



BUSINESS PLAN 2013-2014
MARSHALL AID COMMEMORATION COMMISSION

February 2013

FOREWORD

The Marshall Aid Commemoration Commission Act was passed by the British Parliament in 1953 in order to express gratitude to the American people for the post-war support and assistance conceived by Secretary of State George C Marshall, now known as the Marshall Plan. The Parliamentary Act created postgraduate Scholarships in the United Kingdom for American students with the potential to excel in their chosen fields of study and future careers.

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.

As alumni of British Universities and members of the community during their stay in Britain, Marshall Scholars create lasting bridges between the United States and the United Kingdom and become advocates for greater depth and breadth of interaction, co-operation and mutual understanding between the two countries. They also participate in activities which make them effective spokespeople for the best in British society and education and once they have completed their studies, continue to support the furtherance of international co-operation in the spirit of the Marshall Plan.

The programme is funded by HM Government through the Foreign and Commonwealth Office (FCO) and is administered in Britain by the Marshall Aid Commemoration Commission and in the United States by the British Embassy in Washington DC, and the Consulates-General in Atlanta, Boston, Chicago, Houston, Los Angeles, New York and San Francisco. HRH Prince of Wales is Honorary Patron of the Association of Marshall Scholars.

In addition to funds from HMG the Commission has established partnership arrangements with many British Universities and also secured a number of privately funded Scholarships. In total these arrangements enable the Commission to award some 7-10 additional Scholarships each year.

This Business Plan should be read in conjunction with the Marshall Aid Commemoration Commission's Corporate Plan 2012-2015.

MEMBERS OF THE MARSHALL AID COMMEMORATION COMMISSION (AS OF 1 APRIL 2013)

Dr John Hughes (Chair)
Mr Michael Birshan
Professor Bob Deacon
Professor Richard Dendy
Mr Timothy Hornsby
Dr Ruth Kosmin (Deputy Chair)
Mrs Carol Madison Graham
Mr Simon Morris
Professor Eric Thomas
Professor Nigel Thrift

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. 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.
2. 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.
3. help Scholars gain an understanding and appreciation of contemporary Britain.
4. 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.
5. raise the profile of the UK, especially its academic and research capabilities, in the US, particularly among its young people.
6. contribute to the advancement of knowledge in science, technology, the humanities, social sciences and the creative arts at Britain's centres of academic excellence.

1. 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.

Actions

	Start	End
1.1 Ensure that the Scholarship programme remains fit-for-purpose. The Commission has already undertaken a wholesale review process in FY 2012/13 and amongst other things has identified the need to update and improve the online application process.	Started	On-going
1.2 Develop our communication activities to further strengthen the Marshall ‘brand’ and to continue to attract future leaders. This includes producing a new website for www.marshallscholarship.org to help better promote the Scholarship.	Started	May 2013
1.3 To continue a review of the US based selection process in partnership with British diplomats and US volunteers in the USA.	Started	December 2013

2. 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.

Actions

	Start	End
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	December 2013
2.2 Work with British Consulates and Embassy on outreach to US Universities and ethnic minority groups such as the Historically Black Colleges and Universities and the Hispanic Association of Colleges & Universities	Started	On-going

3. Help Scholars gain an understanding and appreciation of contemporary Britain

Actions

	Start	End
3.1 Encourage Marshall Scholars to participate in the HOST programme. (A programme designed for students to undertake homestays.)	Started	On-going
3.2 Organise a three day trip to Wales in collaboration with the Welsh Assembly	Started	April 2013
3.3 Organise a visit to 10 Downing Street to meet with policy advisors	October 2013	January 2014
3.4 Send cultural updates by email to the Scholars, such as information on events unique to the UK and its way of life	Started	On-going

4. 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.

Actions

	Start	End
4.1 Introduce a new question in the Marshall application which more explicitly explores the applicants' ambassadorial potential.	Started	May 2013
4.2 Identify new and develop 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.	Started	On-going
4.3 Maintain a strong, active, and effective Marshall alumni network in the US and in the UK. Emphasise to the alumni the importance of their ambassadorial role.	Started	On-going

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

Actions

	Start	End
5.1 Work with the partner institutions such as the National Institutes of Health (NIH), Environmental Protection Agency (EPA) and UK Universities to ensure continued support of these partnerships. Continue to visit the Marshall partner universities to encourage funding. Attend NIH and EPA events where possible. Meet with NIH and EPA representatives before the Ambassador's Advisory Council.	Started	December 2013
5.2 Encourage British Partner Universities to send a representative to the National Association of Fellowship Advisors' (NAFA) conference in Atlanta Georgia in July 2013. Work with NAFA to give the universities several opportunities during the conference for the British Universities to promote themselves and the UK in general.	Started	July 2013

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

Actions

	Start	End
6.1 Send academically excellent Scholars to the leading centres of excellence at British Universities	Started	Ongoing

MACC EXPENDITURE

This section sets out the MACC's planned expenditure in 2013/14, as agreed with the FCO:

£'000	2012/13 (forecast outturn)	2013/14
Planned Expenditure	2,066 ¹	2,182 ²
Grant in Aid	2,000	2,000
Taxpayers' Equity: Opening Balance	780	714
Taxpayers' Equity: Closing Balance	714	532

These figures include 34 new Scholars starting in 2013/14.

The Taxpayers' Equity is within the range determined by the MACC's Reserves Policy.

The 2013/14 Grant in Aid will be drawn down in the following tranches:

1 April 2013	£400,000
26 June 2013	£400,000
26 September 2013	£700,000
18 December 2013	£350,000
14 March 2014	£ 50,000 ³

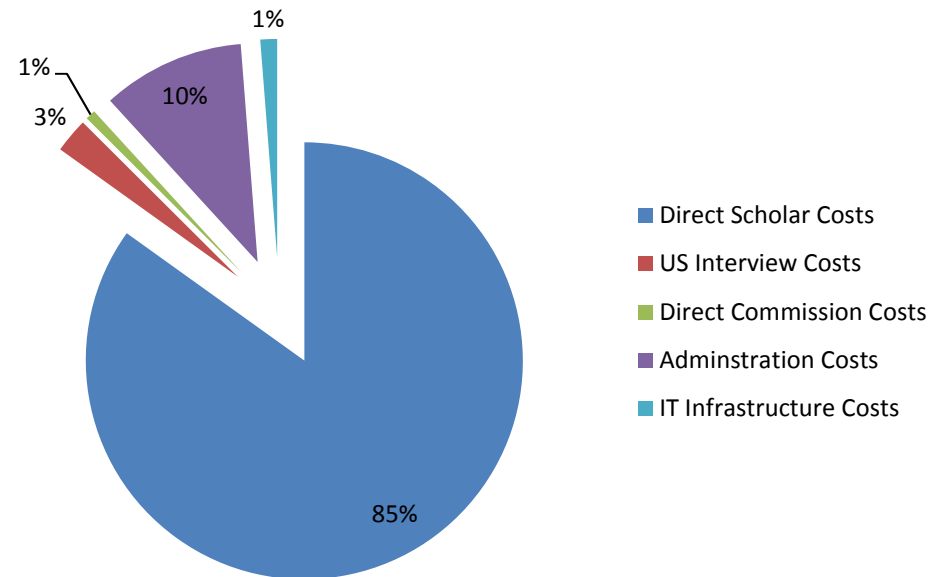
¹ £66,000 covered by drawing down from MACC reserves.

² Up to £182,000 covered by drawing down from MACC reserves.

³ This figure will be adjusting according to the amount claimed by the British Embassy and seven Consulates-General.



Indicative Budget Allocation 2013/14



Indicative Budget Allocation by Item 2013/14

Stipends	805,647
Tuition Fees	848,951
Research Support Grant	10,400
Disability Grant	500
Study Travel Grant	13,860
Thesis Grant	6,726
Book Allowance	13,022
Scholars to/from USA	33,600
Scholar Visas	11,426
Orientation costs	23,900
Compassionate Fares	900
Freight	17,905
Daily Travel	19,200
Other Scholars costs (discretionary)	3,000
Other Course costs (discretionary)	2,000
Scholar Skills enhancement/Marshall Plus	5,000
US Interview Costs	26,000
US Committee Costs	30,000

Commission Entertaining	2,000
Commission Travel /Subsist	14,125
Commissioner training & development	0
AMS Development	0
Scholar trips	19,500
Miscellaneous	3,000
Admin Fee	206,362
Stationery	500
Printing	9,000
Photocopying	1,700
Postage/Tel/Fax	4,500
Internet charges	100
Events-Promoting Public Diplomacy/Marshall Plus	17,000
Audit Fee	4,500
Bank Charges	550
Infrastructure development/implementation	27,000
	2,181,874

Open Data

As laid out in the Marshall Aid Commemoration Commission's Publication Scheme⁴ 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		
Management Statement and Financial Memorandum	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
Risk Register	Other key data	Available upon request

⁴ <http://www.marshallscholarship.org/about/PublicationFOI2009scheme.pdf>

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