



BUSINESS PLAN 2021-2022
MARSHALL AID COMMEMORATION COMMISSION

March 2021

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, a previous 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 2094 Marshall Scholars to date, including two Supreme Court Justices, a Nobel Laureate, an astronaut, the former White House Legislative Affairs Director, the Director of the CIA, 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. Further information can be found in the Marshall Impact Report:

<https://www.marshallscholarship.org/media/2264/marshall-scholarship-impact-report-final.pdf> 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 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.

This Business Plan should be read in conjunction with the Marshall Aid Commemoration Commission's Corporate Plan 2021-2024.

MEMBERS OF THE MARSHALL AID COMMEMORATION COMMISSION (AS OF 1 FEBRUARY 2021)

Mr John Raine CMG OBE (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

Alumni Observers

Professor Jonathan Erichsen
Dr Laura Lafave

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	On-going	
1.3 Maintain and enhance use of US media in collaboration with the Embassy and the Consulates	Started	On-going	
1.4 Distribute the outreach material for use in promoting the Scholarships	February 2021	July 2021	
1.5 Work with AMS to enhance visibility of Marshall Scholarships in the US	On-going	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 the Marshall Connect Programme	Started	September 2021	

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 2021	
2.3 Develop and Co-ordinate a series of Webinars on the application and interview process	Started	October 2021	

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 2021	
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 2022	
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	Started	August 2021	

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.	Started	December 2021	
3.3 Work with the Government to review the stipend and allowances offered to the Scholars.	Started	September 2021	
3.4 Emphasise the role of the host UK University in supporting the Scholars	Started	Ongoing	
3.5 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	
3.6 Continue the specific engagement programme between MACC Commissioners and existing Scholars and alumni. In particular further develop Scholar Circles	Started	September 2021	
3.7 Strengthen the Communication routes between the Commission and the Scholars	April 2021	September 2021	
3.8 Work towards implementing relevant recommendations in the BITC Review	Started	September 2021	

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

Actions

	Start	End	Completed
4.1 Further develop the Marshall Connect Programme with the Civil Service Fast Stream.	Started	September 2021	
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, Marshall Hangouts and through outreach work with the Consulates and Embassy.	Started	December 2021	
4.4 Highlight the impact of the Marshall Alumni to all stakeholders including the FCDO.	Started	On-going	
4.5 Support the proposed AMS Forum event in London	September 2021	2022	

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 Comprehensive Spending Review and the 32 Scholarships funded by HMG model	Started	July 2021	

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 Continuously look for opportunities to further improve our cost-effectiveness.	On-going	On-going	
7.2 Continue to strengthen the way data is analysed and presented to support Commission decision-making	On-going	On-going	
7.3 Put in place strengthened Complaints and Disciplinary Policies	April 2021	June 2021	

8. Manage the impact of the Covid Pandemic on the Marshall Scholarship

Actions

	Start	End	Completed
8.1 Continue to monitor Government advice on the virus and keep the Scholars informed.	On-going	On going	
8.2 Assess the financial impact of the epidemic on the Commission and keep the FCDO updated.	On-going	On-going	

8.3 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	
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MACC EXPENDITURE

This section sets out the Commission's planned expenditure in 2021/22, as agreed with the FCDO:

	£'000	2021/22 (forecast outturn)	2020/21
Planned Expenditure		4,852	4,095
Grant in Aid		2,700	2,700
Partnership contribution		1,749	1,675

These figures include 46 new Scholars starting in 2021/22.

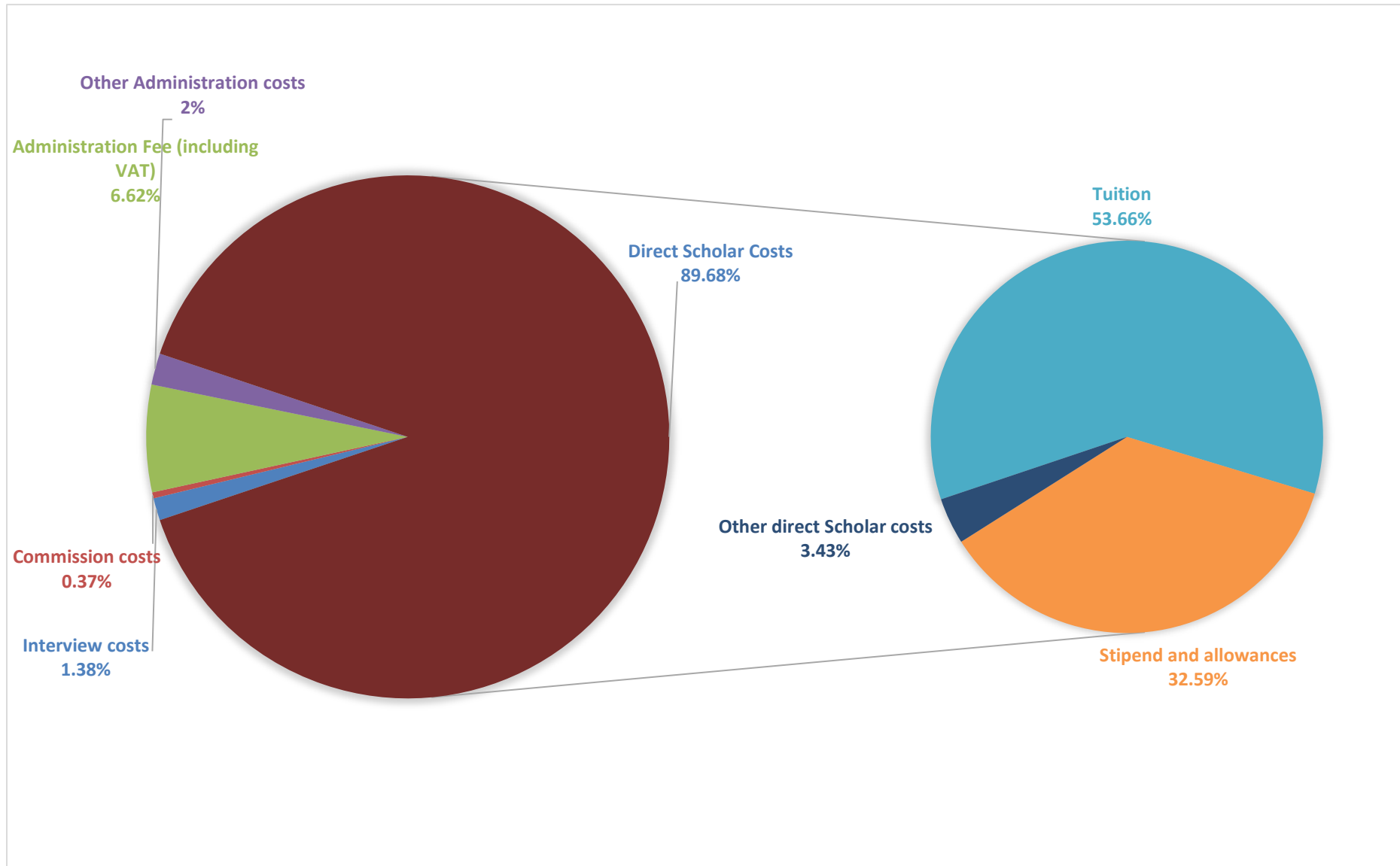
The 2021/22 Grant in Aid will be drawn down in the following tranches:

1 April 2021	£550,000
21 June 2021	£570,000
20 September 2021	£900,000
13 December 2021	£430,000
21 February 2022	£250,000

Indicative Budget Allocation by Item 2020/21 including Partnership Funds

Stipends	1,393,458
Tuition Fees	2,603,940
Application Fees	3,375
Research Support Grant	14,400
Disability Grant	50,000
Study Travel Grant	9,840
Thesis Grant	11,648
Book Allowance	20,332
Scholars to/from USA	51,112
Scholar Visas +NHS Tariff	30,025
Orientation costs	37,000
Compassionate Fares	2,000
Freight	24,200
Daily Travel	27,104
Other Scholars costs (discretionary)	8,325
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	7,000
Admin Fee	257,126
Admin Fee –Additional Services to be agreed by the Commission	64,186
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	2,500
IT	42,000
Mental Health	2,204
Covid Costs	10,000
Safeguarding complaints support	7,000
Partnership Support (included in figures above)	1,737,143



Open Data

As laid out in the Marshall Aid Commemoration Commission's Publication Scheme¹ 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		
Anti-Fraud Policy	Other key data	www.marshallscholarship.org
Code of Conduct for Marshall Commissioners	Other key data	www.marshallscholarship.org
Diversity and Inclusion Policy	Other key data	www.marshallscholarship.org
Framework Document	Other key data	www.marshallscholarship.org
Gifts and Hospitality Policy	Other key data	www.marshallscholarship.org
Safeguarding Policy	Other key data	www.marshallscholarship.org
Travel Policy	Other key data	www.marshallscholarship.org

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

Lists and Registers		
Register of Interests	Other key data	Available upon request
Risk Register	Other key data	Available upon request
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