



THE LONDON SCHOOL  
OF ECONOMICS AND  
POLITICAL SCIENCE ■

# *Appointment of* **CHAIR OF LSE COURT AND COUNCIL**



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# Executive summary

**The London School of Economics and Political Sciences (LSE) is one of the foremost universities in the world.**

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LSE is unique in the UK in focusing solely on the full range of social, political and economic sciences. Founded in 1895 for the 'betterment of society', LSE has an outstanding international reputation and currently has students from 140 countries. The School has the highest proportion of world-leading research of any UK university and has just launched a major initiative aimed at enhancing its reputation as a centre of teaching excellence. The School's programme of public engagement positions it at the forefront of the global policy debate as a highly influential voice addressing a range of major social challenges. LSE alumni, current and former staff include 16 Nobel Prize winners, 34 past or present Heads of State, 31 current UK MPs, and 42 current peers of the House of Lords. With over 10,000 students, a turnover of £300 million and considerable influence in many areas of public life, the impact of the School is far-reaching.

The LSE seeks to appoint a Chair of Council who will also chair its Court of Governors. Ensuring the highest standards of governance and probity, the Chair will oversee the strategic mission, direction and affairs of the institution, providing guidance, support and constructive challenge to the executive leadership. The Chair will be enthusiastic about and supportive of the School's mission and values.

An outstanding collaborative and strategic leader with significant chairing and leadership experience at board level, the next Chair of Council will have a commitment to equality of opportunity and value diversity, openness and transparency. S/he will have the skills and style which will enable her/him to engage effectively with the LSE community and with diverse audiences on behalf of the institution.

The successful candidate would be expected to contribute between 30 and 40 days per annum.

The appointment is not remunerated.

## *Background*

The School's governing body is the Council. The Council's role is to:

- hold the management of the School accountable for the running of the institution and to act as a critical friend;
- monitor the achievement of the School's strategic priorities;
- ensure that the School is financially sustainable and its assets are protected;
- ensure that the School's educational charitable purposes are being delivered and the interests of its stakeholders are protected and to ensure its reputation is safeguarded.

The Court of Governors deals with some constitutional matters and has influence in the School through pre-decision discussions on key policy issues and the involvement of individual governors in the School's activities.

## *LSE in 2016*

LSE's programme of public engagement positions it at the forefront of the global policy debate as a highly influential voice addressing a wide range of important social challenges.

The environment in which LSE operates is continually evolving. The UK higher education sector has moved away from a grant-based system to an expanded loan-based model of student finance. Changing government funding models will increase the importance of private funding. In addition, changes to immigration legislation are likely to present additional challenges in attracting scholars and students from outside Europe.

To maintain its global standing within this changing environment, the School has made a number of recent strategic choices to underpin the continued success of the institution. These include building a core faculty committed to both education and research equally, and the further development of our central London campus.

The School has recently agreed six strategic priorities in its 'LSE Strategy 2020'. These are:

1. Substantially improve the quality of educational programmes including the overall student experience, and develop opportunities for the brightest students regardless of their background.
2. Continually improve faculty quality, research performance and intellectual innovation and enhance the quality of professional support staff.
3. Strengthen the LSE's commitment to equity, diversity and inclusion and take relevant action throughout the institution.
4. Lead, and continue to be recognised as leading, in international, interdisciplinary, and issue-oriented social science.
5. Enhance and diversify the School's revenue streams.
6. Secure an estate and other facilities commensurate with our standing and aspirations.







# The role of Chair

**Committed and inspirational, the Chair is responsible for ensuring that the Council plays a fundamental role in helping the School to achieve its strategic agenda in a challenging global external environment.**

S/he will also ensure that the Court is consulted on the development and kept informed on the delivery of the School's strategic priorities. The Chair is responsible for the leadership of both the Council as the School's Governing Body and the Court of Governors as the meeting of the members of the Corporation. As Chair of the meetings of both bodies, s/he is responsible for ensuring that their necessary business is undertaken effectively, and in a manner appropriate for the proper conduct of public business and in accordance with the Higher Education Code of Governance (December 2014).

The Chair will set an example of strategic leadership for the Court and Council, respecting the traditions of the School while giving appropriate direction to the institution to adapt to a changing external environment. S/he will be able to demonstrate a strong personal commitment to Higher Education in general, a specific appreciation of the importance of the social sciences as an agent for social betterment, and be in sympathy with the values, aims and objectives of the School, in particular, its strongly collegial culture.



*As Chair, slhe is expected to:*

- lead the Council effectively, ensuring that Council members work together efficiently and conduct themselves in accordance with accepted standards of behaviour in public life;
- demonstrate commitment to upholding the School's Ethics Code and to the promotion of equity, diversity and inclusion among staff, students and Governors;
- establish a constructive and supportive, but challenging working relationship with the Director of the School and the Executive team;
- ensure that the Council exercises efficient and effective use of the resources of the School, maintaining its long-term financial sustainability;
- exercise control over the strategic direction of the School, through an effective planning process, ensuring that the delivery of the strategic aims of the School are adequately assessed against the objectives which the Council has approved;
- protect the School's reputation and values and ensure that the School meets its statutory and regulatory obligations;
- be responsible for the annual appraisal and review of the performance of the Director of the School;
- be responsible for the appraisal and review of the performance of individual members of Council;
- through chairing the Nominations Committee of the Court, be engaged in recruiting new lay Governors, and from them selecting new lay members of Council;
- serve on or chair other committees as appropriate, which meet several times annually, such as the Remuneration Committee;
- be an ambassador for the School externally, including representing the School as a member for the Committee of University Chairs and other relevant external organisations;
- build and maintain effective relationships with all stakeholders, alumni and members of the School community;
- use networking skills on behalf of the School.





# Person specification

## *Personal attributes and experience.*

The nature of the office implies that the holder should be able to offer a record of substantial achievement at a high-level, acquired in significant organisations of complexity, with experience of good governance processes and ambassadorial skills. The Chair will have a genuine interest in and enthusiasm for university education and research pursued at the highest international level.

An understanding of the School's distinctive character and mission and a commitment to ensure and enhance their further development are essential requirements.







### ***The candidate will:***

- have significant experience as a chair and a leader at board level in large, complex organisations;
- ideally have experience of the higher education sector – a previous knowledge and/or engagement with the LSE would be of benefit;
- be supportive of the School's efforts to develop its philanthropic giving;
- be well networked in business, government or other influential sectors;
- be committed to equity, diversity and inclusion;
- be comfortable operating in the School's strongly collegial culture with its emphasis on achieving consensus through rigorous questioning, debate and challenge;
- have the ability to act as an ambassador and advocate for the School with a diverse range of national and international stakeholders, across both the public and private sectors;
- ensure effective decision-making, problem solving, demonstrating independence, objectivity and sound judgement;
- have the time and commitment to undertake the role while retaining some involvement in public or business life.

### ***Personal attributes for the post will include:***

- high-level, interpersonal, communication, diplomatic and listening skills;
- personal authority, the gravitas and standing to command respect and build constructive relationships with a diverse range of individuals and groups within and outside the School;
- unquestionable integrity;
- financial literacy, including an understanding of budgetary processes;
- a balanced and measured approach in facilitating decision making.



# Conditions

The time commitment required is likely to be in the range of 30 to 40 days a year, although there will be peaks of activity during term-time with a reduction during vacation times, particularly during the summer (mid-June to mid-September). However, the Chair should be contactable if required at short notice throughout the year.

The Chair is expected to attend all meetings of which s/he is Chair or a member, or give timely apologies if absences are unavoidable.

The Chair will make her/himself available to attend induction/training events organised by the School or other appropriate bodies.

The Chair may seek feedback on her/his performance as Chair via the appraisal/review procedure followed for members of the Council.

The office of Chair is not remunerated, but the Chair is encouraged to reclaim all travelling and similar expenses incurred in the course of School business.

Directors and Officers Liability Insurance is in place.

The Chair is supported by the Governance Team led by the School Secretary. A dedicated office, administrative support, an LSE email address, and a School telephone line and computer are all available if required.

## Appointment process and how to apply

The Chair of Council and of Court will be appointed by the Court of Governors on the recommendation of a Selection Committee, advised and assisted by the School's executive search partners, Perrett Laver.

Applications should consist of a CV accompanied by a brief covering letter addressing the criteria in the person specification and indicating why the post is of interest. Completed applications should be uploaded at **[www.perrettlaver.com/candidates](http://www.perrettlaver.com/candidates)** quoting reference 2581 by **12:00 noon BST on 4 July 2016**.

Applicants are asked to provide suitable daytime and evening contact details.

Long-listed candidates will be invited to a meeting with Perrett Laver in late July, following which the Selection Committee will agree a shortlist. Shortlisted candidates will be invited to attend informal sessions and formal interviews in late August.

This information should be read in conjunction with visiting the School's website at **[www.lse.ac.uk](http://www.lse.ac.uk)**

LSE values diversity and strives to promote equality at all levels, including its employees, students, customers and associates. Accordingly, we particularly welcome female applicants and those from an ethnic minority.





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