Dear Marshall Memorial Fellows,

Welcome to the Marshall Memorial Fellowship (MMF) program. Congratulations once again on your selection as a Marshall Memorial Fellow. We are pleased that you will participate in our initiative to provide emerging leaders across sectors with the ability to leverage transatlantic relations in pursuit of their vision. We look forward to your active participation in the program and welcome you to a unique transatlantic alumni network of more than 3,000 leaders across the United States and Europe.

This program manual contains information regarding the structure, policies, and requirements of this fellowship. GMF staff is wholly committed to providing you with an enriching and valuable experience. In return, we anticipate that you will devote your energy and attention to drawing the utmost out of each MMF program component. We know that full, active participation bears the best results possible.

Feel free to contact us with any questions you might have. We look forward to working with you on this unique learning and networking experience that will strengthen your ability to lead in a competitive and interconnected world.

With best regards,

Kevin Cottrell (MMF, 2008)
Director, Transatlantic Leadership Initiatives
German Marshall Fund of the United States
Terms and Conditions

Program Structure:

The MMF program consists of 6 months of preparation, 24 days of transatlantic exchange, and a lifelong opportunity for transatlantic engagement and cooperation.

During preparations, fellows learn about transatlantic relations; identify their leadership development objectives; expand their knowledge about communities they will visit; and secure at least one individual appointment in each city/community. Preparations include a welcome call, three surveys, four telephone briefings, and two pre-departure calls, all of which help to maximize the takeaways from the transatlantic exchange.

During the exchange, fellows each visit five communities for meetings with key decision and opinion makers and leaders of change. The majority of the program is a group experience, but time is set aside in each community for individual appointments to allow fellows to pursue their personal interests. Reflection and formulation of action plans for application of knowledge gained is facilitated by debriefs. By the end of the exchange, each fellow has to submit either an opinion piece or a photo essay on their leadership takeaway for publication on the GMF website.

The program concludes with the final evaluation and a debrief call one month after the exchange.

Interaction with GMF:

GMF staff will share programmatic details pertaining to your fellowship primarily via conference calls and e-mail. In order for the program to proceed as scheduled and for its content to meet your personal objectives, it is imperative that fellows respond quickly, meet all deadlines, and participate in all scheduled activities. Repeated failure to respond to requests and to meet deadlines will be noted by GMF and may result in termination of your fellowship.

Participation and Standards of Conduct:

During the program, fellows will represent GMF and are expected to conduct themselves in a manner reflective of this special relationship.

Unless explicitly stated otherwise, program activities are not optional. Fellows are expected to attend all activities during preparations and to participate fully in all 24 days of transatlantic exchange; no late arrivals or early departures will be accommodated.

The success of the program depends on your active participation and cooperation with program staff, coordinators, and other fellows. If a fellow does not adhere to this standard of conduct,
GMF reserves the right to discontinue their involvement in the program and request a refund of programmatic expenses incurred to date.

Please note that it is nearly impossible to attend to your job while taking part in program activities and GMF therefore asks you to clear your schedules for preparations and transatlantic exchange.

Expenses:

GMF invests approximately $25,000 in each fellow. Fellows meet this investment by covering their incidentals and some meals from personal or employer funds. The out-of-pocket expenditure averages $1,000 for the entire fellowship. GMF awards small stipends to individuals who demonstrate a clear financial need and no means to cost-share. If you would like to apply for a stipend, please email leadershipprograms@gmfus.org for an application form.

Should you cancel your fellowship after formal acceptance, but prior to the completion of the program, or should your fellowship be terminated for disciplinary reasons, you will be required to reimburse GMF for any expenses incurred to date, including airfare, lodging, and stipend, if awarded.

Program Evaluation:

GMF uses online evaluation forms to collect feedback on each segment of the MMF program. Fellows are required to provide feedback seven times during the course of the fellowship - for preparations, for every community they visit, and for the program as a whole. Please note that your feedback plays an important role in strengthening the MMF program for future fellowship cohorts. Thank you in advance for providing us with your honest opinion and for completing your evaluations on time – within two weeks for preparations and the program as a whole, and within two days of departure from each community you visit across the Atlantic.

Alumni Network:

More than 3,000 leaders have participated in GMF’s transatlantic leadership initiatives, creating a vibrant and far-reaching network that is a great asset for the transatlantic relationship.

As an alumnus of a GMF leadership program, you will have access to an online alumni database and a range of additional leadership development opportunities that will enable you to increase your transatlantic engagement. These currently include leadership seminars, seed grants for alumni projects, and major conferences. For a full overview, please visit our website.

Passports and Visas:

All fellows must possess passports valid at least six months beyond the assigned travel dates.
All European fellows are required to obtain a J-1 visa in order to participate in the MMF program. The MMF program is designated as an educational exchange, and as required by the U.S. Department of State, all international visitors who are traveling to the U.S. for educational purposes must obtain a J-1 visa. This applies to all European participants, regardless of their country’s participation in the visa waiver program. Long-term tourist visas and diplomatic passports cannot be used to participate in the MMF program.

European fellows are asked to retain a copy of their fellowship acceptance letter, which will serve as confirmation of your invitation to the U.S. and as proof that all costs directly related to the program will be covered by the German Marshall Fund of the United States, including international and domestic air travel, and lodging. A DS-2019 form required by the U.S. Embassies to schedule a J-1 visa interview will be provided to you by GMF.

Please note that current U.S. visa processing fees can total several hundred dollars and that this fee will be European fellows’ responsibility without any direct reimbursement from GMF. European fellows are also required to retain health insurance for the duration of their travel as a part of the visa application process. MMF staff will reach out to you in advance of your travel to provide more detailed information regarding the visa application process. With heightened security restrictions, the process to obtain a visa may take a considerable amount of time, so please plan accordingly. A list of U.S. embassies and consulates can be found at http://www.state.gov.

American fellows are not required to obtain visas in advance but may need to purchase them upon entering certain countries, such as Turkey.

Preparations

MMF Briefings

GMF will host four MMF briefings at the beginning of the program. The purpose of these briefings will be to provide you with an introduction to transatlantic relations today and to help you think about what kind of transatlantic cooperation you would like to explore during your fellowship. Each briefing will last an hour and take its cue from current policy debates. You will receive assigned reading two weeks ahead of each briefing and will have the ability to pose questions via email. The readings will be brief—approximately 20 pages—and will be referenced during the meeting. Full participation is required.

MMF Survey and Forms:

GMF relies on your input to build a program to match your needs as well as strengthen your ability to leverage transatlantic relations in your work. During preparations, we will ask you to take part in one survey and answer two fellowship forms. The survey will collect your views on
key transatlantic issues and global trends. The forms will collect your personal data and your fellowship objectives for programming. Both the survey and the forms play a crucial role in program design and delivery. Personal data is used only for the purpose of this fellowship and is destroyed soon thereafter. Full participation is required.

**Reading Materials:**

GMF will provide you with research recommendations for all communities on your itinerary. These will include major works in history, thought, and literature, as well as biographies of key individuals and links to key sources of information in English. GMF encourages you to approach these recommendations with a sense of adventure. We do not expect you to explore everything, but to follow your own interests with a focus on the communities on your itinerary.

In addition to these research recommendations, GMF strongly encourages you to read our latest *Transatlantic Trends* and watch the latest transatlantic debates from *Brussels Forum*. For the most up-to-date analysis of the transatlantic relationship, please follow us on Twitter (@GMFUS) and Facebook, download GMF publications on our website or from scribd.com (username gmfus), and begin reading the GMF blog.

Finally, please read all the assigned readings for the MMF Briefings.

**Exchange**

The transatlantic exchange component of the MMF program is planned as thoughtfully and carefully as possible and consists of a variety of meetings and site visits in communities across the Atlantic, including formal and informal discussions and networking opportunities. Typical speakers include opinion makers and prominent leaders of business, government, and civil society. Meetings cover a range of topics, including leadership strategies, social, economic, and security policy, diversity and inclusion, technology and innovation, education, arts, and culture.

Please note that the Marshall Memorial Fellowship program is *primarily a group experience*.

That being said, fellows are required to schedule at least one individual appointment in each community on their itinerary, except where their program concludes. The responsibility for scheduling individual appointments rests solely with fellows. GMF will provide assistance by helping fellows reflect on their personal objectives and granting them access to coordinators and alumni for feedback and tips for successful outreach.
The Chatham House Rule:

In order to allow the most free and informative discussion possible, all dialogues during the program will be held under the Chatham House Rule, which reads:

*When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.*

As such, fellows cannot tape or record any part of the discussion (including both audio and visual recordings) and cannot attribute quotes to the speaker without permission. Please note that this applies to any type of writing, including blogging and social media, which can be accessible by other people.

Itineraries

During the exchange program, participants will be part of a geographically, ethnically, and professionally diverse group of 15-21 fellows.

All fellows begin their exchange together before separating into smaller groups for visits to three tiers of communities before they reunite in their final destination. With each tier, the composition of the smaller groups changes to ensure that no two fellows travel to exactly the same destinations. In their final destination, fellows conclude their program with a debrief session with GMF staff.

European fellows begin their exchange in Washington, DC for a five day look at politics, foreign and security policy, and media in the United States. Following Washington, the fellows visit to a rural, an urban, and a major metropolitan community, before regrouping in New York City. Their program includes home stays in the South or Midwest.

American fellows begin their fellowship in Washington, DC for a three day overlap with the Europeans. Their program in Europe begins in Brussels with a focus on the European Union, North Atlantic Treaty Organization, and Belgium. American fellows then travel to Northern Europe, Southern Europe, and Central or Eastern Europe before arriving in the final city, which varies with each program, but is typically a city of great historical significance to Europe.

The overlap in Washington, D.C. consists of activities that allow American and European fellows to network and learn from each other about each other’s leadership styles and perspectives.
GMF Blog Contribution

All Marshall Memorial Fellows are required as part of their fellowship to produce an opinion piece or a photo essay for the GMF blog. Submissions can be made at any point during the fellowship, up until the last day of the program.

MMF opinion pieces should be approximately 300-500 words long, or 3-4 short paragraphs. The writing needs to be focused, topical, and relevant to a transatlantic audience. Reporting on a possible solution to an issue in your home community has led to the strongest pieces from Fellows in the past. That being said, other thoughtful reflections on current issues can be just as effective.

MMF photo essays differ from opinion pieces only in their use of photography to convey a story. A photo essay is submitted with a written introduction, a caption for each photo, and a proposed order of photos. MMF photo essays range from 10 to 15 photos. All photos need to be of high-resolution, and each needs to tell a segment of your overall story.

Transportation and Accommodation

Air travel:

GMF will arrange and pay for all required transatlantic, intra-U.S., and intra-European air travel. Departure tickets will be booked from each fellow’s airport of choice, but GMF will only purchase tickets to the cities to which the fellow is scheduled to travel. Fellows will be asked for their preferred travel dates to accommodate those who wish to extend their time abroad.

GMF cannot request specific airlines for fellows. Every attempt to book direct flights will be made, but final bookings are chosen based on ticket price, schedule, and availability. Ticket purchases may include special fare tickets that cannot be changed once booked. Itineraries will be made available to fellows prior to departure. Any charges resulting from discretionary changes to flights, once booked by GMF, will be responsibility of the fellow. Please do not book any flights without first contacting GMF staff.

Baggage:

Many airlines are now charging fees to check luggage on domestic flights, including for the first checked bag. Some European airlines have very strict weight regulations on baggage (i.e. under 50 pounds). Please be aware of this while packing, and please refer to the airlines’ websites for the most up-to-date information on these and other fees.
Ground transportation:

In most American cities, GMF will arrange and pay for rental cars for European fellows. If a fellow agrees to drive in the U.S., s/he must bring his/her driver’s license; an international driver’s license is not required. A GPS navigation system will be provided with your rental.

Please be advised that laws in the United States are strictly enforced regarding the operation of motor vehicles. While rare, in the event that a fellow incurs a traffic fine associated with their vehicle rental, the fellow registered to the vehicle will be responsible for these costs. GMF provides auto insurance for fellows while on the fellowship program. Specific guidance will be provided during program orientation.

As European cities are fairly compact and have efficient public transportation systems, American fellows will likely use public transportation throughout the fellowship. When necessary, local coordinators will arrange transportation.

Home stays:

During the fellowship program, European fellows will have the opportunity to spend a few nights in an American family’s home. This is an essential element of the program as it provides an insider’s view into the daily life of the average American suburban household and, in some cases, the average American farm. GMF will do everything possible to ensure that each European fellow has a home stay experience during the fellowship program. During the home stays, fellows are asked to adhere to their host family’s daily schedule and to participate in activities planned by that family. American fellows typically do not have home stay experiences but are often invited to dinners hosted at the homes of local MMF alumni.

Hotels:

GMF and its city coordinators will make hotel reservations for the entire program and will pay for all hotel room and tax charges directly. Fellows are responsible for all incidentals, including phone calls, mini bar, room service, laundry, restaurant charges, and internet access fees. Fellows are required to stay in the hotels reserved for them.

Communication

Laptops, Tablets, and Smart Phones Computers:

Program updates and adjustments will be shared electronically.

We therefore recommend that fellows travel with a laptop, tablet, or a smart phone. Internet access will vary during the program and is not guaranteed in all cities. Fellows are asked to note
that hotels may charge a usage fee for internet access. Please be aware of variances in electricity as power adaptors may be necessary for electronic devices.

**Calling cards:**

Fellows may opt to buy a pay-as-you-go SIM card or long distance calling cards during the trip if they choose not to bring their regular SIM card with them. Pay-as-you-go SIM cards are available at local stores in both Europe and the United States. Fellows are advised to contact their cell provider to ensure that their regular SIM cards are compatible with foreign networks. Skype and VoIP are also cost-efficient ways to stay connected while traveling.

Fellows are reminded that all electronic devices must be turned off during meetings and activities.

**Practical Information**

**ATM/debit and credit cards:**

Fellows should carry a credit or a debit card during the fellowship. Either is necessary for hotel deposits, which are typically required at every hotel in the amount of approximately $100 per night. Debit cards are usually “blocked” in that amount, thereby reducing the amount of available funds for up to seven days. Both VISA and MasterCard are widely accepted in the U.S. and Europe. Fellows are also advised to notify their financial institutions about the trip and that their ATM/debit and credit cards will be used abroad. Please note that some major banks have international partnerships which allow ATM withdrawals without international access fees. One such alliance is the Global ATM Alliance. Alert your credit card company of your fellowship itinerary prior to travel, and note that some debit cards do not work abroad.

**Attire:**

Your city agendas will indicate the attire recommended for each day or particular events during travel. “Business attire” connotes the most formal attire. Generally a suit including jacket and tie for men, and a skirt or pant suit for women is most appropriate for these events. “Business casual” suggests attire that is appropriate for a business setting but not as formal as a full suit. For example, nice slacks with a button-down shirt or a skirt and blouse would be appropriate. Jeans are not appropriate for events indicated as business casual. “Smart casual” indicates that jeans and t-shirts are permitted; however, please be dressed appropriately to still meet with a speaker. Jerseys and yoga pants, for example, should be avoided. In some instances, usually during home stays or when a sporting activity is included on your agenda, true “casual” attire which can get dirty will be recommended. Please consult your city agendas beforehand for full details and contact your city coordinators with any questions regarding proper attire in their cities.
**Business cards:**

It is customary to exchange business cards during meetings. Fellows may find it helpful to carry a large supply (200-250) of business cards.

**Business etiquette:**

Please be **on time** for all group and individual meetings. Please also note that “on time” has different meanings in different cities and regions. Please consult with the city coordinator regarding appropriate timing.

**Gifts:**

Fellowship program speakers, coordinators, and hosts are not compensated by GMF for sharing their time and expertise. GMF suggests that fellows bring small gifts representative of their country or region to give to their host families, coordinators, and other professional contacts. The gifts are a symbolic gesture of appreciation. Examples include small books about your state or city or by local authors, sportswear of your favorite team, local art or music and stationary. Your city agendas will help you gauge the number of speakers and hosts you will encounter. You are not expected to provide gifts for every program speaker, but should coordinate with other fellows to ensure that every speaker is properly thanked. Fellows may consider bringing 30-40 nice gifts. Fellows should nominate one person each day to present gifts to speakers, and every speaker should receive a gift.

**Health insurance:**

GMF does not provide health insurance during the trip. Fellows are advised to check with their health care providers to ensure coverage during the fellowship program. If medical assistance is required, fellows should consult with MMF staff or local coordinators. European fellows will need to retain health insurance for the duration of their MMF travel as a requirement of the J-1 visa application process. Detailed information on minimum requirements will be provided.

**Media coverage:**

GMF would appreciate receiving copies of pictures taken at interviews or appointments during the fellowship, as well as copies of any resulting media articles. If fellows are interviewed by the media, please mention that the program is sponsored by the German Marshall Fund of the United States.

**Packing:**

GMF strongly suggests that fellows **pack lightly!** Most hotels have laundry and dry cleaning services, and host families may allow European fellows to launder their clothes in the home.
Layering is recommended as temperatures will vary by city and even by building due to air conditioning. Business shoes should be comfortable, as fellows will do a lot of walking, sometimes on uneven surfaces.

**Public speaking:**

There may be one or two occasions during the fellowship when participants will be asked to speak to small groups that are particularly interested in U.S.-European relations. These groups may include high school or university classes or community organizations that are concerned with international affairs. Meetings such as these are unofficial and are an excellent opportunity for locals to learn about U.S.-European relations and about the fellows' cities or countries.

**Security:**

Do not leave cash, passports, tickets, cameras, jewelry, etc. in plain view in hotel rooms. Use the safe deposit box of the hotel for cash, papers and jewelry and lock larger items such as cameras in suitcases. In the unlikely event that any items are stolen from a hotel, please file a report with the hotel management. Some hotels are insured for goods kept in the safe deposit box, and fellows may be able to receive a portion of their value.

**Spouses and Children:**

Spouses, children, family or friends are not permitted to accompany fellows at any point during the program. They are, however, welcome to join before the program begins or after the program concludes if the fellow plans to extend his/her stay.
The German Marshall Fund of the United States
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And individual contributions from fellows like you.

Thank you!

If you would like to become a sponsor of the Marshall Memorial Fellowship program or would like to know more about how to support the mission of the German Marshall Fund, please contact:

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