of these partnerships, provides a practical Step-by-Step Guide for interested governments, inspires six new city pairs through individualized letters, and serves as a facilitator and resource for emerging partnerships.

The International Tandems group recommends the introduction of a new learning format to high school students in the United States and Germany. It aims to connect students across the Atlantic and facilitate intercultural exchange by converting standard, individualized school assignments into a paired assignment on which the student can collaborate with an overseas student. The proposal outlines why this is necessary, explains implementation steps, and elaborates on future developmental avenues within the sphere of transatlantic education at the high school level.

The diversification and expansion of communications technology has catalyzed interaction between US citizens and German citizens. Tools & Methods for Communicating Transatlantic Relations explores tools that can encourage and maintain positive interactions via technological innovations and traditional in-person communication. It outlines approaches that could provide meaningful support to existing programs and develop new spheres of public outreach.

With an established strategy, social media proves to be an effective communication tool for sharing ideas and reaching new audiences. By analyzing the Social Media presence of the Atlantic Expedition, the social media team generated a number of best practices and lessons learned that can also be utilized by fellow organizations with the goal of enhancing their social media presence and visibility.

The New Transatlantic Declaration (NTD) outlines the objectives and values common to the United States and the European Union. It is inspired by the spirit of collaboration and diversity of thought fostered by the Atlantic Expedition. The NTD provides an outline of the cultural, political, economic, and security gains associated with the transatlantic relationship. It is open to all signatories who desire to build stronger transatlantic ties, whether they are nation states, corporations, or individuals. The NTD is a reference document for business leaders, politicians, NGOs, advocacy organizations, and other stakeholders as they advocate on behalf of the relationship.
STORYTELLING – A NEW TRANSATLANTIC NARRATIVE
by Thomas Hanley, Johanna Rudorf, Amy Jo Weaver, and Dr. Anna K. Stahl

The following text depicts that transatlantic relations rely on a post-World War II narrative written by and serving only a limited number of elites, thereby excluding major parts of the population on both sides of the Atlantic from the debate. The authors hence argue that a new transatlantic narrative based on the four elements of Depth, Diversity, Durability and Discourse Deliverables needs to be formulated in order to create an open and inclusive debate that will generate sustainable support for and understanding of the importance of transatlantic cooperation.

INTRODUCTION

Narrative is one of the most effective instruments at a country’s disposal to forge a community and unique culture among social groups and individuals. If well-defined, compelling, and authentically true, a narrative can even resonate with audiences across generations and national borders, engender understanding by transmitting shared values, and ultimately generate an exchange of ideas that transcends both physical barriers and deep political cleavages. Given a narrative’s powerful alliance-making potential, it is not surprising that the transatlantic relationship has relied on this storytelling technique to strengthen cooperation since the end of the Second World War.

However, the narrative that was forged post-World War II was written mainly by a limited number of elites, and therefore became a declamation, more than a discussion among lesser known communities and groups. Not surprisingly, this top-down approach excluded many individuals from the debate with just as much stake in the outcome as the political establishment.

Furthermore, on account of today’s turbulent political environment on both sides of the Atlantic, the transatlantic relationship faces great uncertainty, and the current narrative is inadequate to properly mitigate the external threats to cohesion. Just last week, in his address to world leaders at the United Nations General Assembly - the ultimate symbol of international cooperation - US President Donald Trump asserted,

"The Marshall Plan was built on the noble idea that the whole world is safer when nations are strong, independent and free...Our success depends on a coalition of strong and independent nations that embrace their sovereignty to promote security, prosperity and peace for themselves and for the world."

President Trump’s comments reflect a greater growing trend within Europe to emphasize and promote national priorities over international commitments. With the ascent of far-right populist fringe parties that are predicated on the notion of international politics being a zero-sum game and diagnose international alliances impotent, the value and utility of the transatlantic partnership has never been more heavily debated.
Joining this debate, we argue that collective action on shared US-EU problems is our best weapon against further future division within the transatlantic realm. In order to ensure that the transatlantic alliance not only remains an important pillar of US and European foreign policy, but also grows more fruitful and vibrant in the coming years, a new transatlantic narrative needs to be formulated. To be effective, this narrative needs to be underlined by four key elements: 1) Depth, 2) Diversity, 3) Durability, and 4) Discourse Deliverables.

**DEPTH**

The new narrative should be steered towards an in-depth dialogue. Dialogues are best initiated through common connections, so there should be an emphasis on existing cooperation and shared values across the US and Europe. The transatlantic community has a joint past and a common destiny. Their shared values include democracy, rule of law, international cooperation, and free market economics. The EU and the US are each other’s biggest trading partners, together comprising over 50% of global GDP, and work together in almost every area of security policy to combat internal threats of terrorism, organized crime, and trafficking and strengthen external stability, development, and defense.

In order to add more depth to the existing transatlantic dialogue, concrete questions and topics of substance should be addressed. Since the establishment of transatlantic relations, the international environment has changed significantly. Over the past years, both sides of the Atlantic have faced a series of new issues and challenges that should be included in the new narrative. Future transatlantic cooperation should focus on more tangible topics, including cyber-security, terrorism, data protection, renewable energy and the rise of emerging economies such as China. These issues should be addressed at a technical level, allowing specific experts and authorities from both sides of the Atlantic to share experiences through regular encounters.

**DIVERSITY**

The historical narrative was not a diverse one: it was created by bureaucratic elites in Europe’s capitals and Washington, and it was shaped in their image. Today, its stakeholders have diversified, while its narrative has remained stagnant in its post-World War II foundation. A new narrative needs to be representative of all those it seeks to serve. Those advancing the relationship need to move outside their comfort zone, and recognize that the people it seeks to engage are no longer limited to a select few in the great capitals on either side of the Atlantic. The counter-narrative’s most consistent argument has been that the transatlantic relationship works for an elite few. Diversifying the narrative is about challenging this perception. The focus is not on exclusively shifting the narrative, but rather expanding it. In keeping new stakeholders in mind (local leaders, minority groups, rural communities, and migrants), leaders will begin building a narrative that correlates to the composition of those it claims to represent. In choosing an array of language and communication methods that strive to connect with these historically
marginalized groups, transatlantic leaders will go a long way in re-establishing the trust that has been lost.

**DURABILITY**

Narratives can help us make sense of a world in which we have to grapple with uneasy historical pasts, live the complex realities of today, and somehow plan for a mercurial future. The evolution of the transatlantic partnership was, and is still, just as unpredictable, and we have to acknowledge its current vulnerabilities to political shocks and external threats. Therefore, the new transatlantic narrative, in its commitment to fully supporting the alliance, needs to be durable enough to withstand the false equivalencies spread today by certain actors throughout a vast and noisy media landscape. One way the US and the EU can achieve such a degree of durability in their new narrative is through a renewed and robust underpinning of shared values and interests and a commitment to working collectively on common problems in specific areas, like security and defense, migration, big data, and trade. This would necessitate a move away from the current nationalistic and inward-facing rhetoric heard on both sides of the Atlantic. If the US and the EU can openly and jointly reaffirm their commitment to multilateralism and the rule of law, for example through a New Transatlantic Declaration (NTD), it will be much harder for cynics to undermine the transatlantic partnership.

**DISCOURSE DELIVERABLES**

The new narrative should be conscientious in the development of discourse deliverables, the formats through which the narrative will be transmitted and enter the public sphere. In order for a narrative to resonate, it needs to be easily accessible. Historically, the narrative of transatlantic relations has been constrained to elite spheres, circulating scholarly verbiage in an echo chamber. The new narrative on transatlantic relations should be a dialogue, not a declamation. Thus, it should avoid political jargon and refrain from determining how transatlantic engagement ‘ought’ to be. While the narrative of transatlantic relations comes from speeches made by world leaders, memos written by institutions, and scholarly journals, it should not be limited to these forms. Narratives can originate from films, podcasts, songs, poetry, memes, or even snapchat stories. Social media platforms have increasingly become the genesis for sharing and debating ideas. The new narrative should capitalize on audiovisual and “shareable” content, while maintaining a consistent presence on traditional sources. By broadening the scope of engagement, previously ignored voices in the debate can be incorporated, especially youth and citizens with a less formalized education. There should also be a strong multi-lingual component of the new narrative, since people will feel more connected to a narrative that speaks to them in a familiar manner. Above all, it should be a conversation between equal partners.

The Storytelling Memo was presented in coordination with a **panel discussion** at Rice University on “Modernizing the Transatlantic Relationship” that was streamed live via Facebook: [https://www.facebook.com/AtlanticExpedition/videos/503624216663934/](https://www.facebook.com/AtlanticExpedition/videos/503624216663934/)
DIVERSITY AND INCLUSION
by Thomas Froehlich, Christin Habermann, Nardos Mekonnen, Shivan Sarin, Carolin Wattenberg, and Gregor Wendler

Diversity and inclusion are two concepts frequently brought up in debates about transatlantic social, political and economic relations. Still, only a limited group of diplomats, academics, politicians and businesspeople determines the transatlantic discourse. This memo on diversity and inclusion asserts that the call for modernizing transatlantic relations can only be answered by including those groups formerly excluded from the transatlantic debate: communities in rural areas, the working class, communities of color, and migrant communities. More so than simply analyzing these groups' compositions, their struggles, and their transatlantic ties, this memo highlights the clear benefits that arise from including these communities in the transatlantic debate.

INTRODUCTION

Currently, a limited group of diplomats, academics, politicians, and international businesspeople have steady access to the transatlantic relationship and dominate its discourse, while a number of other communities have been nearly entirely left out of the transatlantic debate. As a result, these communities do not have the opportunity to join forces with their ‘sister-communities’ on the other side of the Atlantic and cannot benefit from such fruitful exchange. Yet, issues that affect these communities, whether they be rural communities, migrant communities, communities of color, and the working class, are mutual across state boundaries. Having a voice in the transatlantic debate and access to cross-cultural exchange enables these sectors to progress on those issues that affect them the most. This memo outlines some of the groups excluded from the transatlantic debate and focuses on how these communities as well as the current transatlantic relations can benefit from a more inclusive approach.¹

SELECTED MARGINALIZED COMMUNITIES

Communities in Rural Areas
Brexit, the 2016 election of United States President Donald Trump, and the 2017 election in Germany have turned the public eye towards the growing divide between rural and metropolitan areas. The feeling of ‘being left behind’ has become a decisive factor in voting behavior on both sides of the Atlantic, pointing to a complex combination of economic and cultural factors.

In the US, for instance, explanations for President Trump’s appeal in these rural regions have focused on a number of factors: residents’ lack of trust in institutions (e.g. the federal government, news media); economic despair and concerns about the future; anxiety about

¹ While this memorandum outlines some of the marginalized communities in the transatlantic debate, this list is not exclusive, and other marginalized communities should be included in the debate for a full and comprehensive debate regarding transatlantic issues.
immigration and globalization; and a general feeling that urban US Americans do not share the same values as their rural counterparts.\textsuperscript{2}

In Germany, the debate has focused on similar issues. Such analysis has asked whether people from underdeveloped regions in states like Brandenburg, Mecklenburg-Vorpommern, Bremen, North Rhine-Westphalia, Saxony-Anhalt and Thuringia have a higher tendency to vote for right-wing populist parties.\textsuperscript{3}

Rural areas account for 18\% of the total US population and 24\% of the German population.\textsuperscript{4} Yet, despite their considerable political power, rural communities are underrepresented in political debates in general and in transatlantic matters specifically. While it is true that political and cultural institutions, universities, think tanks, and other primary actors involved in these debates are mostly based in major cities or the nation's capital, there has not been a concerted effort to diversify participants beyond urban centers. Transatlantic social cohesion depends on representing these communities and strengthening ties between rural communities in both Germany and the United States.

\textit{Migrant Communities}

Migrant communities have grown consistently and changed considerably on both sides of the Atlantic over the course of the last century.\textsuperscript{5} The Migration Policy Institute estimates that the size of the immigration population in the United States increased from 9.6 million individuals, or 4.7\% of the population, in 1970 to 41.3 million, or 13.1\% of the population today. Where in the 1960s the United States had the largest share of immigrants originating from Europe, the early 21st century has seen a shift to immigration from Latin America (with Mexican-born immigrants accounting for 28\% of the foreign-born in the United States) and Asia (with India and China both accounting for 5\%, and the Philippines representing 4\%).

In Germany, one fifth of the population (18.6 million people\textsuperscript{6}) has a migrant background, with the largest group originating from Turkey (16.7\%) followed by Poland (10\%) and Russia (7.1\%).\textsuperscript{7} Migrant groups residing in Germany for many generations have established community groups, e.g. \textit{The Türkische Gemeinschaft in Deutschland e.V.} (Turkish Community of Germany) in order to honor and preserve their individual and communal identity. More so, these groups actively further successful social inclusion by

\textsuperscript{2}A recent Ipsos survey showed that globally, rural populations are less optimistic than their counterparts in big cities. See Ipsos Global Trends: Fragmentation, Cohesion & Uncertainty, p. 56 (https://www.ipsosglobaltrends.com)
\textsuperscript{3}See Kleine Anfrage der Grünen (http://dip21.bundestag.de/dip21/btd/18/112/1811263.pdf)
\textsuperscript{4}See The World Bank (https://data.worldbank.org/indicator/SP.RUR.TOTL.ZS)
\textsuperscript{5}Migrant here is defined as a person present in the United States or Germany with no respective citizenship at birth.
\textsuperscript{6}DESTATIS Statistisches Bundesamt (https://www.destatis.de/DE/ZahlenFakten/GesellschaftStaat/Bevoelkerung/MigrationIntegration/MigrationIntegration.html)
\textsuperscript{7}See Bundeszentrale für politische Bildung (https://www.bpb.de/wissen/NY3SWU%3A%3A.0.0.Bevoelkerung_mit_Migrationshintergrund_1.html)
establishing transcultural bonds between their countries of origin and their country of residence.

Despite the undeniable benefits migrants bring to the United States and Germany, their communities have recently been met with increased skepticism and disdain: Political figures have sought to restrict immigration and fomented anger against these groups that was quickly mirrored by significant shares of society. Including migrant communities in the transatlantic dialogue is then all the more crucial as it allows these groups to voice their thoughts, knowledge, and experiences regarding issues relevant for all of society: economic stability, political equality, educational opportunity, and cultural inclusion.

**Communities of Color**

People of color, similarly to migrant communities, face discrimination and social marginalization to a surpassing degree. Among other areas, this has also limited these communities’ contribution within transatlantic debates. One of the most prevalent and underrepresented groups in the transatlantic dialogue is the African American community, which amounts to approximately 13.3% of the US population.\(^8\)

Issues facing this community span a number of dimensions that could benefit from transatlantic dialogue. Mostly arriving in the United States as slaves, it took African-American communities almost two hundred years from the country’s founding to gain full legal and civil rights. However, these communities are still plagued by a lack of basic services, from effective education to economic opportunities to healthy food options ensuring sustainable growth. Even safety and security of the community has come under attack in recent years, underlined by the number of police shootings of unarmed black women, men, and children. Such tensions have only increased with the growing vocal nature of white supremacists and neo-Nazi rallies. Members of the community would benefit from discussions of effective strategies to tackle these challenges.

Although Germany does not share the same historic relations with communities of color as the United States, many persons of color face the same marginalization and everyday racism. Including these communities into the transatlantic debate allows them to voice their issues and concerns, find solutions, connect with their ‘sister-community’ across the Atlantic, and create invaluable transatlantic cultural and social bonds.

**Working Class**

The working class is subject to various definitions and alterations thereof during the course of the last 150 years.\(^9\) For this memo in particular, members of the working class are defined as follows: they hold no college degree and work in the manufacturing or service sector (blue-collar or white-collar work) and they lack cultural and financial

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\(^8\) See U.S. Census Bureau (https://www.census.gov/quickfacts/fact/table/US/PST045216 )

\(^9\) Most studies in the United States define members of the working class as holding no college-degree and working blue- or white-collar jobs. German studies rather focus on the cultural and financial capital.
capital. According to this definition then, around 40% of German citizens and between 43-67% of US American citizens belong to the working class.11

Members of the working class, especially the so-called white working class, tend to share a conservative view, yet they prioritize economic over cultural ideologies. The working class is hit hardest by economic turmoil and its members continuously have to worry about their financial future as wages stagnate, prices rise, education becomes more expensive, and unemployment rates increase. Moreover, members of the working class have felt abandoned by their politicians, as upward mobility appears unachievable.

Albeit the numerically largest class in both countries, the working class is not a focus of transatlantic debates. Their financial struggles are regarded as a matter of purely national concern, which denies the similarities of working class people in the transatlantic region and hinders a joint approach to solving these problems. Unfortunately, some leaders of the transatlantic debate hold the opinion that the working class generally lacks the education necessary to understand and hence participate in the transatlantic discussion. This discourages not only members of this group to participate but also educational or cultural approaches that would further transatlantic inclusion.

OUTLOOK: BENEFITS OF EXPANDING THE DEBATE

Despite the various differences that exist between the communities and groups outlined above, including them into the transatlantic debate holds similar benefits and opportunities across all groups.

1. **Broadening the Debate:** The inclusion of diverse opinions and viewpoints allows for more progressive and creative ideas on furthering transatlantic relations. Not only does an expansion of the debate permits issues and themes to surface that have formerly not been recognized by leaders of the transatlantic debate, but it also gives way to diverse forms of knowledge, thought, and understanding. Once streamlined into discussion and dialogue, this inclusive and joint discussion will yield innovative and modern ways of imagining the future of our transatlantic relations.

2. **Fostering Social Cohesion:** Including formerly unheard and marginalized communities empowers the correction of past mistakes and thus prevents these mistakes in the future. Right-wing populism, one of the largest threats to successful transatlantic relations, is in part a product of politicians’ neglect towards the economic fears of certain communities, most prominently the working class. In general, receiving attention of their individual issues, views, and opinions is the first step to lessen and abolish anti-transatlantic sentiment and to foster social cohesion.

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10 See, for example, Michael Vester, *Soziale Milieus im gesellschaftlichen Strukturwandel*, p. 15-16; Max Koch, *Vom Strukturwandel einer Klassengesellschaft*, p. 45.

11 See, for example, William E. Thompson and Joseph V. Hickey, *Society in Focus*; Leonard Beeghley, *The Structure of Social Stratification in the United States*. 
3. **Engaging with Benefits:** If future transatlantic relations shall be successful, the consent of a majority of citizens is necessary, which presupposes informing a number of different communities about the benefits these transatlantic ties hold for them. Once the benefits are actively discussed, there is a high probability that people formerly against transatlantic endeavors may begin to support them.

4. **Sharing Best Practices:** Issues that affect the respective communities can be solved more effectively through transatlantic cooperation of these communities through the sharing of information. As our research regarding the respective groups and communities has come to show, their issues, viewpoints, and concerns are increasingly similar on both sides of the Atlantic. Such collaboration not only aids in solving the emerging issues by sharing best practices but also increases the personal ties within the transatlantic region.

By promoting the benefits that inclusion and diversity hold for both the marginalized groups as well as ‘traditional’ stakeholders it becomes possible to amend many entrenched structures of the transatlantic debate. As much as diversity and inclusion have served as integral parts of the United States’ and Germany’s respective social, political and economic fabric, diversity and inclusion need to be just as much celebrated, furthered and enthroned transatlantically in order to modernize US-German relations.
STAKEHOLDER MAPPING
by Marie-Louise Arlt, Julian Clayton, Connor Kennel, Margaret Mullins, Lisa Schmechel

The key actors in maintaining and promoting transatlantic relations

The exercise of stakeholder mapping aimed to identify and examine the network of established relationships that were developed over the past 70 years of bilateral relations between Germany and the US. This memo provides a high level overview of the organizations and individuals that have been operating in traditional roles to promote and maintain transatlantic relations while briefly analyzing the current state of the relationship.

INTRODUCTION

Today's close bilateral relations between Germany and the US are based on common values and a shared vision for the future. After the devastation of World War II, the US financially supported Germany in state-building and civic development. This laid the foundations for a close relationship among strong partners turning Germany into a major ally in a politically divided Europe.

Thanks to that close alliance, a close partnership developed which surpassed the diplomatic sphere: Trade and economic relations were intensified, a remarkable number of students have enjoyed exchange during high school years, and researchers in both countries are collaborating to achieve scientific advancement, among other benefits. While it would be naïve to say that US-German relations have been without disagreements, what makes this relationship strong is support from a broad network of stakeholders on both sides of the Atlantic who have intense personal and professional interests in moderating misunderstandings and pursuing a positive long-term strategy.

Within this increasingly complex and integrated relationship there are a number of stakeholder groups that look to make use of the existing relationship framework to produces beneficial outcomes both for those within their own group and at times for the betterment of the transatlantic relationship as a whole: (1) academics, (2) business, (3) civil society (4) media, (5) military, and (6) political/diplomatic. These groups encapsulate all those on both sides of the Atlantic that leverage their personal and professional interests to create lasting benefits.

In the following memo, we present stakeholders in each of these groups and analyze their role and attitudes towards bilateral relations. In the annex, we provide a stakeholder handbook: a list of important stakeholders and their role in the US-German relations.

ACADEMICS

The academic relations between both countries reach back to the 17th century when the first US universities were founded with an eye towards European institutions. Later, they
committed themselves to the humanist ideal of education developed by Wilhelm von Humboldt, a Prussian academic and public official. During World War II, many Jewish scientists like Otto Stern or Hannah Arendt migrated from Germany to the US. These individuals went on to significantly shape the culture currently found at US academic institutions such as Harvard, MIT or the University of California where they played an important role in establishing today's academic excellence while maintaining the connection to German academic institutions.

After World War II, the US government recognized the importance of academic exchange and established the successful Fulbright Program that supports scientists in going abroad. The German division of the Fulbright program has become the biggest one, having supported more than 45,000 Germans and US Americans. On the German side, the German Academic Exchange Service (DAAD) supports about 6,000 students and professors in German-US exchange each year.

The success of these programs has led to many German and US American students and scholars collaborating on innovative projects and taking temporary or full-time residence in the countries of their exchange.

BUSINESS

Since the signing of the Treaty of Friendship, Commerce and Navigation in 1954, the free movement of capital has led to innovation and prosperity on both sides of the Atlantic. There is over $363 billion of bilateral foreign direct investment between the US and Germany and over 1 million people are employed by German firms in the US and US firms in Germany.

Private sector stakeholders have perhaps the most to gain from increasing their engagement in the transatlantic relationship. The automotive industry serves as a great example of the mutual benefits brought about by commercial partnership. German auto manufacturers such as BMW, Mercedes-Benz and Volkswagen have all expanded their manufacturing bases in the southeastern US over the past several years. US auto manufacturers such as Ford have also chosen Germany as their European manufacturing base. German auto manufacturers use the US market to sell their high-end luxury vehicles that are less popular in Europe. US auto manufacturers in Germany use the European market to sell their smaller more fuel-efficient vehicles, which are less popular in the US.

Encouraging more private sector stakeholders to find synergies across the Atlantic and invest in mutually beneficial partnerships is vital to enhancing the transatlantic relationship. Equally important is publicizing success stories of when the cooperation of transatlantic stakeholders in the private sector leads to the creation of jobs or economic growth for all involved parties.
CIVIL SOCIETY

People engaging in communities and organizations outside of governmental structures, for local or international initiatives tied to a variety of topics make up a diverse, active civil society in both countries. In Germany, 3.6 per cent of Germany's resident population 14 years of age and older engage in volunteering in 2014, while the volunteer rate in the US was at 24.9 percent in September 2015.

After World War II, a number of new organizations with a focus on transatlantic relations were established. While some, such as Atlantik-Brücke in Germany and its counterpart American Council on Germany, have focused on business relations and security policies, others such as Amerikahaus or the German American Institute offer cultural events and engage with the immigration histories of German and US American communities.

As Anti-Americanism seems to be growing in Germany with a low confidence in President Trump by the German public, and Trump's open criticism of Angela Merkel and the large trade gap between the US and Germany, it is increasingly important to engage civil society to concentrate on shared values.

MEDIA

Media is shaping public opinion in major ways, especially in fields where audiences require expert knowledge. In Germany, the most watched news program is Tagesschau on the public channel ARD. In the US, market-oriented channels such as Fox News, MSNBC and CNN maintain the highest audience. Although the US media landscape was non-partisan, emerging competition has driven media outlets to show more partisan views.

Both US and German media has been favorable towards transatlantic relations since World War II. In Germany, the biggest daily newspaper BILD, and also Die Welt, both of Axel Springer SE publishing house, have been known to be advocates of transatlantic relations. In the US, the New York Times reports favorably and in depth on transatlantic issues.

Recently, there has been a falling out of some groups’ trust in traditional media on both sides of the Atlantic. Moreover, the emergence of Russian news channel Russia Today has brought the Russian world-view more into the spotlight. With social media platforms such as Facebook and Twitter becoming the main source of information for many individuals,

15 See abc News: What Trump and Merkel have said about each other, http://abcnews.go.com/Poltics/trump-merkel/story?id=46198767, last accessed 5 December 2017
power has been shifting considerably within the media world. It puts individuals at the heart of publishing and makes it easier than ever to engage with audiences who are interested in transatlantic relations.

MILITARY

Military cooperation between the United States and Germany was formalized with the signing of the North Atlantic Treaty in 1949. Since then, the two nations have developed and maintained a robust military-to-military relationship centered on large, multinational exercises with NATO allies and partners. The relationship was invaluable throughout the Cold War and since the fall of the Soviet Union has continued to play an important role in the response to terrorism and humanitarian crises.

However, transatlantic cooperation in the defense realm cannot only be observed on a macro level – individuals and their transatlantic personal ties play a crucial role as well, as stated by US General Curtis Scaparrotti, who is an important promoter of transatlantic relations within the US military community as the commander of US European Command and Supreme Allied Commander of NATO forces.16

The US and German militaries are important stakeholders in the aim to strengthen transatlantic relations. Indeed, the foundational mission of their joint cooperation within NATO is to guarantee freedom and security for all citizens within the transatlantic region.17

POLITICAL AND DIPLOMATIC

In the decades of cooperation following WWII, a number of political figures rose to become emblematic of the relationship that was dreamt up during post-war rebuilding. From Harry Truman’s support for the Marshall Plan, to Helmut Kohl’s push for German reunification to Angela Merkel’s support for the Transatlantic Economic Council, each leader used their political stature to leverage positive outcomes beneficial to both nations.

Since 2014, Peter Wittig, the German Ambassador to the US, has been advocating to protect the partnership and chronicling his journey on social and traditional media, in academia, and at the United Nations. Additionally, US Senator Todd Young of Indiana has been a vocal supporter of stronger transatlantic ties even going so far as to help found the Congressional Transatlantic Trade and Investment Partnership (TTIP) Caucus during his time in the US House of Representatives to further develop the trade relationship.

Recently, both nations have developed a growing undercurrent of anti-global engagement that has made it difficult for political leaders to take bold steps toward strengthening the relationship. Decisions made by leaders of both nations have compounded this trend and have strained the relationship, souring public perception. Most notably, the George W. Bush/Barack Obama era NSA-scandal and Gerhard Schröder’s decision to withhold German troops from the 2003 US invasion of Iraq served to create wedges between the two nations regardless of what the political motivation was at the given time. Currently, Donald Trump’s nationalistic stances and criticisms of Germany stand to continue pushing both sides further apart. As such, the need for deeper ties and cooperation within the political and diplomatic arenas are required now more than at any time in the past decade.

CONCLUSION: FUTURE STAKEHOLDERS

The stakeholders described here play a very important role in shaping US-German relations. However, they have recently been complemented by new stakeholders which are much more heterogeneous and less institutionalized. The rise of these new stakeholders has been enabled by an increasingly pluralistic society as well as new communications technologies, which make the expression of, thought easier and expand the reach of grassroots initiatives. Although this memo does not cover them, they very well influence the decisions made by traditional actors. Please consult the memo “New Actors & Allies” for a more detailed insight.

US-German relations have been significantly shaped by the close alliance of both countries after the Second World War when the US helped to rebuild Germany and thus democracy and an emancipated civil society. Germany became a strong political and economic partner with an unconditional commitment to Western values of democracy and human rights.

While the political ties between these two nations are important, they have enabled a closer cooperation in other important fields of interest such as the military, education and academia, business, and the civil society in general. Today, US-German relations rely on a dense network of stakeholders and personal relations. A diverse collective of stakeholders in the transatlantic relationship helps to ensure its persistence in times of distress. More details can be found in the Stakeholder Guidebook that describes the existing variety of stakeholders and provides information to anyone interested.

Annex - The Stakeholder Guidebook:

The Stakeholder Guidebook is a collection of stakeholders active in German-US American relations, including a brief description of the stakeholder, contact details and potential points of interaction and can be accessed via http://bit.ly/2AtmhAj. We invite everyone to collaborate and add additional stakeholders to the online working document.

NEW ACTORS & ALLIES
by Lindsey DePasse, Katharina Dolezalek, Erick Marin Müller, Maria Alejandra Moscoso

The following memo provides an overview of new actors that should become involved and included in a modern transatlantic cooperation. Classic stakeholders, including federal governments and international corporations, have influenced transatlantic relations for the past decades. However, as these relationships suffer, bottom-up/grassroots approaches are becoming more and more important to bypass inefficiencies and to give everyone a voice. 

New stakeholders can enhance the dialogue across the Atlantic by creating new alliances. These new alliances have the power to improve relations, stimulating engagement and belief in Atlanticism for the future.

INTRODUCTION

Transatlantic relations have traditionally included political and governmental stakeholders at national government levels. Amid a rising trend in nationalism and isolationism, quality leadership and relationships between the United States and the European Union are diminishing.

While relationships between these traditional actors erode, the inclusion of new players grows necessary to tackle shared challenges. New actors can form new alliances, advancing cooperation between the US and the EU. From local government leaders to academia to civil society, new actors taking ownership in transatlantic relations can provide innovative and bold ideas, while broadening cooperation across the Atlantic.

WHO ARE THE NEW ACTORS?

New actors include those that have been impacted by transatlantic relations, but have neither been given a primary role nor voice within the relationship. According to a survey among the second Atlantic Expedition Fellows, the following actors are considered new in the transatlantic context: local government and political actors; domestic and civil society organizations; local companies, startups, and online platforms; individuals including immigrants, visionaries, and celebrities; as well as academic institutions. To improve current relations, these actors should realize their potential and important roles. They can then transform into allies to collaborate, innovate and work together towards new approaches in addressing transatlantic issues.

Local Government/Political Actors

Although policies regarding transatlantic relations often occur at the multinational level, engaging traditional alliances such as federal governments and politicians, the outcomes

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22 See appendix.
also affect those at the local level. Local government actors, such as mayors, city council members, or local congressional representatives, among others, should play a key role in these relations. For example, city administrators could form direct relations with foreign cities via partnerships, expanding the opportunity of smaller and particularly isolated Midwestern cities. Fellows of the City-to-City Partnership team elaborate further on this in their subsequent memo. Furthermore, disseminating the transatlantic narrative from the bottom-up expands the range of engaged people, enables the message to reach rural and disconnected parts of Europe and the United States, and creates dialogue on a grassroots level. A thorough analysis of such inclusive and diverse engagement can be found in the Diversity & Inclusion Memo.

**Domestic Civil Society Organizations (DCSOs)**

Although domestic civil society organizations (DCSOs) may have a smaller scope than international organizations (IOs), they have the power to impact transatlantic relations. With missions to help citizens, rather than to profit, DCSOs reach hundreds of thousands of people through educational programs, scholarly research, and local public engagement. DCSOs not only disseminate their own message, but can inadvertently shape political and social debate as an intermediary between politicians and the public. Domestic organizations can also serve as an avenue to address minority-related issues that are not often prioritized by government representatives or the media, expanding the voices of people. Finally, the decentralized nature of DCSOs entails numerous advantages, including proximity with constituencies and understanding issues at the local level, which can develop more effective and targeted policies.

For instance, ONE Northside, a Chicago-based non-profit organization that we met with during our Expedition to Chicago, promotes community engagement and equality in neighborhoods while assisting individuals displaced from their homes. Because homelessness is a global epidemic, ONE Northside cooperated with an international representative to share ideas on best practices and community organizing models.

**Companies**

The intertwining nature of political and economic interests make economic actors a driving force in transatlantic relations. Small and medium-sized local companies provide jobs and development, which give them the power to influence politics through their engagement. They could collaborate with one another, strengthening local and international economic relations.

Innovative start-ups, like Tesla, drive domestic and international research and development, and could create strategies for a transatlantic economic agenda. Businesses have visions that may differ from political ones, but they have the power to shape issues, such as climate change, through pledges of mutual commitment.\(^\text{23}\)

Stakeholders within the Tech Industry also have the potential to become new allies. Online platforms, such as Facebook or Google, allow for immediate sources of information, which can be instrumentalized. They can influence transatlantic relations by influencing people’s points of view through advertisement and shared content. Due to that impact, the reliability and accuracy of shared messages is more important now than ever. When used positively, social networks have the ability to build audiences’ trust and faith in the relationship between Europe and the US, and are thus vital in the connection and cooperation between both sides of the Atlantic.

**Individuals**

Individuals can mold entire communities and shape new transatlantic relations. Activists bring education, awareness, and new perspectives to communities, positively impacting former bystanders to explore and get involved in transatlantic issues. For example, the leaders of the #BlackLivesMatter movement in the US influenced organizers around the world, including German activist Josephine Apraku, who helped to spread the political movement in Germany and among other European countries.

Visionaries, like Johannes Bohnen, founder of the Atlantische Initiative e.V., lead and inspire relations through innovative interpretations and perceptions of the future. Through their visions, projects like the Atlantic Expedition, the Salzburg Global Seminar, and the Young Transatlantic Initiative have been created to cultivate leaders, strengthen cooperation, and solve issues of global concern.

Finally, celebrities can excite social conversations and influence people’s points of views through their networks (media/press, social media and their own content including television and film). Celebrities like Bono, Angelina Jolie, and George Clooney have all used their popularity and the media to foster pressure on the international community and advocate for global causes.

Together, these individual actors can reach millions, regardless of their interest in international affairs. Through the use of social media and strategic messaging, they have the power of amplifying their voices on a global scale.

**Schools**

Academic exchanges, such as the Congress-Bundestag Youth Exchange or the German US American Partnership Program, start at high school and have long been a part of transatlantic relations. However, recently, these programs have declined due to factors including high costs of travel and living expenses, increased scrutiny in international travel and visas, and an increased security risk across many European cities. Secondly,

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24 “America’s tech giants have no political party to protect them,” The Economist, October 26, 2017, accessed November 25, 2017.

25 [http://www.zeit.de/politik/deutschland/2017-06/rassismus-black-lives-matter-diskriminierung-deutschland-berlin](http://www.zeit.de/politik/deutschland/2017-06/rassismus-black-lives-matter-diskriminierung-deutschland-berlin)


German *Hauptschulen* and *Realschulen* (specific types of secondary education) are excluded from the exchange experience. Students from these schools typically progress into *Berufsschule*, focusing on hands-on apprentice work, rather than academic or language exchanges.

Classrooms can be revamped into a new actor through today’s technology. The use of multimedia and online platforms through online language courses and virtual classrooms, allows for an increased number of academic and cultural exchanges without travel requirements. These tools are at our fingertips and should be given a higher priority in terms of access and funding, so that any student can experience an educational exchange from home. For a specific project proposal on how to organize such an educational exchange, please consult the contribution *International Tandems* in this memo.

**NEW ACTORS FORM NEW ALLIANCES**

Local governments, DCSOs, schools, individuals and social media reach people. They take grassroots approaches to educate and can form new alliances for transatlantic relations. With the power to reach many diverse spheres in society, these groups are the new contributors in those relations that experience political stagnation. By increasing awareness and bringing new perspectives to the table, these new actors can influence former bystanders to explore and become involved in transatlantic affairs.

Local governments, mayors and companies can impact political agendas by *lobbying* for their interests. If they have a positive perspective towards transatlantic relations, they can be strong allies, advocating for improved transatlantic relationships.

Actors within social, political, cultural, and economic sectors can create new alliances through building *networks* across the Atlantic. When official government relations struggle, new actors can informally take part in transatlantic relations and make the region continue to stay connected.

**CONCLUSION**

Both sides of the Atlantic share long-term vital interests and face many common challenges requiring enduring cooperation. Reinvention and innovation in all spheres of our daily lives make it necessary for classic stakeholders to adapt to new situations and to look out for new actors and allies that could and should be a part of future transatlantic exchanges. Instead of relying on traditional nation-state politics, transatlantic actors have to reorganize and consider the potential that new allies provide.

Transatlantic relations involve numerous stakeholders. The new actors stated above are not the only ones that have a role to play, yet are some of the most important today. Positive shifts in these relations will happen through active participation, communication, and exchange between new actors, which in turn will lead to modernized, inclusive and stable transatlantic relations.
Appendix - Survey of the Atlantic Expedition II Members

Figure 1

![Old Actors Pie Chart]

Figure 2

![New Actors Pie Chart]
CITY-TO-CITY COOPERATION
by Thomas Froehlich, Paul Kumst, Carolin Wattenberg

As identified by the Actors & Allies group, local government actors such as mayors or city council members should play an increasing role in building up a new transatlantic narrative. While city-to-city partnerships have always played a role in the transatlantic relationship, their positive potential is currently underutilized. This project draws attention to the potential of these partnerships, provides a practical step-by-step guide for interested governments, inspires six new city pairs through individualized letters, and serves as a facilitator and resource for emerging partnerships.

THE PROJECT

City-to-city partnerships are an established instrument to foster international friendships, as well as cultural, intellectual, social and commercial exchange at the local level. Furthermore, city diplomacy, for example exercised by the C40 Cities Climate Leadership Group, increasingly gains acceptance as a form of public diplomacy.

The transatlantic community, while continuously facing globalized problems, experiences the erosion of public trust within its member states and the shortcomings of established policy solutions. To maintain its efficiency and credibility as most successful alliance in history, engaging the communities’ citizens in a renewed transatlantic narrative is paramount. City-to-city partnerships complement and improve the transatlantic community where traditional diplomacy fails to produce tangible and accepted results. They can help to identify needs and fears ahead of time, leading to more democratic and accepted policy solutions, and an enhanced transatlantic identity.

This project identifies and supports cities that are interested in improving the transatlantic exchange. We guide interested actors through the different steps to reach an appropriate degree of cooperation (ten steps), facilitate the establishment of a first contact (letter to the mayor), and serve participating cities as constant resource, helping to connect with established NGO's such as sister cities international (call for action).

TEN STEPS TOWARDS NEW CITY PARTNERSHIPS

The recommendations of the "ten steps to new city partnerships" are the result of extensive project research. The research included interviews with city officials, NGOs, and citizens who are involved in city exchanges. Furthermore, the ten steps update the recommendations of previous handouts on the topic by the US Consulate in Frankfurt and non-governmental organizations that promote city partnerships. The document reflects best practices and serves as a starting point for interested citizens and further work of the participants of the Second Atlantic Expedition.

1) Identify possible city pairs
   - Identify cities without partner city in the respective country
- For example Germany’s top five biggest cities without partners in the US: Düsseldorf, Essen, Bremen, Hannover, Bochum
- Match cities according to population, economic or cultural factors

2) Find citizens as champions
- City partnerships are more sustainable if they are supported on a grassroots level
- Identify existing organizations like friendship or cultural groups as well as school or academic exchanges that will support the cause
- Take advantage of existing international networks, like Rotary or Lions Clubs

3) Reach out to mayors or administration
- Use the letter template from the second Atlantic Expedition to approach the respective mayors and/or person responsible for international affairs in the city administration
- Explain the value of city partnerships to the city governments
- Institutionalize the political support through regular visits and meetings

4) Create anchor institutions
- Expand on existing exchange programs
- Assist schools, sports and cultural organizations in establishing exchange programs

5) Rally support from local economy
- Approach the local business community to support the cause
- Initiate a business exchange between the two cities
- Establish sponsoring opportunities for local businesses

6) Initiate regular exchanges on citizen level
- Support and advertise new exchange programs
- Help secure funding for exchange programs in a sustainable way

7) Establish formal cooperation
- Collect the necessary documentation and justification to establish a formal cooperation between two cities
- Support city governments in drafting declarations to cooperate with each other

8) Elaborate a political working program
- Augment the grassroots exchanges with a political working program
- Identify common problems of the two cities and work on the solutions together
- Organize a regular congress for the relevant stakeholders in both cities

9) Found a club/organization that manages the partnership
- To maintain the grassroots aspect of the city partnership, encourage representatives from exchange programs, local business and administration to form an entity outside the city government to further develop the city partnership
- Establish a funding stream for this organization
- Create a working plan

10) Maintain the program
- Integrate the city partnership into wider network of partner cities
- Support the partner organizations in securing funding

**APPLYING STEP ONE AND THREE: LETTER TO THE MAYOR**

Based on common interests, demographics, or existing connections, we identified twelve cities that could intensify existing and establish new ties among each other. To foster their engagement with each other, we drafted six German, and six English letters that are individually tailored to each city’s preferences and special circumstances. Depending on the reactions, we will engage with each mayor, if necessary find alternative partners across the Atlantic, and propose individual forms of exchange.

Here is an example letter that aims to connect the US town St. Michaels, Maryland with the German Neustadt in Holstein, Schleswig-Holstein:

Dear Ms. Weisman

On behalf of the Atlantic Expedition fellows, a project by the German think tank “Atlantic Initiative”, it is a pleasure to reach out to you and to share with you some of the work that our group is doing. We believe that the future of the transatlantic community increasingly depends on the active participation of local governments, mayors and communities. We would like to offer your community the opportunity to foster an individualized and personal relationship with a German sister city. Stronger ties between individual cities in the US and Germany will foster a much-needed dialogue. To maintain the most successful alliance in history, we need to redefine the new transatlantic narrative – together and at the local level.

US and European nations have had always very close economic, political, social and cultural ties, and have created strong partnerships. Unfortunately, due to global political changes, these relations have eroded, in particular at the national level. Facing this trend, smaller cities and towns like yours have an important role to play. When over 61 US Mayors announced their commitment to and support of the Paris Climate agreement, they demonstrated how city leaders can improve the global stage. Beyond all the diplomatic talk, communities like St. Michaels create the policies and practices that do not only affect the daily lives of their citizens, but that could strengthen the relations with their European allies.

Since your wonderful state Maryland already formalized municipal ties with the German Bundesland Schleswig-Holstein, we propose you to strengthen this connection by establishing a new city-to-city partnership. Having researched potential candidates, we would like to suggest to you the beautiful town of Neustadt in Holstein. Your communities share similar interests and activities, like tourism and fishery, and we think it might be worthwhile to see, with our support, if your governments can identify a potential for more cooperation and cultural exchange. It is entirely up to you whether this is only a call to converse over different experiences in your towns, a written document of friendship, an exchange of business best-practices, or maybe a digital exchange project between your primary schools that would further the students’ early understanding of the respectively other culture.
We also reached out to the Mayor of Neustadt in Holstein, Ms. Tordis Batschneider, presenting her the same proposal. The fellows of the Atlantic Expedition stand ready to assist in the endeavor to utilize your unique leadership position in your local community to help broadening the transatlantic community. We hope that you will pave the way for other mayors and city leaders from your state and across the entire country, helping them realize their potential outside this country’s borders, at a time when, as a former NYC mayor Michael Bloomberg said, “while nations talk, but too often drag their heels – cities act.”

We know that “cities act.” Thus, we are looking forward to hearing back from you with any questions you might have and with feedback whether you are interested in our proposal.

Sincerely,
The Atlantic Expedition Fellows

CALL TO ACTION

A trend towards more local and grass root involvement was a common theme throughout many encounters of the second Atlantic Expedition. Consequently, the fellows of this project call upon all local actors who are interested in city-to-city cooperation to begin the ten step process on their own, to reach out to us to receive further information, to benefit from our contacts to already established partnerships, and to get additional letter drafts. We will continue to analyze these connections and pledge to support all efforts that are tailored in this direction to enhance the transatlantic community.

Please feel free to reach out to atlantic-expedition@atlantische-initiative.org for assistance or further information.
“Open education, open innovation, open to the Atlantic”

Our team proposes the delivery of a new learning format to high school students in the United States and Germany. We aim to connect students across the Atlantic and facilitate intercultural exchange by converting standard, individualized school assignments into a paired assignment on which the student can collaborate with an overseas student. This can be achieved by partnering with existing virtual exchange organizations to drive adoption in German and US high schools. The proposal outlines why this is necessary, explains implementation steps, and elaborates on future developmental avenues within the sphere of transatlantic education at the high school level.

BACKGROUND AND STATEMENT OF NEED

The Atlantic Memo “Transatlantic Relations in a New Era: The Next Generation Approach” published by fellows of the first Atlantic Expedition describes the proliferation of destabilizing, anti-globalist sentiments within the United States and Europe, and it expressed the need for better communication and dialogue as to the political, economic, and security gains associated with the transatlantic relationship. This includes involving all stakeholders, one of which is the future generation of businesspeople, politicians, civil servants, and community members: current high school students.

Intercultural exchange and study abroad programs help young students meet each other, recognize commonalities, build relationships, and see how nations work together to solve problems. These experiences typically manifest themselves at the college level. However, only around 33% of Germans and US Americans will actually complete a bachelor’s degree after finishing secondary education, meaning ⅔ of the new generation may never experience a study abroad trip, foreign cultures, or courses on languages and macroeconomics. Yet, around 90% of individuals do attend high school, presenting an incredible educational opportunity.

PROJECT DESIGN

This project focuses on high school students with emphasis on low socioeconomic areas, since these individuals are less likely to attend college. The objective is to create a simple process by which teachers can issue standard assignments based on existing curriculum, but as a paired project on which the student can collaborate with an overseas student who is taking an analogous course. This can be done via free tools like Skype and Google Classroom, and there are existing virtual exchange organizations (YFU and iEARN) with

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29 Ibid
whom a potential project champion could work to refine the integration mechanism per US and German educational standards and drive program delivery in these countries.

PROJECT DELIVERABLES AND BENEFICIARIES

The team seeks to ultimately produce an instructional packet that provides high school principals and teachers with a process for:

1. Converting existing, curriculum-appropriate assignments into a version that can be approached as a pair using solely digital collaboration tools
2. Identifying educators overseas who lead analogous courses to communicate and align on mutually-appropriate assignments
3. Helping their students access and understand how to leverage the selected communications tool to work on projects in a digital environment
4. Efficiently capturing deliverables so as to issue grades
5. Providing support resources in case of technological issues

For example, if a US high school teacher is implementing a computer science course and normally assigns students to code a simple app or program, the teacher would be able to partner with a computer science teacher in Germany to align on a coding assignment that would be mutually appropriate for collaboration between the US American and German students. The same logic could be applied to a variety of assignments, such as a US history paper (a subject taught in both countries), a song for a music class, a book review, a calculus worksheet, and so on.

Students are shaping the transatlantic relations of tomorrow. Enhancing intercultural sensitivity and awareness are critical for this process. US American and German students will benefit from collaborative interaction with overseas partners, an experience that is known to contribute to intercultural understanding. Beyond that, this learning format is a lesson in digital collaboration and partnership within a context of differing perspectives – ultimately, this will help build out a critical skillset for tomorrow’s college students, researchers, civil servants, and business professionals. Finally, high schools will receive a simple format for delivering a richer and more contemporary educational experience to their students, ideally one for which critical metrics (graduation rates, future income, college attendance rates) can be captured and tracked.

IMPLEMENTATION

Our team has identified two organizations hosting a virtual collaboration program at the high school level: Youth for Understanding (YFU) and iEARN. Because they both leverage time-tested methodologies for connecting individuals digitally, the main project partner should cooperate with one or both in order to explore synergies and see how existing processes can be modified to accommodate the International Tandem group’s mission.
As outlined earlier, we seek to create a format by which high school teachers can self-manage the process of connecting with corresponding educators overseas, designing a mutually-beneficial program according to each side’s existing curriculum, and provide support to students engaged in a project. The primary difference between this format and those implemented by YFU and iEARN is that the former is relatively independent of any individual high school curricula, while the latter is based on an existing archive of about 150 projects that teachers can adapt to their needs. However, we seek to explore avenues whereby the intercultural exchange process occurs within the framework of assignments that would have been issued on an individualized basis regardless of any broader program. This is to minimize administrative costs and reservations associated with adopting a supplemental educational process.

A project champion’s role, then, would be to leverage their expertise on US-German relations, high school educational requirements, and cultural objectives to adapt the existing delivery mechanism to the specific needs of US and German schools. The project partner would then leverage its relationships to help drive adoption in these countries, beginning with a pilot program, possibly in cooperation with the Houston-Leipzig Sister City Association. Such a beta test would help capture feedback associated with subject matter integration, teacher satisfaction, and student performance against intercultural learning objectives. The partnership could then re-implement the program in Houston and Leipzig and use the knowledge captured to scale outward using existing connections with education officials at the high-school level.

The other side of the implementation process would involve engagement with education officials, policymakers, and high school teachers and principals to explore ways in which this collaborative platform can be adapted to accommodate existing curricula.

**STRATEGIC CONTEXT**

The Second Atlantic Expedition and the upcoming Atlantic Action Plan coincide with a cultural campaign called *Deutschlandjahr 2018*, initiated by the German Foreign Ministry. This campaign is part of a series of programs that communicate and proliferate German culture abroad. In 2018, the United States will be the partner country, hence yielding promising synergies with the Atlantic Expedition’s agenda upon which our project proposal is based. The *Deutschlandjahr* will be executed by the Goethe Institute, an organization that has a far-reaching network of offices around the US with respective interested parties. Since it is intended for the tandem program to build on existing programs, the Goethe Institute would be, in addition to YFU and iEARN, a prospective partner institution. Access to their network of US Americans interested in German culture would help facilitate the matchmaking process for the tandem collaboration, and could serve as a reservoir of inspiration for project ideas. The campaign wishes to diversify the stakeholders of transatlantic relations and integrate stakeholders who have traditionally not been part of the conversation. This directly relates to the core imperative of the tandem program; namely, connecting high school students across the Atlantic who have not naturally shaped the German-US partnership. It also aligns with the Atlantic
Expedition’s strategic approach to target new stakeholders in both countries. Third, the Deutschlandjahr 2018 will stress the importance of social responsibility of individuals within society, which reiterates our idea of student collaboration as part of a bottom-up approach to transatlantic relations. These student partnerships, depending on the specific project that people are working on, could go hand in hand with other Atlantic Expedition initiatives such as City-to-City Cooperation. In conclusion, the Deutschlandjahr 2018 and the international tandem program carry congruous spirits and complement each other and the strategic context of the Atlantic Expedition.

FINANCES AND COSTS

The principal aspect of our program is a school-managed virtual exchange platform based on free tools, such as Skype and Google Classroom. We expect that the majority of costs will be associated with central program management activities owned by partnership representatives from the project champion, YFU, iEARN, and/or the Houston-Leipzig Sister City Association. In order to fully determine a cost profile, the group will need to align on objectives with all project partners and formally approach these organizations to determine program structure and delivery model. YFU has not yet been contacted, but iEARN and the Sister City partnership have already expressed initial interest in collaboration.

LIMITATIONS AND CONSTRAINTS

This is an unsolicited project proposal with no specific project champion. Although it relies on partnerships between stakeholders who are clearly engaged in a common mission, the delivery of the virtual exchange program itself is managed by the high schools. The central determinant of success is likely the ease with which high school teachers can deliver assignments using this virtual partnership model. In accordance with initial research and feedback, considerable effort will need to be allocated to allow for seamless integration of projects. In other words, a high school teacher should be able to quickly reformat an existing assignment to adapt to a paired assignment that can be worked digitally. This includes retaining the fulfillment of any requirements against educational objectives issued at the federal, state, and local levels, along with retaining a format that provides for easily managed deliverables and grade assignments.

The other major barrier will be demonstrating the value-add to educational officials and teachers in the first place. At the high school level, there have been few empirical, longitudinal assessments of the effects of intercultural experiences on graduation rates, college attendance, SAT scores, future income, and affect (student self-confidence, satisfaction, etc.). Part of the rollout will require creating a system for accurately capturing these results to fold into future program collateral.
CONCLUSION

In short, this project enables students to better comprehend culture, history, and traditions by utilizing technological innovations in education, and it will enrich transatlantic relations while providing a deeper educational experience to high school students who might otherwise never have an international collaborative opportunity. It also provides a reproducible model for educational institutions and programs to follow with respect to delivering intercultural education to a broader range of students.

The transatlantic partnership needs engagement from new stakeholders in order to revitalize and modernize political and cultural relations. Projects-based virtual collaboration achieves this renewal through opportunities for intercultural exchange. The key to facilitating such an exchange is to utilize innovative multimedia technologies to overcome the dependency on location. This project targets high-school students and offers them an active learning experience, and it guarantees tangible insights into policy crafting, strategy development, and problem resolution. We remain exploratory with respect to the period of implementation and the cost outlays due to so far undetermined project modifications by eventual champions or collaborators.
TOOLS & METHODS TO COMMUNICATE TRANSATLANTIC RELATIONS
by Feodora Hamza, Sophie Lichter, James Schroeder, and Simon Schütz

The diversification and expansion of communications technology has facilitated increasing interaction between citizens in the United States and Germany. This memo explores tools that can encourage and maintain positive interactions through the use of recent technological innovations and traditional in-person communication. It outlines approaches that have the potential to both provide meaningful support to existing programs and develop new spheres of public outreach.

INTRODUCTION

The beginning of the twenty-first century has brought new challenges to the transatlantic relationship between the United States and Europe. Rapidly improving technology and communication tools have expanded the number of stakeholders and diffused political agency amongst actors at all levels of society. This increasing emphasis on local and regional interaction between countries offers an unprecedented opportunity to bring citizens on both sides of the Atlantic together. The goal of this memo is to assist organizations and individuals seeking to engage in these efforts. It will suggest methodology to use when approaching this task, and tools that can help initiate and cultivate communication. These efforts should introduce and inform individuals and organizations about the benefits of international communication and cooperation. They can also help connect current stakeholders, support existing programs, and encourage international engagement.

METHODS

A positive narrative is essential for promoting transatlantic relations. Although efforts may deal with sensitive issues they should be as apolitical and objective as possible, using factual examples to demonstrate the benefits of international cooperation. It is also important to compensate for linguistic barriers, and to acknowledge that many people are unfamiliar with academic terminology. There is no one solution for how to focus and shape efforts. Instead, they should be organic and adaptable, reflecting the audience rather than a predetermined formula.

ONLINE TOOLS

Digital technology has increasingly replaced traditional forms of communication, creating new spaces and formats for cross-cultural interaction. The development of online tools and the use of existing online platforms offers cost-effective opportunities to promote ideas and share information. For example, the consolidation of information and efforts through a webpage is one opportunity to streamline communication and outreach. This inherently visual medium also provides the opportunity to produce images and videos to foster online engagement, a common strategy used by political parties and organizations. One increasingly prevalent technique is to produce Memes. Although these are often used
in a partisan environment, they can be potent tools for apolitical communication. An internationally focused podcast is an additional option, which can offer space for discussion and social networking while providing cross-cultural insights into political and social belief systems.

Increasing numbers of people are using internationally popular social media platforms such as YouTube, Facebook, Instagram, and Twitter. These tools can be used to connect with all demographics, but are especially effective at reaching US American and German millennials. Social media is versatile, and can be integrated into online efforts, in-person outreach programs, or independent initiatives. These platforms provide the opportunity for entities to post informative and entertaining videos, spread memes, create online forums, receive public feedback, distribute news, and advertise events. Larger online projects such as website design should use social media platforms to reduce start up, operation, and maintenance costs, while simultaneously gaining access to a preexisting social network. To see an example of a social media strategy, see the section on our Social Media Campaign.

TRANSATLANTIC PROMOTERS

Celebrities and charismatic individuals can serve as transatlantic promoters, serving as the face for online and in-person initiatives and bolstering advertisement and outreach programs. They can focus on promoting certain topics and locations, and draw attention to important issues. Social media platforms are the perfect tools for these ambassadors, many of whom already possess an online fan base. Promoters can also expand the public audience to include and involve people who are not politically active, and who are not part of the conventional transatlantic dialogue.

EDUCATIONAL TOOL

International educational opportunities can be modernized through technological innovation and digitalization. These efforts can mitigate the cultural disconnect and fragmentary knowledge currently held by much of the German and US American public while complementing and supplementing programs and opportunities currently available to students. New initiatives should be feasible and accessible, ensuring that financial and scheduling limitations do not discourage people from participating. The use of initiatives such as online learning and virtual reality technology can reinvigorate education by communicating history and culture in an interactive and tangible manner. These tools can be implemented in high school and university classrooms to encourage communication between German and US American students and increase their knowledge about foreign figures, cultures, and traditions. For a specific project proposal on how to organize such an educational exchange and online learning experience, please consult the contribution International Tandems in this memo.
STATE, LOCAL, AND PRIVATE COOPERATION

Cooperation between Germany and the US at the state level can be facilitated through the establishment of regular inter-government consultations. Face-to-face conversations are a powerful tool, and indispensable when it comes to creating the confidence and trust necessary for bilateral relations. These consultations increase understanding, foster trust and communication, and facilitate the exchange of ideas. Fields of knowledge exchange, which can benefit both countries, include, among others, increasing digitalization, transition to and use of renewable resources, and climate and resource protection. The similar problems faced by both countries will encourage international synergy and enable creative solutions.

The reestablishment of a former network of cultural and information sharing locations in Germany known as Amerika-Häuser offers another opportunity to improve international communication. Although some Amerika-Häuser have remained in operation as voluntary organizations since the United States officially ended the program, there has been a gap of US American and German cross-cultural representation. Reinstating and encouraging a network of cultural centers in both countries can promote cultural values while facilitating the implementation of tools for international education and communication. In the United States, these could be attached to existing Chamber of Commerce or Goethe-Institut representations. In Germany, the role of the now voluntary associations could be formalized and expanded.

As technology decentralizes and diversifies political actors, international participation at the local level is especially important. Grassroots partnerships, local involvement, and sister cities programs can help tackle shared challenges, exchange best-practices and strengthen international ties. Non-partisan outreach can include establishing a presence at festivals and community events to promote cultural awareness and international goodwill. Communication between communities can be enhanced though exchanges or conferences focusing on areas such as culture, art, education, and business. These programs should encourage participation by all facets of society, including minorities and marginalized communities. Please consult the section on City to City Cooperation for a proposal on city partnerships.

Private businesses, including small and medium-sized German and US American companies, offer additional opportunities to enhance cultural and intellectual exchange. Furthering the partial funding of international exchange programs for apprentices and employees is one possibility. A "company partnership" program through the Chamber of Commerce, could solidify relationships between companies in similar sectors and encourage trade and cooperation between businesses. Academic and government officials could serve as consultants to companies participating in these initiatives. This cooperation would be especially fruitful in the area of climate change, where such company partnerships, shared workshops, and sector-specific conferences can inspire cross-fertilization of ideas.
CONCLUSION

The United States and Germany are aligned by shared political and ideological traditions, and through common interests and concerns. The governments and civil societies of both countries continue to maintain prominent inter-personal networks. However, it is of critical importance to cultivate and support these networks in order to strengthen and maintain this relationship. The tools and approaches outlined in this memo offer potential avenues of communication that can be used to encourage positive interaction and stabilize transatlantic relations.
SOCIAL MEDIA CAMPAIGN
by Sarah May, Johanna Rudorf, Rendeé Slowden, and Mathias Weber

*With an established strategy, Social Media proves to be an effective communication tool for sharing ideas and reaching new audiences. By analyzing the Social Media presence of the Atlantic Expedition, the social media team was able to generate a number of best practices and lessons learned that can also be utilized by fellow organizations with the goal of enhancing their social media presence and visibility.*

**INTRODUCTION**

As we navigate through a noisy 21st century, social media has proven itself an immensely powerful conduit for social change *and* business operations. Public and private sector entities utilize these mediums to increase brand recognition and legitimacy. As it has done for many other organizations time and again, it is not surprising that social media also proves to be a unique and effective tool for the dissemination of the narratives developed and expressed by the Atlantic Expedition. Therefore, the Atlantic Expedition should capitalize on the power of social media to not only share new ideas within its existing cohort, but to forge new connections with organizations or partners that are unaware of its messages and activities.

**BACKGROUND**

To measure the efficacy of the Atlantic Expedition's social media activity, we began by analyzing the current social media platforms used by the Expedition: Facebook and Twitter. We conducted a Strengths, Weaknesses, Threats, and Opportunities (SWOT) analysis and survey. Concurrently, we used social media analytic tools and metrics to understand how often we posted, what type of content gained the most traction, and what are the best practices of similar organizations within the transatlantic community.

Upon analyzing the data received, we established a point for areas of improvement by crafting a communication strategy based on a AAA (audience, aim, and action) process. The AAA process helped us narrow our audience, while finding unique ways to engage with them. We then devised five formal recommendations for each platform, to be implemented during and a month after the conference. Our results indicate great success, such as reaching over 13,000 impressions on Twitter at one point!

Our deliverables include comparative "before and after" data visualizations, in the form of infographics. These infographics illustrate a sample timeline of our tweets, comparison data to similar organizations, and our top five recommendations for each platform to visually demonstrate opportunities and areas of improvement.
OBJECTIVE

The objective of the Social Media Campaign Project is twofold: 1) to enhance the Expedition’s existing social media platforms - Facebook and Twitter - to promote the transatlantic dialogue, and 2) to eventually extend the Atlantic Expedition’s social media presence beyond these two platforms to other effective communication channels. These objectives can be accomplished via:

- Identifying target audiences;
- Developing consistent and targeted content that effectively speaks to the target audiences;
- Legitimizing the organization with tools such as Twitter’s blue verification badge;
- Extending engagement with former fellows;
- Improving branding by creating and using popular hashtags.

Both during and after the Expedition, we primarily focused on the first two bullet points.

IDENTIFYING TARGET AUDIENCES

To advance the Atlantic Expedition’s current social media platforms, we initially sought to engage with audiences not typically involved in the transatlantic conversation. However, we quickly realized that we were not reaching intended audiences traditionally involved in transatlantic relations, including critical German-US American groups, NGOs, academic institutions, and other transatlantic partners. Therefore, prior to expanding our social media presence to reach new and unfamiliar audiences, we first had to ensure we were effectively reaching established influencers within our social networks.

In addition, to devise a clear messaging strategy, we filtered through our followers and added key new stakeholders to craft a clearer profile and target audience. In addition, we followed and liked pages of local and global audiences beginning with students, young professionals, and the Expedition’s existing alumni network. Going forward, it is essential that we expand our engagement with even more influencers and “connectors.” It is not only a matter of connecting personally with these individuals and organizations, but also tapping into their useful networks.

Our aim is to use strategic communication to engage others in the initiative and to ensure interested parties are aware of the organization, all with the hope of one day developing more interactive platforms. Actions to achieve this strategy consist of:

- Ensuring our followers remain as objective, non-partisan, and non-politicized as possible;
- Strategically connecting with and following German and US influencers (e.g., think tanks, US/German companies, CEO’s, individuals, journalists covering transatlantic issues, etc.).
● Connecting with and developing long-lasting partnerships with the experts from the Chicago and Houston Expedition;
● Extending engagement with current and former Fellows.

DEVELOPING CONTENT THAT EFFECTIVELY SPEAKS TO TARGET AUDIENCES

Creative content is key to maintaining interest among our target audiences. Presently, our content is focused on promoting the activities of the Fellowship and sharing news regarding German-US American relations. We hope to make use of the strong foundation we have built while, experimenting with more interactive content to foster an ongoing dialogue, for example a “question of the week” or a “testimonials” series. In addition to posting articles from interesting sources and links to valuable resources, we have considered the following:

● Adding events to establish a strong presence beyond the traditional German and United States transatlantic hubs (e.g., alumni events in different cities);
● Personalizing our social media presence with more photos and videos (e.g., “a behind-the-scenes look”);
● Live-streaming presentations, tweeting and sharing photos and videos, and conducting brief interview clips with experts and fellows throughout the conference;
● Posting content that includes both professional experiences (such as meetings and presentations), as well as fun activities (such as photos from the Willis Tower and Millennium Park Bean).

RESULTS

Throughout the Expedition, we achieved several of our goals and significantly strengthened the Atlantic Expedition’s social media presence. During the conference, we tweeted at meetings, posted videos and photos to Facebook, asked participants to share their photos and compiled them into a Facebook album, live-streamed a panel at Rice University (with over 800+ views), and conducted video “confessionals” with experts at organizations, such as “One Northside.” The content we amassed can be used and re-used for new and future conversations to sustain a productive dialogue.

The volume of activity on both Facebook and Twitter resulted in tremendous payoff. Results indicated over a 680% increase in the number of tweets, a 23% increase in the number of followers, and over a 640% increase of profile visits. Most importantly, based on the above-mentioned data, Facebook and Twitter now seem to be on a more secure footing. Therefore, we are ready to expand into other social media platforms.
BEST PRACTICES AND LESSONS LEARNED

Facebook:

- Network strength: The Atlantic Expedition’s Facebook page was the more popular platform for Fellows, as this is how many fellows initially learned about the Expedition. Facebook also has a greater network/follower base.
- A picture is worth a thousand words: One of our best practices includes the ability to use pictures, videos, and other visuals to resonate with a younger audience.
- Links: A lesson learned from Facebook was that posting links to articles tended to have less engagement.
- Archive: We will need to explore ways to store and archive content as references for the future in case these current social media platforms lose their appeal.

Twitter:

- Gaining followers: To increase our following, we learned that it was essential to not only post, but develop a target audience for each post. For example, tagging universities and other associations with group members (e.g. "@GWU's Sarah May presenting on Social Media in Germany"). We strongly believe this will increase our interactivity and engagement with external audiences.
- Hashtags: The hashtag #atlanticexpedition / #atlanticexpedition17 was used to garner a following for the entire expedition and gained us retweets and likes. A lasting hashtag beyond the Expedition still needs to be created.
- Obtaining a blue checkmark: The blue check mark is obtained when an individual or organization is verified on Twitter. Unfortunately, this checkmark could not yet be obtained, as the verification process would limit access and interfere with our strategy of having various active users.

MOVING FORWARD

Even though the Atlantic Expedition II has concluded, we see the Social Media Campaign project as a long-term project with endless potential to revitalize transatlantic relations. As the Expedition’s presence expands, our strategy and approach may also need to be altered. This should be an important consideration for moving forward.

New Platforms: To continue the proliferation of the Atlantic Expedition’s message, the Atlantische Initiative could expand its use of technologies and platforms to include Snapchat, Instagram, YouTube, and LinkedIn. Participating in other ventures, such as Totals and using Memes ensures a wide range of audiences is reached.

Advertising: In addition to new platforms, we suggest further exploring advertising opportunities on Facebook and Twitter to advance traction. The associated costs could pose concerns. However, future advertisements could eventually be obtained via sponsorships.
Language: Since language is often a barrier for engagement, the Atlantische Initiative could experiment translating its posts into both English and German. This would ensure that we reach all our intended audiences.

Content Balance: Finding the right balance between professional and fun posts is key! While we want to highlight the fun events of the organization, it is important to not let this detract from presenting the organization in a professional manner.

Collaboration and Alumni Engagement: This project has demonstrated that numerous actors can benefit from a more robust social media presence. The strategy and findings throughout this campaign can be used to help future organizations, as well as Fellows, understand the value of strategic communication and messaging in numerous contexts.

Specifically, the enhanced social media profile of the Atlantic Expedition can be used to share the projects and memos of past and current fellows on a global scale. As such, we hope to collaborate with several fellows’ groups to not only enhance the Expedition’s social media presence, but to promote and advocate for their projects as well. Another collaboration should be established with the group of fellows currently working on creating a blog promoting the voices of next generation of Atlanticists. Blog entries could be shared over the Atlantic Expedition’s Facebook and Twitter pages.

In addition, we hope to connect with former fellows by generating an alumni network. Establishing an alumni network helps expand our audience of “connectors.” Not only would this network help reach current and former fellows, but also provide access to best practices, lessons learned, and future professional connections.

CONCLUSION

Social media is rapidly growing and, with an established strategy, it proves to be an effective communication tool for sharing ideas and reaching new audiences. By utilizing social media to its full potential, the Atlantic Expedition can play a crucial role in ensuring that the transatlantic debate becomes more inclusive, engaging and dynamic in the future, thereby revitalizing transatlantic relations.
NEW TRANSATLANTIC DECLARATION
by Katharina Dolezalek, Christin Habermann, Connor Kennel, Margaret Mullins, and Mike Ravitsky

FOREWORD

The New Transatlantic Declaration (NTD) outlines the objectives and values common to the United States and the European Union. It is inspired by the spirit of collaboration and diversity of thought fostered by the Atlantic Expedition. The NTD provides an outline of the cultural, political, economic, and security gains associated with the transatlantic relationship. It is open to all signatories who desire to build stronger transatlantic ties, whether they are nation states, corporations, or individuals. The NTD is a reference document for business leaders, politicians, NGOs, advocacy organizations, and other stakeholders as they advocate on behalf of this relationship.

The NTD is not intended solely to be a reminder of shared values and norms, but is meant to serve as the foundation for a “Transatlantic Plan of Action,” a guideline of various steps that signatories can take to advocate on behalf of the transatlantic relationship. These steps range from inviting others to join/sign the Declaration to more committed actions such as presenting on the NTD to classmates and colleagues, or volunteering with organizations whose values align with those of the NTD. The Transatlantic Plan of Action is meant to be a fluid document that will be shaped by the growing community of signatories to the NTD. Collectively both documents will encourage new actors to acknowledge the importance of the transatlantic relationship and take ownership of shaping this relationship for the next generation.
NEW TRANSATLANTIC DECLARATION

INTRODUCTORY STATEMENT

The Transatlantic Declaration of 1 December 1990 and the New Transatlantic Agenda of 5 December 1995 were authored to provide a common cultural framework for the transatlantic nations to address the many new challenges they faced following the Cold War. These declarations further enhanced and operationalized the shared commitments of the transatlantic partners established in the United Nations Charter of 26 June 1945 and the North Atlantic Treaty of 4 April 1949. They provided a comprehensive formal outline of the common goals and potential areas for cooperation between the transatlantic nations. Collectively these documents have served as the foundation for modern day transatlantic relations by establishing the shared objectives of promoting peace, stability and economic development across the Atlantic.

Almost three decades following the signing of the original Transatlantic Declaration, the transatlantic nations once again find themselves confronting new and divisive challenges. While the transatlantic nations are deeply interdependent, populist and anti-globalist sentiments are on the rise on both sides of the Atlantic. The unraveling of these cultural, political and economic ties will present a great challenge to the relative stability currently enjoyed by the transatlantic partners. In this era of increasingly polarizing and nationalist rhetoric, there is an urgent need to reaffirm the common goals that bind together the transatlantic nations.

This New Transatlantic Declaration is intended to reassert the commitment of the transatlantic parties towards promoting social, political, cultural, and economic cooperation that is based on mutual respect, acceptance, and support. The Declaration aims to achieve this by addressing the issues most relevant to the transatlantic relationship of our modern era including issues of peace and security, cultural values, migration, freedom, sovereignty and rule of law.

All levels of stakeholders ranging from nation states to individual civilians are invited to sign this Declaration. It is not exclusive to members of the transatlantic regions. The New Transatlantic Declaration is open to all global signatories who have a vested interest in cultivating the transatlantic relationship and agree to uphold and abide by the principles outlined below.

PREAMBLE

The signatories of the New Transatlantic Declaration,

Recalling the Transatlantic Declaration of 1 December 1990 and the New Transatlantic Agenda of 5 December 1995,
Considering the historical and deep-rooted relations between the transatlantic partners,

Acknowledging the longstanding ties that have held these transatlantic nations together and allowed them to mutually thrive,

Reaffirming the importance of a common cultural framework that inherently unites both sides of the Atlantic,

Promoting a social, political, cultural, and economic cooperation within the Atlantic region that is based on mutual respect, acceptance, and support,

Emphasizing the need of an inclusive transatlantic agenda by inviting new stakeholders into transatlantic relations,

Agree to uphold and value the following principles:

**PEACE AND SECURITY**

Peace is the highest achievement of the Transatlantic Community. It must be maintained to ensure the security and economic prosperity of the transatlantic area and to enable the reign of freedom.

Security is a requirement to establish and maintain peace in the transatlantic area. To ensure a safe and secure environment, the parties express their commitment to harness diplomacy and dialogue to resolve conflicts, and to avoid violence and the use of force in the arbitration of intra- and inter-state disagreement.

A commitment to security must extend beyond a desire and commitment to avoid violence. The signatories hence commit to protect environmental and health standards. The signatories pledge to reducing the human impact on climate change. They recognize that long-term stability and security is dependent on a standard of living supported by an inhabitable environment -- not only in the transatlantic area but around the world.

The signatories condemn disinformation campaigns and the use of cyber and information warfare to infringe on the national sovereignty and to undermine the social contract between democratically elected governments and their people. The signatories acknowledge the importance of truth in strengthening the transatlantic partnership.

Finally, the signatories recognize the importance of cultural diversity and accessible and enabled inclusion of migrants and immigrants as essential to continued economic growth and democratic strength.
Special protection must be forwarded to the most vulnerable groups of society, especially, but not exclusively, born children, indigenous nations and peoples, people with disabilities, and persons who have been granted international protection. Also individuals or communities who are endangered on the basis of their identity must receive a special protection if they run the risk of being discriminated against.

CULTURAL VALUES

Human dignity is unalienable. Every person under the authority or the control of the signatory parties should be entitled to the rights, freedoms, and the obligations set out in this Declaration.

Everyone under the authority or control of the parties should be treated equally. There must be no discrimination based on the ethnicity, origin, political opinions, native language, gender, sex, sexual orientation, religion, physical or mental abilities or social status, or any other identity that subjects one to discrimination.

Everyone under the authority or control of the parties must respect the value of democracy. Efforts to undermine or abolish the democratic system will be condemned by the parties. No person can quote the right of equality and non-discrimination to justify efforts to undermine or abolish democracy.

DIVERSITY AND INCLUSION

The cultural, social, and political diversity of each nation shall be regarded as the transatlantic community's greatest strength as it emphasizes tolerance, freedom, pluralism, and diverse cultural resources that contribute to national security.

Migrants entering the transatlantic region or moving within its perimeters are and have always been integral and intrinsic to the transatlantic identity. As such, the cultural, social, and political diversity migrants bring forth shall be regarded as an opportunity for each nation, its residents, and the transatlantic community as a whole.

Every person under the authority or the control of the signatories recognizes the positive and inevitable contributions migrants have made besides their cultural impact, especially in the areas of sustainable economic growth.

In accordance with core international human rights treaties, signatories to this declaration must protect the human rights of all migrants and refugees, regardless of their status.
Thus, every person under the authority or the control of the signatories shall aid in securing that migrants and refugees are treated in an equal manner, i.e. humane, compassionate and just.

Migrants not native to the transatlantic region but residing within its territory shall uphold the values and laws of the respective region.

Inclusion is the highest objective. This necessitates acceptance, openness and adaptability from both, the resident community and the newly arrived migrants.

FREEDOM

Freedom is an irrefutable right which must be upheld and protected by the parties to this Declaration. Freedom, however, is only granted as long as it does not restrict or undermine others’ freedoms and rights. This includes but is not limited to:

Freedom of speech and expression, conscience, and opinion.
Freedom of peaceful assembly and association.
Freedom to choose and practice, in public and in private, any religion or belief one freely and conscientiously chooses, and freedom to discard and change any religion or belief.
Freedom to partake in national and transnational political, social, cultural or economic processes.
Freedom to attend educational programs, to choose an occupation and to access public services.

SOVEREIGNTY

A further integration of transatlantic political, cultural, social, and economic spheres shall not be regarded as an attempt to replace each country’s unique identity but as an addendum that unites while respecting the sovereignty and integrity of each party.

Each party to this Declaration shall demonstrate acceptance of the other parties’ differing approaches to political, cultural, social, economic, or legal matters. Each party shall display a willingness to learn and adapt to each other’s policies.
All parties to this Declaration must be aware of their shared responsibility towards other nations, individuals, entities, and organizations not subject to this Declaration. The transatlantic partners shall decide not only in their shared best interest but always consider other partners and states as well.

RULE OF LAW

Everyone under the authority or control of the parties as well as the parties themselves can be held accountable for their actions under their respective constitutions.

The resolution of disputes must be accessible and impartial for every person or entity. Laws have to be just. Every person or entity is equal before the law. Everyone has the right to a fair and public hearing by an independent and impartial court. The sentence or penalty must be commensurate with the severity of the crime committed. The principle of equity needs to be respected. Governments shall hold all discussions, meetings, and legislative procedures in a manner that is open, transparent, and accessible to the public insofar as it does not interfere with matters of national security.

CONCLUSION

The signatories to this Declaration seek greater transatlantic understanding at the grassroots level and within all facets of society. This document is a reaffirmation of the shared cultural, political, economic, and security interests between the transatlantic parties. In addition to highlighting the mutually-beneficial nature of this relationship at the bilateral level, all parties to this Declaration recognize that broader international stability hinges on the success of these relations. The undersigned pledge to embody the spirit of this document and support the principles of democracy, rule of law, and social equality. They remain open to exploring new policies, engaging in dialogue, and considering conflicting points of view, and hope to encourage a new generation of transatlantic stakeholders to take ownership of this relationship to help guide and steward it into the future.
ATLANTIC EXPEDITION II FELLOWS

Amy Jo Weaver is a rising senior at Middlebury College studying Political Science and Film and Media Culture.

Dr. Anna K. Stahl, Fulbright Fellow, China Program, US Institute of Peace (USIP) and Research Affiliate, EU-China Research Centre, College of Europe. (could not join the trip)

Carolin Wattenberg is a project manager at Robert Bosch Stiftung in Stuttgart. Prior to joining the foundation, she worked at the College of William & Mary in Williamsburg, Virginia.

Christin Habermann is a graduate student at the American Studies Institute at Leipzig University in Germany, focusing on transatlantic social and political relations.

Connor Kennel holds a Master’s in Commerce degree from the University of Virginia and works for the Boston Consulting Group, being actively engaged in its LGBT network.

Diana Koppelt is a Master student in Cultural Science and a Peer Tutor for writing and intercultural communication at the European University Viadrina in Frankfurt/Oder.

Erick Marin Müller is a Consultant with the Urban Development team at the Inter-American Development Bank and holds an M.A. in International Affairs from American University in Washington, D.C.

Feodora Hamza has a degree from the University of Freiburg and Lancaster University. Her research focuses on religion, conflict and technology.

Florian Dalstein is a North American Studies and Political Science student from Berlin, Germany with a focus on political history and contemporary political developments.

Gregor Wendler is a research associate at the f-bb and volunteers as a community organizer in Berlin-Neukölln and Berlin-Kreuzberg.

Margaret Mullins is a graduate student at Princeton University and was previously stationed in Germany as a US Army officer.

James Schroeder received his Bachelor of Arts degree in History and is currently pursuing graduate studies at Washington State University.

Johanna Rudorf holds a Master of Arts in Law and Diplomacy degree from The Fletcher School at Tufts University and works as the Press and Public Affairs Officer at the German Consulate General in Boston.

Julian St. Patrick Clayton oversees Civic Engagement in the Northeast at JPMorgan Chase and earned B.A. and M.S. degrees from Florida State University.

Katharina Dolezalek is an International Public Law Master’s candidate at the University of Montréal and holds a BA in International Relations from TU Dresden.

Lindsey E. DePasse is an M.A. candidate in International Affairs at American University in Washington, DC. and holds a B.A. from St. Norbert College in De Pere, Wisconsin.
Lisa Schmechel is a Master’s student of National and International Administration and Policy at University of Potsdam.

Maria Alejandra Moscoso is currently a Media Associate at Publics One in Miami and is a recent Public Policy Fellow with the Congressional Hispanic Caucus Institute.

Marie-Louise Arlt is a PhD candidate in Economics and currently a research affiliate at the Lawrence Berkeley National Lab (LBNL).

Mathias Weber is a student of Business Informatics at Saarland University and passionate about examining different societal topics; he’s been a debater for 5 years.

Michael Ravitsky is a graduate of the McCombs School of Business at the University of Texas. He has started two profitable online businesses and currently works at Hewlett Packard.

Nardos Mekonnen is a first-generation US American and has worked in marketing for five years as well as being a freelance journalist.

Paul Kumst currently pursues a MA in Security Studies at Georgetown’s School of Foreign Service in Washington DC.

Rendeé Slowden holds a double major in International Relations and Political Science, a minor in Sociology and specializes in Environmental Security.

Sarah May is a Master of Arts Candidate in Security Policy Studies at The George Washington University’s Elliott School of International Affairs.

Shivan Sarin is a litigation associate at Ropes & Gray. He has prior work experience at international think tanks focused on international security and energy security.

Simon Schütz is a M.A. student of political communication at the Free University in Berlin and a BILD journalist focusing on foreign politics. He has been a US-correspondent in Washington D.C and has also worked for NPR.

Sophie Isabel Lichter is a Political Science student at Amherst College in Massachusetts and spent the past year studying abroad in London.

Thomas Froehlich is pursuing his PhD at King’s College London, focusing on international biofuels markets. He holds a degree in Political Science from the University of Munich.

Thomas Hanley is working in the American Studies Department at the University of Eichstätt-Ingolstadt with previous work experience at the US State Department.

An overview of all fellows including pictures and bios is available at http://atlantic-expedition.org/2ndfellows/

ATLANTIC EXPEDITION STAFF:

Dr. Johannes Bohnen is co-founder and member of the Board of the Atlantische Initiative e.V.

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ATLANTIC EXPEDITION II: THANK YOU!

The Atlantische Initiative and fellows of the second Atlantic Expedition would like to thank the financial supporters of this project: The Transatlantic Program of the Federal Republic of Germany with Funds through the European Recovery Program (ERP) of the Federal Ministry for Economics and Energy (BMWi) and the Konrad Adenauer Foundation who made this project and hence the exchange, the creation of ideas, the personal encounters and the development of new transatlantic ties that will last way beyond this program possible.

We also very much appreciate the wonderful hospitality, expertise, and feedback provided by the Goethe-Institut Chicago, the Consulate of the Federal Republic of Germany in Chicago, the Chicago Council on Global Affairs, ONE Northside, the German-American Chamber of Commerce Midwest, the Chicago Tribune, Houston Public Media, the Houston-Leipzig Sister City Association, the Mayor's Office of Trade & International Affairs of the City of Houston, the Houston Police Department, Axelrad Beergarden, the Houston Young Republicans, Rice University and the Consulate of the Federal Republic of Germany in Houston.

We would like to thank in particular Claus Müller, Ulrike Kaiser, Maria Loew-Gonnert, Jeanene Lairo, Dr. Lars Hänsel, Nico Lange, Petra Roggel, Katja Fullard, Anja Schmitt, Consul General Herbert Quelle, Tony Mitchell, Jennifer Jun, Ebony DeBerry, Mark Tomkins, Jasmin Welter, John McCormick, Margaret Holt, Florian Martin, Wolfgang Schmidt, Angelika Schmidt-Lange, Anke Bär, Paul Cuclis, Mayor Sylvester Turner, Chief Art Acevedo, Chief Troy Finner, Chase Bradstreet, Prof. Christian J. Emden, Consul General Thomas H. Meister, Prof. Lora Wildenthal, Joe Barnes, Aaron Huang, Dr. Steven W. Lewis, Anja Puschmann, Paul Pass, Rodrigo Garcia, Hank Duncan, Ali Aslan, Jeremy Fowler, Livia Fischer, Dr. Karin L. Johnston, Dr. Anna Kuchenbecker, Michael Nowak, Bernd Georg Reindl and Karsten D. Voigt.
ATLANTIC EXPEDITION II – KINDLY SUPPORTED BY:

The project is funded by the Transatlantic Program of the Federal Republic of Germany with Funds through the European Recovery Program (ERP) of the Federal Ministry for Economics and Energy (BMWi) and kindly supported by the Konrad-Adenauer-Stiftung.

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Questions, Feedback, Comments?

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