



Dear alumni and prospective Marshall Memorial Fellows,

Congratulations to the two newest cohorts of Marshall Memorial Fellows, who traveled throughout Europe and the US in September and October of 2023. The two cohorts started in Washington, DC, before traveling to three other cities and ending in Brussels, Belgium, where they participated in a concluding program that allowed them to share their experiences, learn from one another, and celebrate their completion of the fellowship.

As 2023 draws to a close, we turn our attention to MMF 2024. At no time since its inception 41 years ago has MMF been reviewed, updated, or audited. The program is too long and too expensive, however, in its current format. The Leadership Programs team continues to solicit feedback from our 2023 fellows, alumni, city coordinators, GMF staff and stakeholders to further take into account what can and should change about the fellowship. These suggestions include:

- Adapting the program structure and length to account for societal shifts
- Refining the program's place among other international visitor exchange programs
- Revamping the selection process to make the program more inclusive and equitable
- Developing a pipeline of potential funders to meet a goal of 100% funding

This work will likely result in a program that is smaller and shorter in the coming years, but one that also succinctly captures the essence of the MMF. Where feasible, the program's revision will incorporate feedback received from our current fellows, alumni, staff, and city coordinators. Now that MMF 2023 is wrapped up, it remains only for our team to finish up the logistical aspects of the fellowship cycle before tackling the important questions above. We have our work cut out for us and will certainly be busy rethinking what MMF could look like in the future while at the same time running our other leadership programs. We currently do not have travel planned for 2024, as we will need time to evaluate and revamp MMF. We have communicated this to the 17 fellows who have been accepted into the program, and will continue to keep them, our city coordinators, and our alumni updated on what the fellowship will look like moving forward. Please do not hesitate to reach out to [MMFstaff@gmfus.org](mailto:MMFstaff@gmfus.org) with questions, concerns, or feedback.

All the best,

Sarah Jones  
Managing Director, Leadership Programs