



CORPORATE PLAN 2021-2024

MARSHALL AID COMMEMORATION COMMISSION

(MACC)

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 Commission 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 the Marshall Scholarships as 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, the Director of the CIA, an Astronaut, a Nobel Laureate, 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 Commission receives over 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 and Development Office (FCDO) 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.

ABOUT THE MARSHALL AID COMMEMORATION COMMISSION

The Commission is a statutory Non-Departmental Public Body (NDPB) which operates under the sponsorship of the FCDO. The Commission is usually comprised of a Chair who is also the Accounting Officer, and 9 other Commissioners who serve on an unremunerated basis. The

Commissioners are selected on merit and have a varied background in business, academia, the professions and public life.

To manage the recruitment of Scholars, the Commission works with the British Ambassador in Washington DC and the Consuls General in Atlanta, Boston, Chicago, Houston, Los Angeles, New York and San Francisco. The Embassy and Consulates each support one of the eight Regional Selection Committees, all of which are comprised of US citizens who serve on an unremunerated basis, many of whom are alumni.

The Commission does not directly employ any staff. It subcontracts the administration of the Scholarship programme to the Association of Commonwealth Universities (ACU). That contract is periodically reviewed and put out to competitive tender; it has recently been renewed.

CURRENT CONTEXT

The current operating context for the Commission includes the following significant features:

- In 2016, the FCDO announced an increase in funding of one-third, building up over three years, which allowed the Commission to make 40 awards to the incoming class of 2017 rather than 32 which would otherwise have been the case. Increased third party support funded the additional in subsequent years (2018:43; 2019:48).
- The key issue facing the Commission is the need to continue to ensure financial resources maintain the real purchasing power of the grant and stipend per Scholar. The Commission works to augment its annual Grant-in-Aid through other funding sources to be able to maintain the Marshall Scholarship programme at a viable and sustainable level.
- In 2020 the FCDO Grant-in-Aid was flat cash plus inflation. This has resulted in the number of awards funded directly by the FCDO to decrease from 32 to 29. The number of new Scholarships for 2020 was slightly reduced to 46 from 48.
- The Commission currently generates additional funding from several sources. Its direct Scholarship resources include:
 - Most importantly, our Partnership Universities scheme whereby 58 UK institutions support the programme, usually through tuition fee waivers¹;
 - from the Annenberg Foundation endowment dating from 2007, the income from which partly funds one Scholar every two years;
 - from the National Institutes of Health in the US which supports certain doctoral Scholars beyond the term of their Scholarship award;
 - from individual members of the AMS, who are funding which is used fund tuition fee waivers at Lincoln College, Oxford; Magdalene College, Cambridge; Magdalen College, Oxford; and the University of Sussex. In addition a donation from a non-Marshall donor who is funding the stipend for Scholars at the University of Bristol:
 - The AMS has also raised a \$1.2m endowment fund which will fully fund one Scholar every two years, the first of which arrived in 2018.
 - The British School and Universities Foundation (BSUF) jointly funds, with the AMS, one Scholar who is studying Music, Creative writing or journalism. This is also every two years.

The value of this support has grown effectively to fund 17 of the awards made to the incoming class of 2020.

¹ See Appendix A for the full list of Marshall Partner Universities

Sustaining and further developing these kinds of support is critical for the Commission in the period ahead given the likelihood that the Grant-in-Aid will continue to be flat cash. In the past the Commission has had to reduce the number of new Scholarships on offer each year to remain within its means and recent fundraising efforts have helped the Commission maintain and most recently increase the numbers - see table below. As such, further fundraising activity forms another important strand of work activity for the Commission throughout the Corporate Plan 2021-24 timeframe.

Year(s)	1973-90	1991-2003	2004-07	2008-11	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
New Scholarship recipients per year	30	Up to 40	Up to 44	37/40/33/36	36	34	34	31	32	40	43	48	46	46

EXTERNAL ENVIRONMENT

The current situation with the Covid pandemic has left the Commission with a certain level of uncertainty and additional costs. Depending on how long the pandemic and the social distancing policies last this will have an impact on the current Scholars as well as the Scholars who are due to start in September 2021. This will almost certainly have an impact on the costs of the Scholarship.

Every institution needs to consider the risks, uncertainties and changing environment in which it operates. The cost pressure has already been cited above. The potential for changing immigration policy and fees for students arriving, all need to be watched as potential challenges. The most pressing issue is the increasing cost of tuition fees for international students. Across the courses which Scholars study, tuition fees have increased by an average of 53% since 2011, around 6% per year. It does not appear that this rate of increase is likely to slow down and therefore the Commission will continue to experience annual cost inflation of some 3-4%.

To the extent Scholars choose to study at Oxford, Cambridge and London, where these Scholars are not covered by our partnership support the costs at these institutions tend to be higher than elsewhere.

The changing demographic profile of the United States (and of the United Kingdom) since the inception of the Marshall Scholarships means the Scholarship programme needs to find a way to adapt as well. Currently more than 50% of American university graduates each year are women, and on current trends by 2050 a majority of US citizens will be of an ethnic minority background. The Commission closely monitors the Scholarship application and selection process, including the composition of each Regional Selection Committee, with the aim that Scholars be broadly representative of America's talented graduate students. This is a clear priority for the Commission which is working closely with existing Scholars and the AMS to this end.

In 2020 the Commission commissioned a review from Business in the Community (BITC) on diversity and inclusion for Scholars whilst they are in the UK. The Commission will be responding to the recommendations made by the review throughout the next year and incorporating the improved practices it recommends into its business as usual.

VISION AND AIMS

The 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. This was formally reaffirmed and restated in April 2015 as follows:

Our vision

To make a strong and lasting contribution to the shared ties between the United Kingdom and the United States and to recognise, with thanks, the Marshall Aid programme.

Our aims

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

PRIORITIES 2021 - 2024

To progress our “Vision and Aims”, the Commissioners have set out our priorities for the next three years, against which our success can be measured. The implementation and achievement of these priorities will form the core of the Commission’s activity over the period of the Corporate Plan 2021-24. These activities are summarised here.

1. Offer the most prestigious UK-wide Scholarship for the best US graduates

The quality of the Scholarship is driven primarily by the excellence of our Scholars. For this reason, it is vital that we are able to attract and then select the best scholars who are able to both bring a wide range of experience to Marshall, as well as take advantage of all their Scholarship is able to offer. In order to attract the best, we will draw on all our resources, including the Embassy and Consulates, Alumni, Regional Selection Committees, Commissioners and Marshall Scholarship staff.

2. Attract the US graduates with the greatest potential as scholars, leaders, and contributors to strengthening UK / US ties – reflecting a diverse US society

- I. Continue to encourage applications from a broad range of US institutions
- II. Maintain and strengthen the work of the Consulate network and alumni in reaching out to institutions US colleges and universities.
- III. Work with US Scholarship groups that represent minority and students from poor socio-economic backgrounds to encourage their students to apply.
- IV. Continue to provide support to Regional Selection Committees, to ensure best practice on interviewing and selection.
- V. Strengthen our communication function across our stakeholders to ensure that the message about Marshall Scholarships is wide reaching.

3. Ensure Scholars select a diverse range of excellent universities and courses and have a UK experience that significantly enhances their lives

The quality of the Marshall experience is in large part a function of the diverse range of excellent universities and courses chosen by the Scholars around the United Kingdom. It is important to continue to maintain this diversity of academic excellence and experience, including by ensuring the widest possible variety of partnership institutions, and emphasising the value of these partnerships to all concerned. We will also work to ensure the stipends avoid hardship and to enable Scholars to access a wide array of enrichment activities during their time in the United Kingdom.

- I. Keep up the strong focus on appropriate Scholar placement, advice process on second-year choices and that the Commission remains well-informed about Scholar experiences
- II. 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.
- III. Emphasise the mutual benefit for Partnership Institutions
- IV. Work with the Government to review the stipend and allowances offered to the Scholars.
- V. Emphasise the role of the host UK University in supporting the Scholars
- VI. 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.
- VII. Strengthen the Communication routes between MACC and the Scholars
- VIII. Work towards implementing relevant recommendations in the BITC Review
- IX. Continue the specific engagement programme between MACC Commissioners and existing Scholars and alumni

4. Help foster lifelong, mutually beneficial links between Scholars and the UK

- i. Work with the Embassy, Consulates and the AMS to maintain a vibrant network of Scholars acting as “ambassadors” in the US – and consider whether more can be done to engage them over the next 3 years, for example an annual communication from the British Government to Marshall Alumni
- ii. Develop and implement a strategy to strengthen the opportunities for Marshall Alumni to “give something back”, for example participating on outreach panels to universities who have not submitted applicants recently.
- iii. Develop better communication between Scholars and Alumni and the British Government
- iv. Embed and continue to develop the Marshall Connect Partnership with the Civil Service Fast Stream.
- v. Further strengthen the MACC’s communication to UK stakeholders of the dividends of this programme, include major donations and legacies to academic institutions in the UK from AMS members. Share the Marshall Impact report with key UK and US stakeholders to demonstrate the strength of the programme over 67 years
- vi. Support the AMS Forum in London.

5. Ensure that 40 students becomes a floor, not a ceiling on the number of awards to be made annually.

Core costs for administration, but especially for the regional selection process, need to be in place regardless of the number of Scholars selected. Once in place, it is considerably more cost efficient to ensure a floor of 40 Scholars each year to best use the workflow, structures, governance and

personnel needed for the maintenance of the programme at any level. The intention is to model 40-45 awards each year.

6. Run a sustainably funded Scholarship programme

The lack of synchronisation between the fiscal year and the academic year, together with the two year tenure for many Scholars means that it is critical to have an understanding of the on-going nature of the Marshall Scholarship programme, and comfort that the real resources will continue to match increases in real costs of higher education and ancillary expenses. The Tailored Review recommended that the FCDO secures a three-year funding deal for the Commission. Recognising government constraints, the Commissioners acknowledge the importance and contribution of the Partnership Agreements with UK universities and will work to develop and grow the number of these agreements.

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

The Commission recognises the importance of good governance, continuous learning and good relations with all governmental bodies. As such we will continue to consider any insights from government reviews, and opportunities to learn from other organisations. We will continuously look for opportunities to improve cost-effectiveness, improve data-driven decision-making and look at best practice in reporting and decision-making.

8. Manage the impact of the Coronavirus pandemic on the Marshall Scholarship

It is clear that the Coronavirus pandemic has had an impact of the Marshall Scholarship Programme. The Commission will continue to work with the FCDO, UK and US Universities and the Embassy in Washington to ensure the Marshall Scholars are supported and the programme continues to be able to function as well as possible in the circumstances which unfold.

FINANCIAL PLAN

We welcomed the announcement in December 2016 from the then Parliamentary Under Secretary of State, Alok Sharma MP of an increase in the number of Scholarships:

“This increase in scholarships shows how resolute Britain is in its commitment to the special relationship. And, of course, our Marshall scholars retain a lifelong warmth for the UK.

Giving these talented people the opportunity to study at our best universities means we can build strong relationships with the next generation of influential American leaders in business, politics, and many other professions.”

It is important that the Government continues to fund the Commission so that the Marshall Scholarships maintain their prestige and reputation, that the number of new Scholarships awarded each year remains high, and that the level of activities and services offered to the scholars is maintained.

Each year since inception the Commission has been funded by a Grant-in-Aid from the FCDO. About 90% 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.

The 2021-2024 Triennium

Annual funding from the FCDO is based on the Government's financial year, while the Commission's costs are incurred on the basis of the traditional academic year. Together with the dissonance between one-year annual funding increments, two-year Scholarship commitments extended over three financial years, careful management of the financial and cash flow risks faced by the Commission is imperative and why the Commission needs to develop assurance beyond 2024 and maintains reserves to mitigate these uncertainties.

The decision to make 40 awards in December 2016 was predicated on the grant from the FCDO growing progressively over the next three financial years to cover the 8 extra places. To sustain the programme and fund 32 awards as originally agreed in 2016, the Commission has proposed that the Grant for the next three years should be as follows:

FY 2021-2022	£2,700,000 (Flat cash) tbc	This will fund 29 new Scholars
FY 2022-2023	£3,000,000	
FY 2023-2024	£3,100,000	
(FY 2024-2025)	£3,200,000	

This includes an increase of 3.3% a year which is a combination of the average increase of 6% for tuition fees and 2% for everything else.

During FY 2021-2022, the Grant-in-Aid will be requested in tranches from the FCDO as follows:

<u>Period of need</u>	<u>Amount to be requested</u>
April/May/June 2021	£550,000
July/August/September 2021	£570,000
October/November/December 2021	£900,000
January/February 2022	£430,000
March 2022	£250,000

The Commission will continue to identify efficiency savings wherever possible, consistent with sustaining the quality of the programme. Examples include: striving to maintain our already low administrative costs (both in the UK and the US) for operating the scheme; negotiating tuition waivers and reductions where possible; and negotiating the cheapest air fares for Scholars.

The Commission has been proactive in negotiating with UK universities and others to provide additional funding support. This additional resource is worth over £1.7 Million each year and is generated from our 58 Partner universities and colleges (see Appendix A), from the Annenberg Foundation and the National Institutes of Health in the US, and from AMS donations. The Commission's target is that third party funding will rise during the triennium.

In 2021 the Commission intends to maintain our third-party support and explore further other potential donors. We are also now directing more of the Commission's volunteer resource capability towards managing relationships and communications with partnership organisations, Marshall Alumni and other stakeholders, including the Regional Selection Committees, prospective Scholars and their advisers.

SCENARIOS

Any prudent organisation looks at sensitivities to unforeseen circumstances. The Commission is required to assess the implications of either an increase or decrease of 10% in its Grant-in-Aid in any given financial year as part of its obligations as NDPB under 'Managing Public Money.'

10% Increase

A sustained 10% increase in Grant-in-Aid will be required over the period of this plan to absorb the inflationary pressures the Commission will inevitably experience. The progression of the grant to this date makes no allowance for the underlying growth in our costs during this period. The assurance of a grant of £3.1 million in 2023/24 will be important to sustain award numbers in forthcoming years.

10% Decrease

A 10% reduction in funding would force the Commission to take immediately some or all the following actions, all of which would damage the reputation of the programme and reverse all the recent messages confirming Her Majesty's Government's attitude toward the Programme:

- reduce the total number of Marshall Scholarships awarded. The reduction in numbers would be considerably more than a 10% cut since annual funding supports a two-year Scholarship programme;
- end third-year extensions awarded where these are not paid for by our partner universities.

The implication of a reduction in funding 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, policymakers and decision-makers in both the US and the UK. Any reduction in funding would also be counterproductive for the AMS' current campaign to raise funds to endow further scholarships and impact individual gifts by Marshall Alumni to their Alma Maters.

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.

APPENDIX A - Marshall Partner Universities

The Commission has negotiated with the universities and Oxford and Cambridge colleges listed below to secure their agreement to waive or reduce tuition fees for Marshall Scholars.

Balliol College, Oxford
University of Bath
University of Birmingham
University of Bradford
University of Bristol
Cardiff University
Christ Church, Oxford
Christ's College, Cambridge
Downing College, Cambridge
University of Dundee (School of Life Sciences)
Durham University
University of East Anglia
University of Edinburgh
University of Exeter
Exeter College, Oxford
University of Glasgow
Gonville and Caius College, Cambridge
Guildhall School of Music and Drama
University of Hull
Imperial College London
Keele University
University of Kent
King's College, Cambridge
King's College London
University of Leeds
Lincoln College, Oxford
University of Liverpool
London School of Economics and Political Science (LSE)
London School of Hygiene and Tropical Medicine (LSHTM)
University of Manchester
Magdalen College, Oxford
Magdalene College, Cambridge
New College Oxford
Newnham College, Cambridge
Newcastle University
University of Nottingham
Nuffield College, Oxford
Oriental College, Oxford
Pembroke College, Cambridge
Queen Mary University London
Queen's University Belfast
University of Reading
Royal Holloway London
Royal Northern College of Music
St John's College Cambridge
University of St Andrews
School of Oriental and African Studies (SOAS)
University of Sheffield
Somerville College, Oxford

University of Southampton
University of Surrey
University of Sussex
Trinity College, Cambridge
Trinity College, Oxford
University College London (UCL)
University College, Oxford
University of Warwick
University of York

The Commission also has third year funding Scholarships with the University of Oxford and the University of Cambridge.

APPENDIX B- Financial Year 2019-20 (last audited accounts)

The Commission received financial support from HM Government in the form of £2.65m Grant-in-Aid for the financial year 2019/20, as indicated in the annual allocation letters. This sum, together with the donations from third party funders (see below), covered MACC's net expenditure in 19/20 of £2,532,831.

The Scheme has attracted third party funders. the British Schools and Universities Foundation (BSUF)/Association of Marshall Scholars (AMS) donated £22,284; the Association of Marshall Scholars donated £55,044 and individual donors from the AMS donated £50,379. The Annenberg Foundation donation from an endowment held by the Association of Commonwealth Universities was not used. These donations fund additional Marshall Scholarships. Funds remain from other donors in previous years

In the academic year 2019/2020 The Scholars were funded as follows:

87 Marshall Scholars were studying in the UK of which 28 Marshall Scholars were fully funded by the Commission, one was fully funded and four partly funded by external partners and 54 supported to varying degrees under partnership arrangements with UK academic institutions as set out below:

Four Scholars

- King's College London

Three Scholars

- Imperial College London
- University of Edinburgh
- University College London
- University of Sussex **
- London School of Economics and Political Science

Two Scholars

- New College, Oxford
- Nuffield College, Oxford
- School of Oriental and African Studies
- University of St Andrews
- University College, Oxford
- London School of Hygiene and Tropical Medicine

One Scholar

- Balliol College, Oxford
- Christ Church, Oxford
- Christ's College, Cambridge
- Exeter College, Oxford
- Goldsmiths, University of London
- Gonville and Caius College, Cambridge
- King's College, Cambridge
- Lincoln College, Oxford *
- Magdalen College, Oxford

- Magdalene College, Cambridge *
- Newnham College, Cambridge
- University of Nottingham
- Oriental College, Oxford
- Pembroke College, Cambridge
- Peterhouse College, Cambridge
- Royal Holloway, University of London
- Royal Northern College of Music (Jointly funded by BSUF)
- University of Sheffield
- Somerville College, Oxford
- St John's College, Cambridge
- Trinity College, Cambridge
- Trinity College, Oxford
- University of York

* funded by an alumni donation.

** partially funded by an alumni donation.

The fully funded external partner Scholarship was provided by the Association of Marshall Scholars (AMS). Two partially funded Scholarships were funded by British Schools and Universities Foundation (BSUF) and the (AMS) and two were partially funded by the AMS through alumni donations.

It should be noted that as part of the 87, five Scholars, who were members of the US Military, only received 50% of the stipend as agreed with the US Military. This also includes the value of the Oxford Marshall Scholarship which funds doctoral study beyond the two years, one Scholar received this funding.

The Commission remains focused on sustaining third party support following its significant growth in recent years, particularly for the core Scholarships Programme. This enables more awards to be made than would otherwise be the case. The partnership agreements contributions add up to the value of £1,485,707.

In addition, the Marshall Sheffield Fellow was supported by private funds from the Marshall Sheffield Fellowship Foundation.