



**BUSINESS PLAN 2019-2020**  
**MARSHALL AID COMMEMORATION COMMISSION**

**March 2019**

## 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 2000 Marshall Scholars to date, including two Supreme Court Justices, a Nobel Laureate, an astronaut, 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 between 45-48) 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 2019-2022.

**MEMBERS OF THE MARSHALL AID COMMEMORATION COMMISSION (AS OF 1 JANUARY 2019)**

Mr Christopher Fisher (Chair)  
Mr Alan Bookbinder  
Professor Brian Cantor  
Ms Janet Legrand  
Mrs Suzanne McCarthy  
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 renewing the website for <a href="http://www.marshallscholarship.org">www.marshallscholarship.org</a> to help better promote the Scholarship.	Started	May 2019	
1.3 Maintain and enhance use of US media in collaboration with the Embassy and the Consulates	Started	On-going	
1.4 Produce films that promote the Marshall Scholarships	April 2016	July 2019	
1.5 Work with AMS to enhance visibility of Marshall Scholarships in the US	April 2018	On-going	
1.6 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 support to regional selection committees by providing online unconscious bias training, and collation of committee best practices	Started	November 2019	
2.3 Develop and Co-ordinate a series of Webinars on the application and interview process	January 2019	October 2019	
2.4 Better publicise data that could inspire applications from new institutions so as to try and achieve 2-3 successful new institutions a year.	January 2019	January 2020	
2.5 Maintain and strengthen the work of the Consulate network and alumni in reaching out to US colleges and universities	Started	On-going	

2.6 Continue to collate and share committee best practices	Started	On-going	
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**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 Continue the 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	

#### 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 through the webinar series and through outreach work with the Consulates and Embassy.	January 2019	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 grand and stipend.	Started	On-going	
6.2 Sustain and increase the number of Partnership institutions and funding at existing institutions. Work with the partner institutions and UK Universities to ensure continued support of these	Started	On-going	

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 Consider any insights from the Tailored Review from which we can further enhance our good governance	March 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 2019/20, as agreed with the FCO:

	£'000	2019/20 (forecast outturn)	2018/19
Planned Expenditure		4,138	3,661
Grant in Aid		2,650	2,550
Partnership contribution		1,411	1,244

These figures include 48 new Scholars starting in 2019/20.

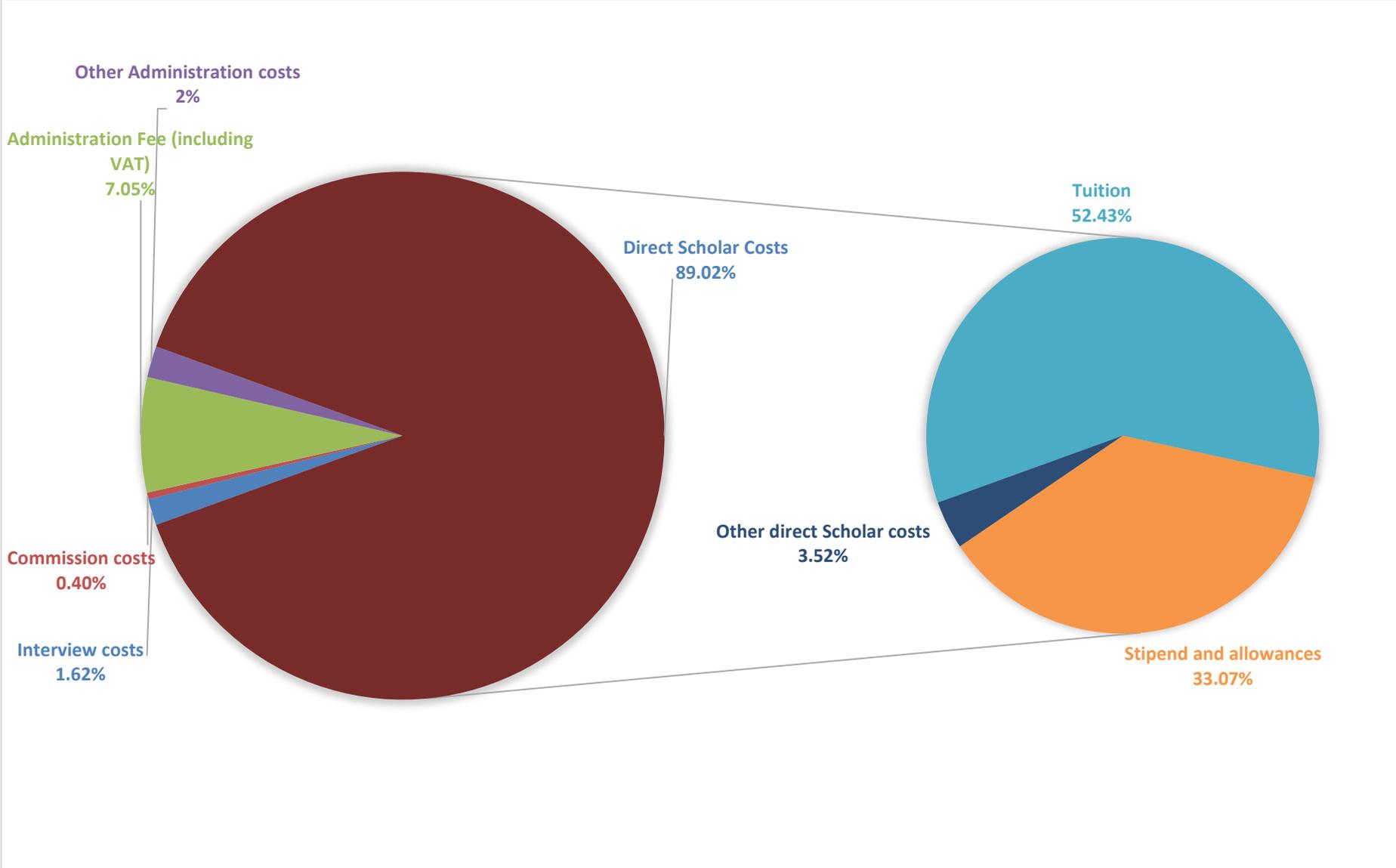
The 2019/20 Grant in Aid will be drawn down in the following tranches:

1 April 2019	£550,000
21 June 2019	£550,000
20 September 2019	£875,000
13 December 2019	£425,000
6 March 2020	£250,000

**Indicative Budget Allocation by Item 2019/20 including Partnership Funds**

Stipends	1,222,590
Tuition Fees	2,170,850
Application Fees	3,600
Research Support Grant	13,600
Disability Grant	7,500
Study Travel Grant	18,550
Thesis Grant	12,120
Book Allowance	20,592
Scholars to/from USA	49,600
Scholar Visas +NHS Tariff	18,140
Orientation costs	35,000
Compassionate Fares	2,000
Freight	24,480
Daily Travel	28,200
Other Scholars costs (discretionary)	5,000
Other Course costs (discretionary)	2,000
Scholar Skills enhancement/Marshall Plus	9,000
US Interview Costs	40,000

US Committee Costs	27,000
Commission Entertaining	2,000
Commission Travel /Subsist	14,500
Scholar trips	22,000
Miscellaneous	7,000
Admin Fee	234,746
Admin Fee –Additional Services tbc	57,000
Stationery	500
Printing	11,000
Postage/Tel/Fax	2,500
Internet charges	50
Events-Promoting Public Diplomacy/Marshall Plus	19,000
Audit Fee	7,250
Bank Charges	1,000
Infrastructure development/implementation	49,881
Partnership Support (included in figures above)	1,411,691



## Open Data

As laid out in the Marshall Aid Commemoration Commission's Publication Scheme<sup>1</sup> the MACC has made the following data available:

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

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

Risk Register	Other key data	Available upon request
<b>The Services we offer</b>		
Guidance for Scholarship Advisors and Recommenders	Other key data	<a href="http://www.marshallscholarship.org">www.marshallscholarship.org</a>
Guidance on studying in the UK	Other key data	<a href="http://www.marshallscholarship.org">www.marshallscholarship.org</a>
FAQ's	Other key data	<a href="http://www.marshallscholarship.org">www.marshallscholarship.org</a>