



CORPORATE PLAN 2012-2015

MARSHALL AID COMMEMORATION COMMISSION

FOREWORD

In 1953 the British Parliament instituted the Marshall Aid Commemoration Commission¹, named in honour of General George C Marshall, as a thank you to the American people for the assistance given to Europe in the aftermath of World War II through the European Recovery Programme - commonly known as the Marshall Plan.

The relationship between the United Kingdom and the United States is not just special but essential according to the Prime Minister and the President of the United States.² At the same the Commission recognises that the demography of the United States and of the United Kingdom has changed dramatically over the last sixty years and it will continue to do so. On current trends by 2050 a majority of US citizens will come from what are now called ethnic minorities. In other words the Commission is clear that we can no longer assume that the verities espoused General Marshall and Sir Winston Churchill can be taken for granted. Now, more than ever, the United Kingdom needs to invest in the future leaders of the United States. The challenges and the opportunity are considerable. The Commission is determined to advance on both fronts.

The structure of the Marshall Scholarships scheme remains intact. There are now eight regional centres based on the Consulates General in Atlanta, Boston, Chicago, Houston, Los Angeles, New York and San Francisco and the British Embassy in Washington DC. The most dramatic change since the inception of the scheme has been the increase in the number of Marshall Scholarships. The number of new awards was increased from twelve to twenty-four in 1960, to thirty in 1973, up to forty Scholarships in 1991 and between 2004 to 2007 up to forty four were awarded. In 2012 36 new awards were offered. The most recent change has been that the Commission decided to offer a limited number of one year awards and the third group of these were selected for the 2012 class.

The Marshall Scholarship programme quickly established itself as one of the most prestigious scholarships for young Americans wishing to undertake graduate study for two or three years at universities throughout the United Kingdom. In the sixty years since the programme began, some 1700 American men and women have studied in universities throughout the United Kingdom.

Competition for Marshall Scholarship awards has been intense from the start. In 2012 there were more than 27 applicants for each of the 36 awards on offer, nearly every one of whom was a young American of great accomplishment and exceptional promise.

ENVIRONMENT

The Marshall Commission comprises 10 Commissioners. All of whom are British Citizens. Commissioners have a varied background (including business, diplomacy, academia, law and the civil service). The one thing that they all have in common is that they are all unpaid volunteers. In the United States the Commission relies heavily on the work and interest taken in the Scholarships by British Ambassador in Washington and the Consuls General across the United States. They are very ably supported by volunteers (all US citizens) who make-up the Regional Selection Committees.

The Commission does not directly employ any staff. It subcontracts the administration to the Association of Commonwealth Universities. That contract is reviewed periodically and also put up for competitive tender.

¹ Marshall Aid Commemoration Act 1953.

² <https://www.gov.uk/government/news/uk-and-us-an-essential-relationship>

The Marshall Commission operates the only Scholarships for US students created by an Act of Parliament and funded substantially by Her Majesty's Government, thus providing unique and valuable access to and links with the British Government, institutions and people. There are a number of other well-regarded Scholarships for Americans to study in the UK, including Fulbright, Gates, and Rhodes. Whereas Rhodes and Gates Scholars are limited to Oxford and Cambridge, Marshall Scholars can attend any British University which enhances both the academic and social experience of the Scholarships. The Public Diplomacy aspect of the Marshall Commission's work is a unique part of our value and we aim to ensure that our strong alumni network, invigorated by the Association of Marshall Scholars, works with us to promote the values of the Commission, the FCO and the Scholarship.

The Commission actively seeks the support of the British Government to maintain the prestige of the Marshall scheme and the investment in future influence which it represents. We warmly welcome the reassurance from the Secretary of State for Foreign and Commonwealth Affairs, who said in a speech in May 2011 that:

"The Foreign and Commonwealth Office must support the UK economy now more than ever while at the same time reducing spending. In such a climate my decision to maintain funding for the Marshalls programme speaks volumes both for the value we place on our most important bilateral relationship, and for our view of the programme as a key tool in maintaining the strength of that relationship for future generations."

It is important, therefore, that the Government works with the Commission to continue to fund this programme, so that the Marshall Scholarships maintain their competitive edge and the level of funding and of services offered is enhanced.

The Commission's funding is drawn from the overall amount awarded to the Public Diplomacy Team and therefore the Commission must compete for the necessary funding annually. Approximately 85% of the scheme's costs are direct costs linked to the Scholars and their studies in the UK, including tuition, research costs, travel, and subsistence. These costs have increased, and will continue to do so, substantially, and are largely outside of the control of the Commission. In recent years, the level of funding from the FCO has not met the full annual estimated costs of the Marshall scheme. The Commission has compensated for this in part by applying reserves against our expenditure, by recruiting universities and other bodies to offer 'partnership Scholarships', as well as by decreasing the number of scholarships awarded. We are actively managing the risk that these responses might pose to the reputation and prestige of the scheme by directing more of the volunteer resource from the Commission towards managing relationships and communications with partnership organisations, Marshall Alumni and other stakeholders, including the Regional Selection Committees, prospective Scholars and their advisers.

It is anticipated that the environment within which the Commission will operate in the next three years will continue to change, in particular within the universities. Indications are that throughout the university sector tuition fees may increase rapidly and certainly above the rate of inflation. In addition the ever changing immigration rules for students coming to UK may have an impact on the attraction of the UK as a place to study.

The Commission is also aware that maintenance rates for Scholars, through stipends and other allowances, compare unfavourably with those of other funders (e.g the Research Councils) and other Scholarships. There is evidence that some Scholars experience hardship due to the level of funds available. This could damage the public diplomacy benefits of the Scholarships, with those individual Scholars, their peers and alumni and others who hear about the situation.

The Commission attaches the highest importance to securing sufficient funding from the Government to maintain a high quality Scholarship programme without further reducing the

number of awards offered or limiting the opportunities available to the Scholars. Increasing the level of funding will ensure that the Commission is able to fulfil its objectives and continue its activities which provide value for money for Government in terms of public diplomacy.

VISION

The Marshall Aid Commemoration Commission's mission is to strengthen UK-US relations and to promote British influence in the United States by providing Marshall Scholarships to young Americans who will become the leaders, opinion formers and decision makers of tomorrow. We look for the best and brightest based on three criteria (set out on our website) academic merit, leadership and ambassadorial potential. Given our success in the past we have every confidence that in 2015, as today, the 'Marshall' will continue to be a brand with a high reputation, and a high profile.

The core funding for the Scholarships is provided by the FCO through Grant-in-Aid and we do not doubt that this will still be so in 2015 given the importance of Britain's relations with the United States.

As a result of initiatives by the Commission we have external partners who contribute an additional resource worth over £500,000 per year. These partners include over 30 of the UK's leading research-intensive universities and colleges; two key agencies in the US, the Environmental Protection Agency and the National Institutes of Health; and the US-based Annenberg Foundation. By 2015 the Commission intends that the proportion of total resource coming from external sources will rise from 20% to 25-30%. This will include an endowment set up by the Association of Marshall Scholars (AMS) to fund Marshall Scholarships.

Marshall Alumni are a valuable resource for the UK in the US. They help to advance the UK's policy agenda; they strengthen the Embassy and the Consulates' political and business outreach; and they give British officials in the US access to high-level relationships and policy thinking. A vigorous alumni association, the AMS, works effectively with the British Embassy and Consulates in the US to give structure and focus to alumni activity.

The Commission can demonstrate Marshall Scholarship alumni occupy senior and influential positions in all professional fields, including the Supreme Court bench, the US Cabinet and Congress, the State Department, and major universities. One Marshall alumnus is an Associate Supreme Court Justice whilst another is currently the US Deputy Secretary of State and to date at least ten Marshall Alumni have served in the Obama administration. As well as being prominent in public affairs and policy making, Marshalls are particularly strong as innovators in science and business, communicators in print journalism and other media, and as educational leaders. Currently, for example, distinguished alumni include three Pulitzer Prize winners and a Nobel Laureate in Chemistry.

The Commission will also continue to demonstrate the value of the British Government's investment in Marshall Scholarships through the achievements and the impact of Marshall Alumni in the US, and their continued willingness to engage with the UK and its representatives.

From the moment they apply for a Marshall award, Scholars are encouraged to engage with British government, institutions and culture. The majority of Scholars take courses of study relevant to FCO strategic priorities. In the UK we introduce them to the work of government, to professional networks and to cultural bodies. This lays the foundation for long-lasting transatlantic ties.

PRIORITIES

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

- select some of the future leaders of the United States so that some of the “best and brightest” have a deep knowledge of and respect for the United Kingdom.
- identify and enable intellectually distinguished young Americans from all disciplines and walks of life to study at a diverse range of universities in the UK. Each year, we aim to award up to 40 Scholarships.
- help Scholars gain an understanding and appreciation of contemporary Britain.
- motivate Scholars to act as ambassadors from America to the UK and vice versa throughout their lives thus enhancing public diplomacy efforts between the two nations and ensuring that the Marshall scheme remains a high-return, low-risk investment for Government.
- raise the profile of the UK, especially its academic and research capabilities, in the US, particularly among its young people.
- contribute to the advancement of knowledge in science, technology, the humanities, social sciences and the creative arts at Britain’s centres of academic excellence.

To do this we will:

- ensure that the Scholarship programme remains fit-for-purpose, particularly by continuing to address the Commission's review of the US-based selection process of the programme, and by working closely with the FCO to ensure the Marshall scheme supports FCO public diplomacy objectives.
- develop our communication activities to further strengthen the Marshall ‘brand’ and to continue to attract future leaders.
- increase the prestige of Marshall Scholarships and our ability to award our target number of scholarships through partnerships with the NIH, EPA and UK Universities.
- maintain a strong, active, and effective Marshall alumni network in the US and in the UK.
- identify new and developing existing opportunities for Scholars and alumni to act as ambassadors, such as the Marshall Scholar Speaker’s Programme, internships, and involvement in UK-based charities and professional networks.
- work with the devolved Assemblies and Parliaments to increase the profile of the Marshall Commission throughout the UK.
- continue to develop appropriate use of IT and to exploit the use of IT for efficient communication.
- ensure that funds are deployed efficiently and effectively in support of the above objectives, and are monitored and evaluated carefully to maximise value for money.

OUTCOMES

As examples of the kinds of outcomes we continue to expect from these priority goals the following are those outcomes achieved in 2012 as outlined in the 59th Annual Report of the Marshall Aid Commemoration Commission.

To identify and enable intellectually distinguished young Americans from all disciplines and walks of life to study at a diverse range of universities in the UK. Each year, we aim to award up to 40 Scholarships.

The Marshall Scholarship requires every applicant to have a minimum of a 3.7 GPA (the equivalent of a first class degree) from a US University. The average graduating GPA in the US is between 3.0-3.3³ and so the applicants have already demonstrated they are intellectually and academically above average.

317 different universities endorsed applicants for the Marshall Scholarship in 2012. These universities represented 48 States and in addition applications were received from universities in the District of Columbia and Puerto Rico. The selected Scholars were from 20 different States and the District of Columbia.

30% of the applicants graduated from state universities, 52% from private universities and 18% from Ivy League universities and service academies. Of the selected Scholars 28% graduated from state universities, 42% from private universities and 30% from the Ivy League universities and service academies.⁴

In 2012 36 new Scholars were selected. The Scholars represented 28 different United States universities and colleges, an increase on 2011. Five institutions appeared in the list for the first time – Hampton University, Hobart and William Smith Colleges, University of Nevada, the College of St Rose and the University of South Florida.

At the start of the academic year 2012/2013, 73 Marshall Scholars were in residence at British universities. This number was made up of seven 2010 Scholars, all of whom were completing a third year, 30 2011 Scholars and another 36 Scholars who had taken up their awards in 2012. Three of the 2012 Scholars held the One Year Marshall Scholarship. The group comprised 40 men and 33 women.

The distribution of the awards was as follows: 24 at Oxford; 12 at Cambridge; 23 at the University of London (seven at the London School of Economics and Political Science; six at University College London; four at the School of Oriental and African Studies; two each at the London School of Hygiene and Tropical Medicine and King's College London; one each at Queen Mary, University of London, and the Royal Academy of Music); six at Imperial College London; two at Guildhall School of Music and Drama and one each at the Universities of East Anglia, Glasgow, Leeds, Nottingham, St Andrews and Warwick.

18 Scholars pursued courses in Science and Engineering, including Mathematics, and 48 in the Arts and Social Sciences. The range of individual subjects studied in the year under review was higher than last year. The subject breakdown was as follows:

³ Grading in American Colleges and Universities by [Stuart Rojstaczer & Christopher Healy](#) — March 04, 2010

⁴ Marshall Scholarships 2012 Competition Statistical Report
<http://www.marshallscholarship.org/about/Stats2012forpublication.pdf>

Science, Engineering and Mathematics

Advanced Textiles and Performance Clothing	1
Applied Statistics	1
Astrophysics	1
Biological Science	1
Biomedical Research	1
Experimental Psychology	1
Growth Dynamics of Carbon Nanotubes and Nanorods	1
Inclusive Design	1
Infectious Disease Epidemiology	1
Mathematics (Part III)	4
Medical Oncology	1
Metabolic Markers of Stem Cell Differentiation	1
Modern Epidemiology	1
Organic Chemistry	1
Statistics: Mathematical Genetics	1
Total	18

Arts and Social Sciences

Archaeology	1
Baroque Violin	1
Biomedicine, Bioscience, and Society	1
Comparative and International Education	2
Composition	1
Criticism and Culture	1
Development Studies	1
Economic and Social History	3
Economics	1
Economics for Development	1
Education	1
Evidence-Based Social Intervention	1
Geography and Environment	1
Global and Imperial History	1
Global Governance and Diplomacy	1
Global Health and Development	1
Global Migration	1
Health Policy, Planning and Finance	1
History	1
History, Philosophy & Sociology of Science, Technology and Medicine	1
Human Rights Law	1
Integrated Resource Management	1
International Health Policy	1
International Peace and Security	1
International Political Economy	2
International Relations	2

Medieval Scottish Studies	1
Middle East Politics	1
Modern Middle Eastern Studies	1
Modern South Asian Studies	1
Musicology	1
Philosophy	2
Philosophy, Politics and Economics of Health	1
Political Science	2
Political Thought and Intellectual History	1
Public Management and Governance	1
Regional and Urban Planning	1
Science Fiction Studies	1
Sustainable Energy Futures	1
Violence, Conflict and Development	1
War Studies	1
Total	48

To help Scholars gain an understanding and appreciation of contemporary Britain

On 12 January 2012 a group of Scholars were invited to 10 Downing Street for a briefing from members of the Number 10 Policy Unit.

The MACC Commissioners hosted the annual Dinner given in honour of Marshall Scholars who were completing their awards on 1 May 2012 at the Stationers' Hall, London. The special guest and principal speaker at the Dinner was Sir Peter Westmacott KCMG LVO, British Ambassador to the United States.

After their arrival in the UK, the 2012 Scholars were taken on a tour of the Houses of Parliament as part of their induction week. The tour was arranged through the offices of the British-American Parliamentary Group and Scholars met with a member of the Group, Rt Hon John Spellar, MP, for a 'Question and Answer' session. A visit to the US Embassy was arranged very kindly by Minister-Counselor for Public Affairs, Mr Thomas Leary and the Scholars were welcomed to the United Kingdom by US Ambassador Louis Susman. Consul-General David Stewart and Defense Attaché John Quintas also addressed the Scholars and engaged them in a fascinating discussion.

The Scholars met with Ms Sara Everett, Deputy Head of the Public Diplomacy and Strategic Campaigns Group and Ms Helen Teasdale Acting Head, North America Team, FCO. MACC Commissioners joined Scholars at a Reception held in the FCO's Durbar Court, hosted by Minister Alistair Burt MP.

Work with the devolved Assemblies and Parliaments to increase the profile of the Marshall Commission throughout the UK.

In 2012 the Scholars travelled to Northern Ireland and Ireland for a three day trip hosted by the Office of the First Minister and the Deputy First Minister. The Scholars visited Belfast and Derry/Londonderry. The Chair of the MACC, Dr Hughes, Commissioner, Professor Dendy, the Assistant Secretary and the Administrative Assistant accompanied the Scholars. Scholars also visited Dublin where they were addressed by representatives of the Taoiseach's Office and also visited the British Embassy.

To motivate Scholars to act as ambassadors from America to the UK and vice versa throughout their lives thus enhancing public diplomacy efforts between the two nations and ensuring that the Marshall scheme remains a high-return, low-risk investment for Government.

Through the Marshall Scholar Speakers Programme Scholars have spoken at Keele University, Durham University and Ulster University. They have spoken on topics ranging from Childhood Obesity and Public Health Responses to Equality for marginalised groups in the US.

The Marshall Military Scholars have also participated in and spoken at events organised by the University of Southampton Thunderer Squadron.

In addition the class of 2011 have set up a class project working with Castlehaven Community Association to create and teach after school educational modules. These modules aim to supplement the education of London's disadvantaged youth (ages 13-19).

The strength of on-going ties to the UK was clearly demonstrated in a 2012 survey of Marshall Alumni which provided clear evidence that most alumni maintained strong professional and social ties to the UK. Some 17% indicated they had quite/very strong links with the British Government. Among those with very strong links, in addition to the US Deputy Secretary of State, was the recently appointed Director of the Nuffield Foundation in the UK (also recipient of an MBE in 2008 and the British Academy President's medal in 2011); the Managing Director (and founder) of Glason Sciences Ltd, which provides advice to governments and other stakeholders on nuclear power and waste management; a policy planning staffer for the Secretary of State; and the former director of cyber security at the White House (in the Obama Administration).⁵

To raise the profile of the UK, especially its academic and research capabilities, in the US, particularly among its young people.

The Commission organised a study tour for 30 members of the National Association of Fellowship Advisors (NAFA) to visit 14 British Universities. The aim of these visits was to raise the advisors' awareness of British Universities. NAFA members are the advisors who work with students who wish to apply for Marshall Scholarships as well as all of the other scholarships available to study in the UK such as the Fulbright Scholarship. All of the universities visited were Marshall Partners and each hosted the advisors and gave them a flavour of their institution. It is hoped that by encouraging NAFA members to visit British universities they will be able to better advise their scholarship applicants on where the best places in the UK are to study.

To contribute to the advancement of knowledge in science, technology, the humanities, social sciences and the creative arts at Britain's centres of academic excellence.

In academic year 2012/2013 Marshall Scholars attended 17 different British universities and studied a wide range of subjects. Twenty one Scholars were reading for degrees in science/engineering; 33 Scholars were reading for degrees in the social sciences; 16 were reading for degrees in the humanities and 4 were reading for degrees in the performing arts. Fifteen of these Scholars were reading for doctoral degrees, 5 were reading for research masters degrees and the rest were reading for taught masters degrees.

SCENARIOS

The Commission will continue to identify efficiency savings wherever possible, for example by striving to maintain our already low administrative costs (both in the UK and the US) for the efficient and cost-effective running of the scheme, negotiating tuition fee rates where applicable,

⁵ Report on the 2012 Marshall Scholarships Evaluation Jay Kubler.

negotiating the cheapest air fares for Scholars, etc. The increasing use of IT – particularly the online application form, which was designed specifically for the Marshall Commission - has resulted in significant savings in terms of staff time, printing costs, postage and overall efficiency in the application process, and we plan to build on these savings. In addition, making other materials available on the internet has helped to streamline the administration of the scheme and has made all our materials more easily available, thus saving time and money and increasing our outreach.

The Commission is required by Government to indicate what action it would take if it were to receive a 10% increase to the Grant-in-Aid in any given financial year. In that event consideration would be given to using the resultant resources in the following ways:

- to sustain and increase the number of Scholarships at a level commensurate with the quality and prestige of the programme⁶
- to enhance the maintenance given to Scholars, through stipends and other allowances, to safeguard the attractiveness of the Scholarship;
- to fund additional third-year extensions;
- to increase publicity and invest in additional follow-up activities;
- to fund additional annual events promoting public diplomacy efforts for the Marshall Scholars including conferences and colloquia.

(The extra work associated with the above would result in some increased administrative costs.)

If the Commission were to suffer a 10% reduction to the Grant-in-Aid in any given financial year, consideration would be given to the following proposals:

- to reduce the total number of Marshall Scholarships awarded⁷ which would be considerably more than 10% since annual funding supports what is essentially a two year Scholarship programme;
- to reduce the number of third-year extensions awarded where these are not paid for by our partner universities;
- to cut the wider external activities (only 3% of costs), but with a considerable impact in reducing the cultural experience of Scholars and possible their interest in an Ambassadorial role.

The implication of a cut in funding, and hence in the number of Scholarships awarded, would be to reduce the impact of the programme in both the US and the UK. In the longer term, this would harm the capacity of the Marshall alumni network to engage with leaders, policy-makers and decision-makers in the US and the UK, at times when both countries confront global issues. In addition in a period where the Association of Marshall Scholars are launching a major fundraising campaign any reduction in Government funding would be counterproductive for the AMS in seeking to raise up to \$5 million in the next 18 months.

In order to maintain and develop the objectives and purpose of the Marshall programme the Commission has sought various funding agreements. To date, the Commission has confirmed arrangements for third year funding with the Universities of Nottingham (1), Oxford (up to 3) and St Andrews (1), and LSE (up to 2). These arrangements will help cover anticipated funding gaps.

The Commission also has partnership agreements with the US National Institutes of Health (NIH), and the US Environmental Protection Agency (EPA); to further help cover anticipated funding gaps for doctoral studies.

⁶ The current Government approved administrative regulations state that up to 40 Scholarships should be offered.

⁷ The Commission has stated that the minimum number of Scholarships that could be offered without damaging the prestige and reputation of the Scholarships is 30.

The Commission has sought to reduce costs and to expand the number of UK Universities that Marshall Scholars attend by creating partnerships with a series of outstanding UK Institutions it has agreed partnership funded Scholarships with University of Birmingham, University of Bristol, Cardiff University, Corpus Christi College, Oxford, Courtauld Institute of Art, University of Dundee (College of Life Sciences), Durham University, University of East Anglia, University of Edinburgh, University of Glasgow, Gonville and Caius College Cambridge, Guildhall School of Music and Drama, Imperial College London, Keele University, University of Kent, King's College Cambridge, King's College London, University of Leeds, University of Liverpool, Merton College Oxford, New College Oxford, Newcastle University, University of Nottingham, Nuffield College Oxford, Oriel College Oxford, Queen Mary University London, Queen's University Belfast, University of Reading, Royal Academy of Music, Royal Holloway London, Royal Northern College of Music, St John's College Cambridge, University of Sheffield, Somerville College, Oxford, University of Southampton, University of Surrey, University of Sussex, Trinity College, Oxford, University College London, University of Warwick and Wolfson College, Oxford.

The Commission also received an endowment of \$1 million from the Annenberg Foundation to fund one additional Scholarship bi-annually from 2007.

FINANCIAL PLAN

The 2012-2015 Triennium

The decision in Government to fund programme budgets on an annual basis has made life much more complicated for the Commission in trying to look forward over a three planning period. Also annual funding from the FCO quite naturally is predicated on the Government's financial year. But the Commission has to provide funding for Scholars on the rather different timetable of academic years. The dissonance between one year funding from the FCO for two year Scholarships further heightens the risks faced by the Commission. For these reasons the Commission needs to keep a level of reserves to mitigate these uncertainties.

Estimates for maintaining the Marshall Scholarship scheme at the current level for the 2012-2015 triennium are shown below:

FY 2012-2013	£2,000,000 ⁸
FY 2013-2014	£2,000,000 ⁹
FY 2014-2015	£2,080,000 (<i>estimate figure @ 4% increase</i>)

It should be emphasised that the Marshall Commission spends over 85% of the Grant-in-Aid on direct Scholar costs which are outside of the control of the Commission.

During FY 2012-2013, the Grant-in-Aid was requested in tranches from the FCO as follows:

<u>Period of need</u>	<u>Amount to be requested</u> ¹⁰
April/May/June 2012	£400,000
July/August/September 2012	£400,000
October/November/December 2012	£700,000

⁸ Funds already allocated and claimed.

⁹ Funds allocated but not claimed.

¹⁰ Additional expenditure will be incurred during FY 2012-2013 by the British Embassy and 7 Consulates-General responsible for administering the Marshall Scholarship programme in the US, and this will be deducted direct from the Grant-in-Aid at source on a monthly basis.

January/February 2013
March 2013

£350,000
£ 50,000¹¹

During FY 2013-14 it is anticipated that the Grant-in-Aid will be requested in tranches in similar amounts to those requested in 2012/13.

The Commission will continue to identify efficiency savings wherever possible, for example by striving to maintain our already low administrative costs (both in the UK and the US) for the efficient and cost-effective running of the scheme, negotiating tuition fee rates where applicable, negotiating the cheapest air fares for Scholars, etc.

1. Background: Financial Year 2011-2012

MACC received financial support from HM Government in the form of £1.9m Grant-in-Aid for the financial year 11/12 (compared to £2.2m in 10/11), as indicated in the annual allocation letters. This sum covered MACC's expenditure in 11/12 of £1,853,250.

The Scheme has attracted three third party funders. The British Schools and Universities Foundation donated £16,667; the Annenberg Foundation donated £19,558 from an endowment held by the Association of Commonwealth Universities; and the US Environmental Protection Agency donated £81,711. These donations fund additional Marshall Scholarships. Funds remain from other donors in previous years

Thirty three new Scholarships were awarded for study beginning in October 2011 so that the total number of Scholars receiving support from the Commission during the 2011/2012 academic session was 66. This figure includes Scholars who were receiving full or partial third-year support from the Commission and Scholars receiving funding through our partnership Scholarships.

The Scholars were funded as follows:

34 Marshall Scholars were fully funded by the MACC.

One Scholar was fully funded by an external body, the British Schools and Universities Fund (BSUF).

Twenty six Scholars were jointly funded on Partnership Scholarships:

- Caius Marshall Scholarship;
- Corpus Christi College Oxford Marshall Scholarship;
- Edinburgh Marshall Scholarship;
- Glasgow Marshall Scholarship;
- three Scholars on Imperial Marshall Scholarship;
- King's College Cambridge Marshall Scholarship;
- King's College London Marshall Scholarship;
- Leeds Marshall Scholarship;
- Liverpool Marshall Scholarship;
- four Scholars on New College Marshall Scholarship;
- Nottingham Marshall Scholarship;
- Nuffield Marshall Scholarship;
- Oriel Marshall Scholarship;
- Royal Academy of Music Marshall Scholarship;

¹¹ This figure will be adjusting according to the amount claimed by the British Embassy and 7 Consulates-General.

- Royal Holloway Marshall Scholarship;
- Sheffield Marshall Scholarship;
- two Scholars on St John's College Cambridge Marshall Scholarship;
- Trinity College Oxford Marshall Scholarship;
- UCL Marshall Scholarship;
- Wolfson College Oxford Marshall Scholarship.

A further three Scholars were fully funded under third year funding agreements with the University of Oxford. One Scholar was fully funded under third year funding agreements with the London School of Economics and Political Science. One third year Scholar was funded under an agreement with the National Science Foundation (NSF), the MACC paid contribution towards the tuition fees and the NSF paid maintenance. One third year Scholar was funded on the Environmental Protection Agency Marshall Scholarship at UCLA in the USA.

Further Scholars were funded entirely by alternative funding. In addition to the 67 (including the EPA third year in UCLA) two Scholars were funded for further study beyond the three years, one for Imperial College London and one for Harvard University in the USA under the agreement with the EPA.

The Grant-in-Aid for 2011/2012 was utilised as follows:

	FY 2011/12	FY 2010/11	FY 2009/2010	FY 2008/2009	FY 2007/2008
Scholars' stipends, book allowances, travel allowances and tuition fees	£1,465,935 (79.1%)	£1,681,142 (85.2%)	£1,772,086 (84%)	£1,916,124 (87%)	£1,956,364 (86%)
Travel and subsistence for Scholars, candidates to interviews and Selection Committees	£67,171 (3.6%)	£48,458 (2.5%)	£53,215 (2.5%)	£50,772 (2.3%)	£88,740 (4%)
Building UK/US relations ¹²	£46,818 (3.2%)	£10,207 ¹³ (0.5%)	£40,894 (1.9%)	£32,879 (1.5%)	£24,579 (1.1%)
Administration Fee to the ACU inclusive of VAT	£196,582 (10.6%) ¹⁴	£185,493 (9.4%)	£181,546 (8.6%)	£177,098 (8%)	£171,503 (7%)
Recoverables: ¹⁵	(4%) ¹⁶	(2.4%)	(3%)	(1.7%)	(1.9%)
Postage, telephone, fax	£2,603	£5,426	£5,538	£3,899	£3,750
Printing and Stationery	£12,267	£8,653	£10,877	£8,385	£17,418
Audit Fee	£4,500	£4,500	£4,700	£4,600	£4,700
Commission					

¹² Includes Devolved Government events and Marshall Plus

¹³ Due to the timing of Easter no devolved government trip was paid for 2010/2011

¹⁴ Administrative costs set by contract. VAT rate has increased from 15% in 2008 to 20% in 2011.

¹⁵ For the efficient operational running of the scheme, virement between heads of recoverable expenditure may sometimes be necessary.

¹⁶ New contract for Secretariat devolved costs for the operations for the Online Application to the Commission.

travel & training	£21,298	£16,230	£22,428	£13,643	£16,810
Misc.	£4,075	£2,386	£2,253	£7,212	£1,447
Alumni					
Development	£5,024	£0	£51.61	£0	£9,462
IT					
(Development)	£26,976	£10,916	£16,910	£0	£0
Infrastructure					
development	£0	£0	£0	£0	£-10,000