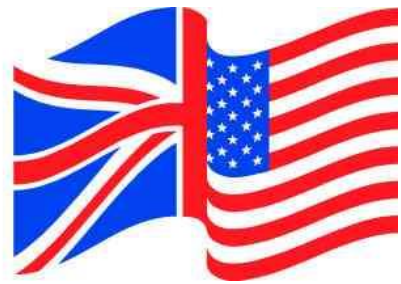


**MARSHALL
SCHOLARSHIPS**



**Summary of 2012 Marshall Scholarships
Evaluation**

Introduction

In May 2012 the second alumni evaluation of the Marshall Scholarship Programme was completed. Like the first evaluation, undertaken in 2007, it examined the medium and long-term impact of the Marshall Scholarships on the career development of former award-holders and their ongoing links with and perceptions of the UK. The findings of both evaluations have informed the planning and development of the Marshall Scholarship programme and provided useful insights into the impact of the Scholarships beyond their tenure.

Why Marshall Scholarships?

Since its inception in 1954, the Marshall Scholarship programme has sought to strengthen relations between the UK and the United States and support exceptional students with the ability and potential to become future leaders and opinion formers. The Scholarships are rooted in an historic legacy, emerging from Britain's commitment to demonstrate gratitude to the US for the Marshall Plan and are bound to this diplomatic legacy. The success of the programme is not only a measure of the academic achievements of the scholars whilst in the UK, but also their ability to serve the broader, long-term objectives of the programme. Encouragingly, the findings of both evaluations confirm that the programme has generated a highly influential body of alumni who continue to express a profound appreciation to the UK for the opportunities provided by the Scholarship and emphasise its impact on their subsequent life and achievements.

Response

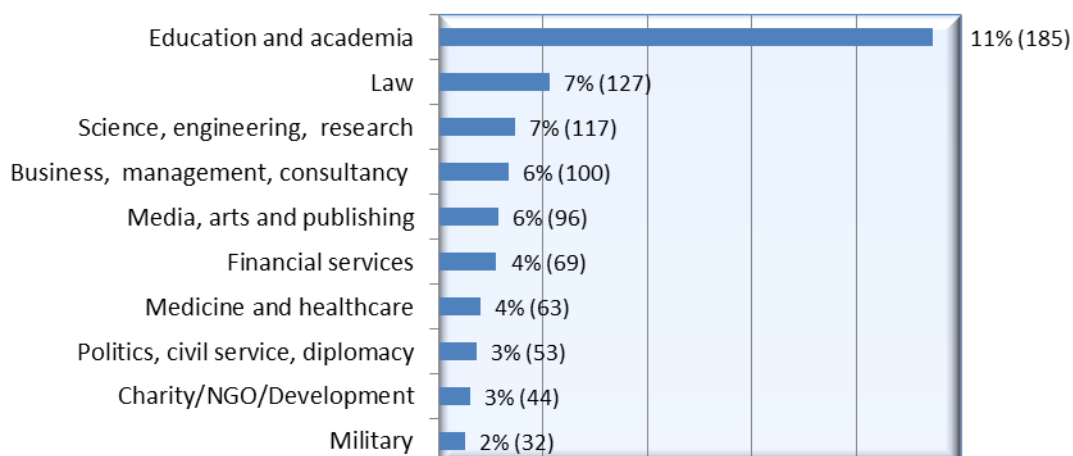
Responses were received from 617 alumni (38% of all alumni), down from 717 in 2007. While there was an anticipated degree of attrition from the last survey, the response rate still represents over a third of all Marshall Scholarship alumni (50% of those invited by email). While 54% of the 2012 respondents participated in the 2007 exercise, 46% (284) were participating for the first time. Cumulatively, the number of individual respondents across 2007 and 2012 evaluations is 901, representing 55% of all alumni. Respondents in 2012 continued to span all six decades of the programme's existence. The gender balance of respondents was broadly consistent with the gender balance of the programme.

Professional distribution of Marshalls

The Marshall Scholars are selected on the basis of their academic merit and leadership potential as well as their commitment to study in the UK and contribute to the intellectual life of their host institutions. Most of the alumni gained qualifications in social sciences (34%); arts and humanities (32%) and pure science (23%). The majority (61%) went on to obtain further academic qualifications after their Marshall Scholarship. Of these, 85% were doctoral qualifications (PhDs/DPhils (50%); JDs or doctorates in Law (23%), Medical doctors (13%)).

A large number of respondents went on to pursue a career in academia, but significant numbers also hold prominent positions in other sectors such as law, politics and diplomacy, medicine and financial services. The chart highlights the distribution of the 10 most commonly listed professional categories (by percentage and number of positions listed).

Distribution of top 10 professional categories (no. of posts)



Selected professional categories, and key positions within them:

<i>Education and academia</i>	In the field of academia there are a very high proportion of professors and senior academic staff. Taking the eight Ivy League Universities ¹ in the US and Oxbridge in the UK, there are 181 positions listed, just under 50 of which are full professors, with 45 full and 22 associate professorships. In addition, there is one institutional president (Magdalen College Oxford), two Deans and a Vice-Provost. High profile academic positions that were also included among the 2007 responses include the President of the California Institute of Technology (1987 – 1997), President of Wellesley College (1981-1993), President of the Pratt Institute and the President of Duke University (1993-2004). ² In addition, this year's survey included the Executive Vice President of the State University of New York, among a number of other institutional presidents.
<i>Law</i>	Many scholars have carved out highly successful legal careers. Alongside a significant number of positions in private practice, around a third of the legal positions listed were public, including a Superior Court Judge for the state of California; a US District Judge (Northern Illinois); a United States Circuit Judge and a Deputy Attorney General of the United States (second highest ranking official in the US Department of Justice) (2007-08).
<i>Business, Management and Financial Services</i>	Within this category just over a third of positions were listed as Presidents, Vice Presidents, CEOs or Chairs of organisation and/or the founder/owner of the organisation, including the Chairman and Managing Director of ExxonMobil Energy. Within the Financial services category a number of high profile positions were listed including a Director at Goldman Sachs and a Director at Deutsche Bank as well as a number of founders and CEOs of venture capital, hedge fund and private equity companies. It is from a former scholar working in the financial sector that the biggest reported investment into the UK (in the form of an endowment) comes.
<i>Arts, media and Culture</i>	As before, journalism is well represented in this category with writers, columnists and editors at a number of leading publications including, Business Week, Time Magazine; the Wall Street Journal; the Miami Herald; the Washington Post; and the New York Times. In the UK titles include the Economist, the London review of Books, the Financial Times, the Spectator and the Evening Standard. In the area of the arts, the current Chief Executive of the Scottish Ballet and the Editorial Director of the American Museum of Natural History responded. Additionally, the former Vice President of Motion Picture production at Walt Disney studios once again responded.
<i>Politics and Diplomacy</i>	This category generated a number of high profile appointments. Noteworthy positions since the last survey include a Deputy Assistant Secretary of State in the State Department, and a Department of Defence policy advisor (a political appointment of the Obama Administration). Several people indicated that they were employed in the campaign for Barrack Obama's presidential campaign. A former foreign policy speechwriter and Director for Counterterrorism in the Clinton Administration, was, in 2009, appointed as Ambassador-at-large and coordinator for Counterterrorism in the Obama Administration. There were three positions listed for the Bush senior Administration (including Deputy Assistant to the President) and one (Deputy Secretary of Labor) for the 2000-2008 Bush Administration.

International employment

Many of the Marshall Scholars hold prominent positions outside of the US, notably in the UK. Nine per cent (157) of all international positions detailed were held in the UK and 34 posts are currently held in the UK (down from the 56 reported in the last survey). These posts are varied in nature, while a significant number (19) are based at universities, it also includes the managing director and founder of UK based company providing consultancy and risk assessment on nuclear decommissioning and waste management to an international client base including both UK and US government departments and international bodies such as the European Commission, OECD,

¹ Harvard University, University of Pennsylvania, Columbia University, Brown University, Dartmouth College, Princeton University, Cornell University and Yale University

² The president of Wellesley College and Duke University is the same individual.

International Atomic Agency and World Health Organisation; the Vice president of RAND Europe, a global research consultancy; and a UK-based foreign correspondent for the Wall Street Journal. Outside of the UK, posts held abroad were more limited with Canada coming a distant second with 11 posts followed by China and France with 9 each. Collectively 48 posts have been held across Europe (including Central and Eastern Europe). The Marshall Scholarship continues to influence and provide an opportunity for recipients to spend some (and in a number of cases, all) of their career working in the UK.

Publications, prizes and accolades

Of the 591 respondents to the publication question, 79% indicated that they have published material. In terms of evidence that can be cited regarding the role of Marshall Scholars in generating innovative ideas, driving opinion and providing intellectual leadership this is a useful indicator. Much of the published material is academic or journalistic, but there are also a number of medical, business and finance publications. Unsurprisingly many academics have accumulated a significant number of publications, some indicating well in excess of 100. In some cases journalism overlapped with political roles. In one case the former speech writer for Vice-President Walter Mondale and later campaign manager for the Mondale presidential campaign referred to over 1000 opinion columns in newspapers and online. Another respondent appointed within both the Clinton and Obama administrations has written for "The New York Times, The Washington Post, TIME, Slate, The Los Angeles Times, Financial Times, Survival, The New Republic, The New York Review of Books, International Herald Tribune, Die Zeit, Frankfurter Allgemeine Zeitung, Sueddeutsche Zeitung [among] other publications". A quarter of those with publications have received or been short listed for prizes for one or more of their publications, including a Pulitzer Prize winner and a National Book Award winner.

Among the accolades received by respondents were three British honours, one OBE and two MBEs. Public recognition for professional contributions to international affairs was noted by two former scholars. One was designated by Newsweek, in 2011, as one of '150 Women Who Shake the World' for her work on civil society and democracy and the role of women in the Middle East. Another scholar was listed among the 'Top 99 Under 33 Foreign Policy Leaders' for work in three international war crimes tribunals and for assisting in the development of the criminal justice systems in a number of African countries, in addition to serving on the Obama campaign's African Policy Team and briefing the President on international criminal justice issues and African affairs.

Impact of Marshall Scholarship on career and perception of the UK

There was a high level of consistency between 2007 and 2012 in the views expressed about the impact of the Scholarship on career development and perceptions of the UK. Despite the changes in the sample the responses are almost identical. Around 90% of all respondents agreed or strongly agreed that the qualifications and skills gained on their Scholarship were important to their career development, a similar proportion indicated that the prestige of the Marshall Scholarship played an important role in advancing their career. Interestingly the level agreement about the prestige of the Scholarship grew with each decade, rising from 68% among award-holders from the 1950s to 91% among award-holders from the 2000s. Nearly 60% indicated that their career objectives had developed or changed whilst they were on award.

Almost all of the comments on the overall impact of the Scholarship were positive. Many comments focussed on the professional and personal development and impact of the Scholarship. Comments frequently referred to lifelong friendships in the UK, and spoke of the formative influence of their time in the UK on their outlook and character as well as their career. Summing this up one respondent remarked that the impact of the Scholarship was multi-dimensional and came in the form of:

The friendships I made, the knowledge, connections and qualifications I gained, and, perhaps most significantly the international exposure and experience of my stay have made my career in stabilisation and post-conflict reconstruction possible. And even put it on the fast track. Without the connections I gained during my [Scholarship] I would not have gotten my first post-graduate position which led to my current post with the innovative South Sudan Transition and Conflict Mitigation Programme.

For some the Marshall Scholarship served to open doors. One respondent commented:

There is no doubt that the Scholarship opened many doors for me, most notably the door to a Supreme Court clerkship. Federal judges and the Supreme Court Justices value the Scholarship and seek out Marshall Scholars as law clerks.

In terms of cultivating links between the UK and US, one alumnus, who has served in a senior position on the National Security Staff of the Obama Administration, wrote:

As a result of the Marshall I truly understand and believe in the special relationship between the US and UK. I have enormous admiration for the UK's approach to various policy challenges and the UK and US benefit greatly from their trust and friendship. I have since interacted with a number of UK liaisons to the US in my professional life and my trust and attachment to them has always been increased from my understanding of the UK and my experiences there.

Another, also serving as a policy advisor in the Obama Administration stated:

My two years in the UK were arguably the best two years of my life. The Marshall experience broadened me a great deal as a person and to this day I am deeply grateful for the opportunity.

The very few respondents who commented on a less positive experience tended to focus on cultural elitism or some degree of anti-Americanism experienced. In one case an African-American scholar from the 1970s spoke of the challenges arising from the lack of ethnic diversity, but went on to state that she was also treated with considerable warmth that gave her a great appreciation of UK culture. There were hardly any criticisms levelled specifically at the Scholarship programme. There were, nevertheless, some suggestions that more could be done to increase the profile of the Scholarships. A few people remarked that the Marshall Scholarships were not as widely recognised as the Rhodes Scholarships among employers and academic institutions in the US and did not have as great an impact on their employment path. In a similar vein one respondent suggested that the Commission should do more to prepare their scholars for the job market through a structured programme of training and mentoring to support career development.

On-going links to the UK

Respondents had an overwhelmingly positive experience of the UK. Ninety-five percent (up 2% from 2007) felt their experience had been largely positive. Ninety-eight percent indicated that their awareness of the UK changed and for 64% their opinion of the UK changed. Interestingly, and in contrast to the view expressed above, several respondents, especially among the more recent scholars, remarked on the on the surprising level of cultural diversity in the UK.

Since their Scholarship, 88% of the alumni have visited or lived in the UK (this was in the mid-90% range for scholars from the 70s, 80s and 90s then drops to 68% for scholars from the 2000s who had only recently left the UK or, in some cases, not yet returned to the US). Seven percent of respondents currently live in the UK and an additional 15% have previously lived in the UK. Of those who have visited the UK since their Scholarship, 82% had professional or business ties to the UK (18% came purely for social reasons). This highlights the significant levels of continuing professional association with the UK among the alumni.

The strongest links were with people they met whilst on Scholarship. Aside from social and business connections, 17% indicated they had quite/very strong links with the British Government. Among those with 'very strong' links were the former President of Magdalen College Oxford; a former Special Counsel for Policy in the Office of Direct Investments in the US Department of Commerce; Iraq professor of Arabic and Islamic studies at the University of Edinburgh; 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 and consultancy services to the British government; Deputy Editor of the Spectator Magazine; a military intelligence officer in the US Army; a policy planning staffer for the Secretary of State; and the former Director of Cyber Security at the White House (Obama Administration).

Donations and investments

Forty-five percent (266) - up 3% from 2007 - of the respondents indicated that they have made a donation to, or financial investment in, a UK institution, charity or business since their Scholarship.

The vast majority of donations went to the former university, accounting for 65% of the individual donations. Charitable donations accounted for nearly a quarter of the donations. High value donations were concentrated in the areas of business, personal investment and endowments. The highest reported donation was for \$20 million and was for an endowment and a number of fellowship funds at Cambridge University. It is difficult to make any decisive conclusions about the amounts and investments made by Marshall Scholars. Not least because the picture presented here is incomplete (it does not represent all Marshall Scholars and not all those who responded indicated how much they donated/invested). Nevertheless it is clear that regular, and in some cases highly

significant, sums have been invested in the UK by former scholars, in many cases as a direct result of their Scholarship.

Branding Marshall Scholarships

The words most strongly associated with the Marshall Scholarships' brand were, as in 2007, academic, quality and prestigious. Special relationship and goodwill also emerged prominently indicating an enduring commitment and partiality toward the UK resulting from their Scholarship. Not as strongly identified were the words relevant and modern. These are slightly more ambiguous terms and may reflect a lack of clarity over what relevance and modernity refer to. For example, the term modern might seem at odds with the historic roots of the Scholarship and its association with traditional academic values. Equally perceptions of relevance will vary depending on what it is relevant to, career objectives, personal development, societal change, bilateral relations or some other criteria. In relation to relevance to the job market, there was a greater tendency among more recent scholars to argue that the Scholarship should be more relevant to and geared towards employment, although earlier scholars were likely to disagree.

Conclusion

What emerges clearly and consistently, across both evaluations, is the high regard with which Marshall alumni continue to hold their Scholarship and the experience of living and studying in the UK. The high response rate to the survey is testimony to the ongoing goodwill and support for the programme among former Scholars. The high levels of consistency between 2007 and 2012 cannot simply be accounted for by sample uniformity with less than half of those that responded last time contributing to the 2012 survey. As with the last survey the results confirm that the programme has supported a high calibre of graduates, many occupying influential positions within academia and the public service (as well as other professional fields).

Academic achievement is one aspect of the success of the Marshall Scholarships but long-term impact measured through professional achievements and on-going links to the UK are critical. If these aspects constitute a measure of the success of the programme then the survey results provide evidence that the programme continues to serve its founding principles well. The evaluation reveals an enduring gratitude to the UK for the Scholarships and recognition of the impact they have made to career progression and personal development. It is also seen, by almost all respondents, as a symbolic gesture and reflection of the special relationship between the UK and US. There is, perhaps unsurprisingly, strong support for the continuation and development of the programme. It is important, however, that the Marshall Aid Commemoration Commission together with the Association of Marshall Scholars continue to monitor the development of alumni and the impact and relevance of the Scholarship on their lives.