



BUSINESS PLAN 2018-2019
MARSHALL AID COMMEMORATION COMMISSION

March 2018

FOREWORD

In 1953 the British Parliament enacted the Marshall Aid Commemoration Commission Act named in honour of General George C. Marshall, in appreciation of the assistance given in the aftermath of World War II through the European Recovery Programme - commonly known as the Marshall Plan.

This Act created the Marshall Scholarships and specified that the Marshall Aid Commemoration Commission, or Commission, be established to oversee and manage the scholarships. The Commission came into being that year, and the first twelve Marshall Scholars arrived in the UK in 1954. In his message to the scholars, General Marshall wrote "*A close accord between our two countries is essential to the good of mankind in this turbulent world of today, and that is not possible without an intimate understanding of each other.*"

In the years since then, the MACC has overseen what has become a very successful and prestigious scholarship programme for young American students wishing to undertake postgraduate degrees at universities throughout the UK. Indeed the President of the United States of America recently recognised that the Marshall Scholarships are one of the top academic honours anywhere in the world.

The programme's success can be demonstrated by the positions of significant influence held by many of the 1900 Marshall Scholars to date, including two Supreme Court Justices, a Nobel Laureate, the former White House Legislative Affairs Director, four Pulitzer Prize winning authors and journalists, an Oscar-nominated filmmaker, several founders of multi-billion dollar enterprises, and numerous innovators and leaders in all branches of science and education. The Marshall Scholarship Programme is perceived as one of the most prestigious Scholarships currently on offer in the US and this is demonstrated in the intense competition for the Scholarships - the MACC receives around 1000 applications for the places on offer each year (currently around 40) allowing the Commission to maintain exceptionally high standards in its selection criteria of academic excellence, leadership and ambassadorial potential.

The Commission operates the only scholarships for American students created by an Act of Parliament and funded substantially by Her Majesty's Government, providing unique and valuable access to, and links with, the British Government, institutions and people. Marshall Scholars can attend any British University and study almost any subject. This range of choice enhances both the academic and social experience of the scholarship recipients. Marshall Scholars arriving in the UK are introduced to the work of government, to professional networks and to cultural bodies, enriching their experience and enabling them to form lifelong connections to the UK.

The public diplomacy / soft power aspect of the Commission's work is a unique part of our value. Our strong global alumni network, the Association of Marshall Scholars (AMS), enhances our reach and the influence of the British Government in the USA. The Commission actively engages with the British Government through the Foreign & Commonwealth Office (FCO) and the Embassy and Consulates in the United States to maintain the prestige of the Marshall programme and the investment in future influence which it represents.

This Business Plan should be read in conjunction with the Marshall Aid Commemoration Commission's Corporate Plan 2018-2021.

MEMBERS OF THE MARSHALL AID COMMEMORATION COMMISSION (AS OF 1 JANUARY 2018)

Mr Christopher Fisher (Chair)
Mr Alan Bookbinder
Professor Brian Cantor
Ms Janet Legrand
Mrs Suzanne McCarthy
Professor Simon Newman
Dr Alice Prochaska
Ms Barbara Ridpath
Ms Xenia Wickett
Lord Wood of Anfield

THE MARSHALL AID COMMEMORATION COMMISSION'S PRIORITIES:

To strengthen the cultural, economic, trade, personal and historic ties between the US and the UK by using the Marshall Scholarships to:

1. Offer the most prestigious UK-wide Scholarship for the best US graduates
2. Attract the US graduates with the greatest potential as scholars, leaders, and contributors to strengthened UK / US ties – reflecting a diverse US society
3. Ensure Scholars select a diverse range of excellent universities and courses and have a UK experience that significantly enhances their lives
4. Help foster lifelong, mutually beneficial links between Scholars and the UK
5. Ensure that 40 students becomes a floor, not a ceiling, on the number of awards to be made annually
6. Run a sustainably funded Scholarship programme
7. Remain well-governed and cost-effective, benefitting from substantial volunteer time in both the UK and US

1. Offer the most prestigious UK-wide Scholarship for the best US graduates

Actions

	Start	End	Completed
1.1 Ensure that the Scholarship programme remains fit-for-purpose and continues to attract and select excellent Scholars.	Started	On-going	
1.2 Continue to develop our communication activities to further strengthen the Marshall 'brand' and to continue to attract future leaders. This includes maintaining and improving the website for www.marshallscholarship.org to help better promote the Scholarship.	Started	September 2018	
1.3 Maintain and enhance use of US media in collaboration with the Embassy and the Consulates	Started	On-going	
1.4 Develop a social media strategy in collaboration with the Embassy	Started	January 2019	
1.5 Produce films that promote the Marshall Scholarships	April 2016	January 2019	
1.6 Work with AMS to enhance visibility of Marshall Scholarships in the US	April 2018	end 2019	
1.7 Assist in ensuring that Marshall alumni and members of Regional Selection Committees promote their affiliation (e.g. in biographies and on social media)	Started	On-going	

2. Attract the US graduates with the greatest potential as scholars, leaders, and contributors to strengthened UK / US ties – reflecting a diverse US society

Actions

	Start	End	Completed
2.1 Ensure that the published criteria for selection are applied consistently and fairly. Continue to develop a process which ensures fairness and equality.	Started	On-going	
2.2 Provide additional support to regional selection committees by providing online unconscious bias training, and collation of committee best practices	Started	November 2018	
2.3 Develop and Co-ordinate an alumni speakers' programme which will allow alumni to speak to students at US Universities about their research and their experiences in the UK.	Started	January 2019	
2.4 Better publicise data that could inspire applications from new institutions so as to try and	January	January	

achieve 2-3 successful new institutions a year.	2018	2019	
2.5 Look at best-practice on unconscious bias training and consider next steps.	January 2018	October 2018	
2.6 Maintain and strengthen the work of the Consulate network and alumni in reaching out to US colleges and universities	Started	On-going	
2.7 Continue to collate and share committee best practices	Started	On-going	

3. Ensure Scholars select a diverse range of excellent universities and courses and have a UK experience that significantly enhances their lives

Actions

	Start	End	Completed
3.1 Keep up the strong focus on appropriate Scholar placement, advise process on second-year choices and that the Commission remains well-informed about Scholar experiences	On-going	On-going	
3.2 Sustain and increase the number of Partnership institutions and funding at existing institutions (i.e. funding for more than one Scholar) and ensure they see the value of being a Partnership university.	January 2018	December 2019	
3.3 Ensure stipends avoid the risk of hardship for Scholars; work with AMS on this.	January 2018	December 2019	
3.4 Promote the Marshall Plus programme which includes a portfolio of memberships associations that Scholars can join whilst in the UK and also a series of lectures and visits.	Started	On-going	
3.5 Begin a specific engagement programme between MACC Commissioners and existing Scholars and alumni	Started	December 2019	
3.6 Emphasize the mutual benefit for Partnership Institutions	Started	On-going	
3.7 Work with Scholars on a piece for the website and annual report on the diversity of subjects studied and the perceived benefits of such a broad academic Scholar base.	April 2018	December 2018	

4. Help foster lifelong, mutually beneficial links between Scholars and the UK

Actions

	Start	End	Completed
4.1 Work with Embassy, Consulates and the AMS to maintain the vibrant network of Scholars acting as 'ambassadors' in the US. Develop better communication between Scholars and the British Government	On-going	On-going	
4.2 Develop opportunities for Marshall Scholars to give back for example coaching applicants from universities that have not had a Marshall Scholar recently, or those who do not have the resources to invest in Marshall applicants.	April 2018	December 2019	
4.3 Highlight successful Marshall Scholars to all stakeholders including the FCO. In particular Scholars in influential positions and Scholars who donate large sums to the UK.	Started	On-going	

5. Ensure that 40 students becomes a floor, not a ceiling, on the number of awards to be made annually.

Actions

	Start	End	Completed
5.1 Build on the success of this year's enhanced number of Scholars to maintain at least that many in the next year's entry.	Started	December 2019	
5.2 Build numbers with the help of generous AMS support.	Started	December 2019	

6. Run a sustainably funded Scholarship programme

Actions

	Start	End	Completed
6.1 Maintain dialogue with Government emphasising the need for continued increases to funding to maintain the purchasing power of the grant and stipend.	Started	On-going	
6.2 Sustain and increase the number of Partnership institutions and funding at existing institutions.	Started	On-going	

Work with the partner institutions and UK Universities to ensure continued support of these partnerships. Continue to visit the Marshall partner universities to encourage funding.			
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7. Remain well-governed and cost-effective, benefitting from substantial volunteer time in both the UK and US

Actions

	Start	End	Completed
7.1 Ensure administration of the Marshall Scholarships is GDPR compliant by GDPR implementation date.	January 2018	May 2018	
7.1 Consider any insights from the Cluster Review and Triennial Review from which we can further enhance our good governance	September 2018	September 2019	
7.2 Continuously look for opportunities to further improve our cost-effectiveness, especially by looking at ACU best practice.	On-going	On-going	
7.3 Continue to strengthen the way data is analysed and presented to support Commission decision-making	June 2018	June 2019	

MACC EXPENDITURE

This section sets out the Commission's planned expenditure in 2018/19, as agreed with the FCO:

	£'000	2018/19 (forecast outturn)	2017/18
Planned Expenditure		3,661	3,068
Grant in Aid		2,550	2,250
Partnership contribution		1,244	829

These figures include 43 new Scholars starting in 2018/19.

The 2018/19 Grant in Aid will be drawn down in the following tranches:

1 April 2018	£500,000
22 June 2018	£500,000
21 September 2018	£875,000
14 December 2018	£425,000
8 March 2019	£250,000

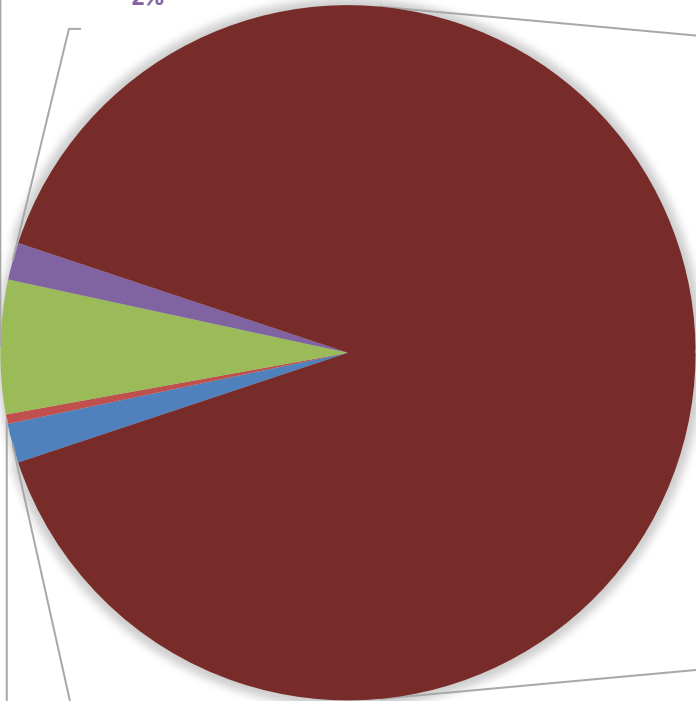
Indicative Budget Allocation by Item 2018/19 including Partnership Funds

Stipends	1,084,025
Tuition Fees	1,958,721
Application Fees	3,500
Research Support Grant	9,600
Disability Grant	5,000
Study Travel Grant	16,500
Thesis Grant	11,910
Book Allowance	18,146
Scholars to/from USA	40,910
Scholar Visas +NHS Tariff	8,866
Orientation costs	30,000
Compassionate Fares	900
Freight	19,570
Daily Travel	27,000
Other Scholars costs (discretionary)	3,500
Other Course costs (discretionary)	2,000
Scholar Skills enhancement/Marshall Plus	7,500

US Interview Costs	40,000
US Committee Costs	27,000
Commission Entertaining	2,000
Commission Travel /Subsist	14,125
Scholar trips	19,500
Miscellaneous	7,000
Admin Fee	227,996
Stationery	500
Printing	11,000
Postage/Tel/Fax	2,500
Internet charges	50
Events-Promoting Public Diplomacy/Marshall Plus	19,000
Audit Fee	7,000
Bank Charges	300
Infrastructure development/implementation	35,000
	3,660,618
Partnership Support (included in figures above)	1,244,043

Administration Fee (including VAT)
6%

Other Administration costs
2%



Commission costs
0.4%

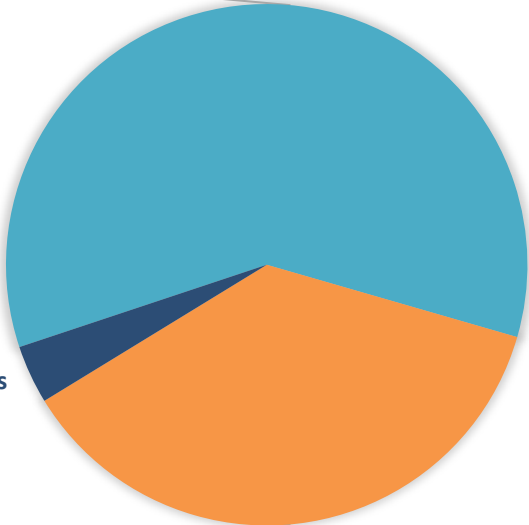
Interview costs
2%

DIRECT SCHOLAR COSTS %

Direct Scholar Costs
90%

Other direct Scholar costs
3%

Tuition
54%



Stipend and allowances
33%

Open Data

As laid out in the Marshall Aid Commemoration Commission's Publication Scheme¹ the MACC has made the following data available:

Class of Information	Type of Data	Location
Who we are and what we do		
Marshall Aid Commemoration Act and Administrative Regulations	Other key data	www.marshallscholarship.org
Biographies of all Commission Members and Secretariat Staff	Other key data	www.marshallscholarship.org
Location and contact details	Other key data	www.marshallscholarship.org
What we spend and how we spend it		
Audited Annual Accounts	Input data	www.marshallscholarship.org
Transparency data: spend over £25,000	Input data	www.marshallscholarship.org
Corporate Plan and Business Plan	Impact/input data	www.marshallscholarship.org
What our priorities are and how we are doing		
Annual Report	Impact data	www.marshallscholarship.org
Scholarship Competition Statistics (annual)	Impact data	www.marshallscholarship.org
Historical US Institution data	Impact data	www.marshallscholarship.org
How we make decisions		
MACC Meeting Minutes	Other key data	Available upon request
Scholarship Competition Criteria	Other key data	www.marshallscholarship.org
Rules for Candidates	Other key data	www.marshallscholarship.org
Our policies and procedures		
Framework Document	Other key data	www.marshallscholarship.org
Anti-Fraud Policy	Other key data	www.marshallscholarship.org
Code of Conduct for Marshall Commissioners	Other key data	www.marshallscholarship.org
Gifts and Hospitality Policy	Other key data	www.marshallscholarship.org
Travel Policy	Other key data	www.marshallscholarship.org
Lists and Registers		
Register of Interests	Other key data	Available upon request

¹ <http://www.marshallscholarship.org/about/PublicationFOI2009scheme.pdf>

Risk Register	Other key data	Available upon request
The Services we offer		
Guidance for Scholarship Advisors and Recommenders	Other key data	www.marshallscholarship.org
Guidance on studying in the UK	Other key data	www.marshallscholarship.org
FAQ's	Other key data	www.marshallscholarship.org