



**BUSINESS PLAN 2020-2021**  
**MARSHALL AID COMMEMORATION COMMISSION**

**March 2020**

## 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 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 2020-2023.

**MEMBERS OF THE MARSHALL AID COMMEMORATION COMMISSION (AS OF 1 JANUARY 2020)**

Mr Christopher Fisher (Chair)  
Mr Alan Bookbinder  
Professor Judith Buchanan  
Mr Adrian Greer  
Mrs Suzanne McCarthy  
Dr Alice Prochaska  
Professor Adam Smith  
Dr Leslie Vinjamuri  
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
8. Manage the impact of the Coronavirus epidemic on the Marshall Scholarship

## 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 a new Communication Strategy	February 2020	May 2020	
1.3 Maintain and enhance use of US media in collaboration with the Embassy and the Consulates	Started	On-going	
1.4 Produce new outreach material for use in promoting the Scholarships	February 2020	July 2020	
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	
1.7 Continue focus on the Scholar Experience in the UK and Embed the new Student Experience Committee	Started	On going	
1.8 Further develop Marshall Connect-International Talent Partnership	September 2019	September 2020	

## 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 the Regional Selection Committees by providing clear guidelines and collation of committee best practices including AAC Workshop	Started	November 2020	
2.3 Develop and Co-ordinate a series of Webinars on the application and interview process	Started	October 2020	

2.4 Work with US Scholarship groups, eg, Posse, McNair etc, that represent minority and students from poor socio-economic backgrounds to encourage their students to apply.	Started	June 2020	
2.5 Better publicise data that could inspire applications from new institutions so as to try and achieve 2-3 successful new institutions a year.	Started	January 2021	
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 Support the British Embassy in Washington DC in promoting consistency and standards of the administrative support in the British Consulate network in the US	December 2019	August 2020	

### **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 2020	
3.3 Ensure stipends avoid the risk of hardship for Scholars; press the Government to follow through on the proposed review.	Started	September 2020	
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 2020	
3.6 Emphasise 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 Further develop the Marshall Connect-International Talent Partnership with the Civil Service Fast Stream.	Started	November 2020	
4.2 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	
4.3 Develop opportunities for Marshall Scholars to give back through the webinar series and through outreach work with the Consulates and Embassy.	January 2020	December 2020	
4.4 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	
4.5 Support the proposed AMS Forum event in London	February 2020	October 2020	

#### 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	On-going	
5.2 Focus on the 2020 Comprehensive Spending Review and the 32 Scholarships funded by HMG model	Started	November 2020	

## 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. In particular highlighting the continuing above inflation increase in the cost of tuition fees.	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 partnerships. Continue to visit the Marshall partner universities to encourage funding.	Started	On-going	

## 7. Remain well-governed and cost-effective, benefitting from substantial volunteer time in both the UK and US

### Actions

	Start	End	Completed
7.1 Continue to implement and work towards the recommendations from the Tailored Review.	March 2019	September 2020	
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 2020	
7.4 Put in place Safeguarding Policy and Counter Fraud Policies	October 2019	March 2020	

## 8. Manage the impact of the Coronavirus epidemic on the Marshall Scholarship

### Actions

	Start	End	Completed
8.1 Continue to monitor Government advice on the virus and keep the Scholars informed. Work with US Embassy on supporting Scholars who remain in the UK	February 2020	On going	
8.2 Work with the universities to make sure the Scholars are able to complete their degrees and are able to live safely in accommodation if they have chosen to remain in the UK	On-going	On-going	
8.3 Monitor the decisions being made about the new academic year 2020/2021 and make decisions accordingly	On-going	On-going	
8.4 Assess the financial impact of the epidemic on the Commission and keep the FCO updated.	On-going	On-going	
8.5 Support all of the Scholars whether in the UK or US. Create virtual platforms for them to engage with the Marshall community.	February 2020	On-going	
8.6 If necessary, adapt the selection process so that all stages can be undertaken virtually	September 2020	November 2020	

## MACC EXPENDITURE

This section sets out the Commission's planned expenditure in 2020/21, as agreed with the FCO:

	£'000	2020/21 (forecast outturn)	2019/20
Planned Expenditure		4,564	4,138
Grant in Aid		2,700	2,650
Partnership contribution		1,613	1,411

These figures include 46 new Scholars starting in 2020/21.

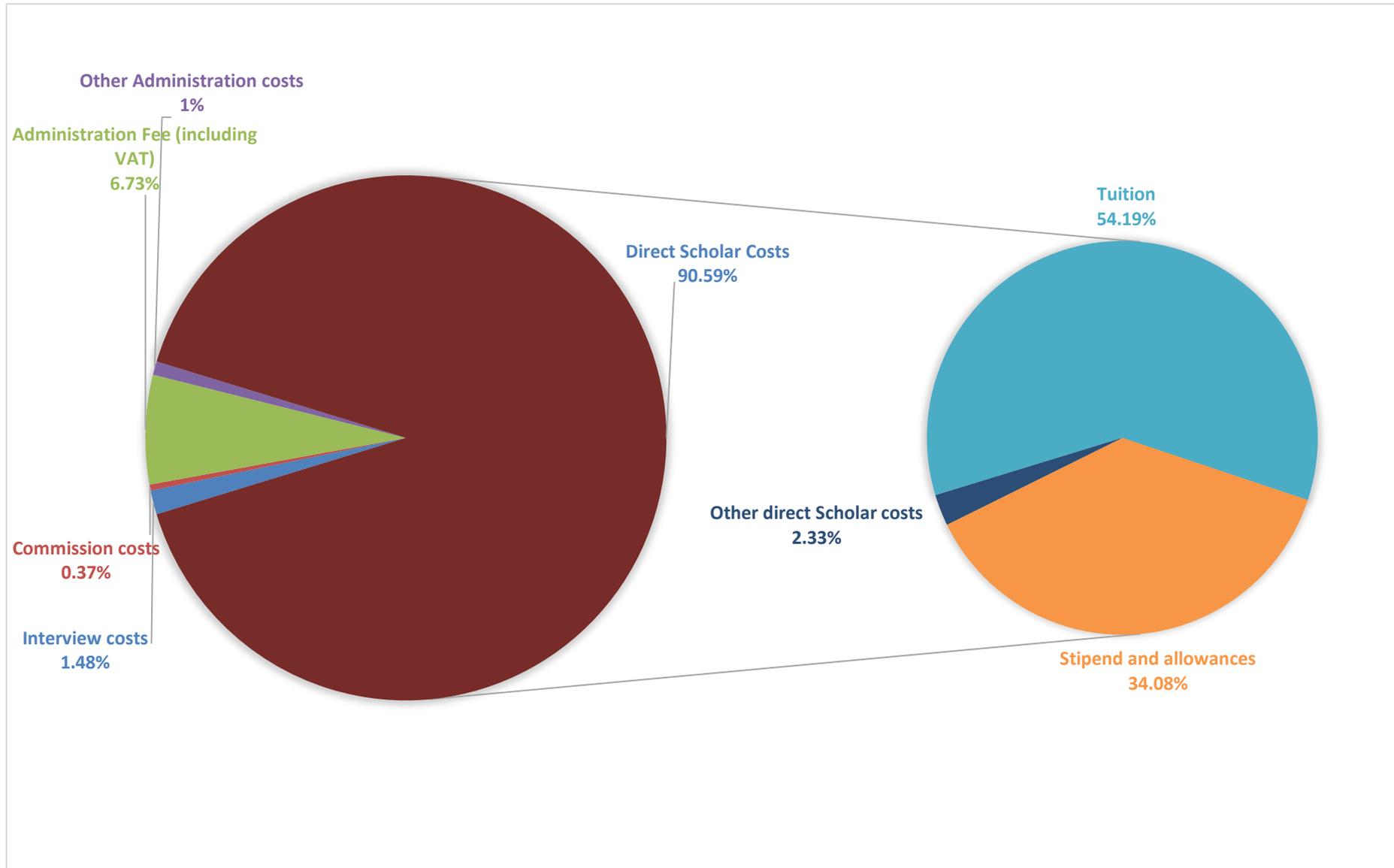
The 2020/21 Grant in Aid will be drawn down in the following tranches:

1 April 2020	£550,000
22 June 2020	£570,000
21 September 2020	£900,000
11 December 2020	£430,000
26 February 2021	£250,000

**Indicative Budget Allocation by Item 2020/21 including Partnership Funds**

Stipends	1,343,355
Tuition Fees	2,445,847
Application Fees	4,500
Research Support Grant	13,600
Disability Grant	10,000
Study Travel Grant	16,050
Thesis Grant	12,420
Book Allowance	20,240
Scholars to/from USA	49,312
Scholar Visas +NHS Tariff	23,125
Orientation costs	37,000
Compassionate Fares	2,000
Freight	23,010
Daily Travel	32,741
Other Scholars costs (discretionary)	5,000
Other Course costs (discretionary)	2,000
Scholar Skills enhancement/Marshall Plus	15,000
US Interview Costs	40,000

US Committee Costs	27,000
Commission Entertaining	2,000
Commission Travel /Subsist	14,500
Scholar trips	25,000
Miscellaneous	10,000
Admin Fee	243,953
Admin Fee –Additional Services tbc	59,716
Stationery	500
Printing	15,000
Postage/Tel/Fax	2,500
Internet charges	50
Events-Promoting Public Diplomacy/Marshall Plus	21,000
Audit Fee	7,750
Bank Charges	1,600
Infrastructure development/implementation	42,000
Partnership Support (included in figures above)	1,612,947



### 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	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
<b>What we spend and how we spend it</b>		
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
<b>What our priorities are and how we are doing</b>		
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
<b>How we make decisions</b>		
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
<b>Our policies and procedures</b>		
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
<b>Lists and Registers</b>		
Register of Interests	Other key data	Available upon request

<sup>1</sup> <https://www.marshallscholarship.org/media/1250/pubilcationfoi2009scheme.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>