



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

LSE strategy

Shaping the World

LSE's mission and vision

To understand the causes
of things for the betterment
of society.

LSE's founding mission, 1895

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1

LSE's history of shaping the world

From the President and Vice Chancellor,
Professor Larry Kramer

LSE was founded in 1895 with a mission “to understand the causes of things for the betterment of society.” That mission was motivated by a belief that hard thinking and new ideas were the best way to bring about beneficial change.

Thus, from its earliest days, the School has fostered a programme of education, research, and public outreach meant to have positive impact on society.

LSE was profoundly successful in this aspiration, and our School community has played pivotal roles in all the major economic, political, legal, and social developments and movements since our founding. The modern social welfare state was partly the brainchild of William Beveridge, LSE's Director from 1919–1937, while its successor, neoliberalism, was developed at LSE by scholars like Friedrich Hayek and Ronald Coase.

A roll call of LSE's most notable scholars – from Lionel Robbins to Amartya Sen,



The Fabian window in the Shaw Library.

Karl Popper, Harold Laski, Susan Strange, and too many others to name – evidences its intellectual impact. A similar roll call of leaders in politics, business, and every other field of social science – such as Clement Attlee, B R Ambedkar, Ursula von der Leyen, Jomo Kenyatta, George Soros, Kristalina Georgieva, Ruth Porat, David Rockefeller, and, again, too many others to name – illustrates LSE's enduring and continued impact in government, business, and civil society. Time and time again, members of LSE's community have helped to shape the world around them: continuing that extraordinary legacy is the foundation of our School strategy.



“Time and time again, members of LSE's community have helped to shape the world around them. Continuing that extraordinary legacy is the foundation of our School strategy.”



2

The uniqueness of LSE

LSE's ability to consistently play this special role derives from a number of unique features.



Our focus on social sciences

Social sciences study how people and societies work in order to help us understand and improve the world we live in. The big opportunities and challenges confronting our societies today are fundamentally social ones, and the social sciences are vital to understanding and addressing them.

LSE has been, and remains, the strongest university in the world for research and education in these critical disciplines – with an unparalleled community of scholars, teachers, students, and alumni working together in a unique intellectual environment that benefits from cross-disciplinary synergies and inspires critical and creative thinking.

Our global community

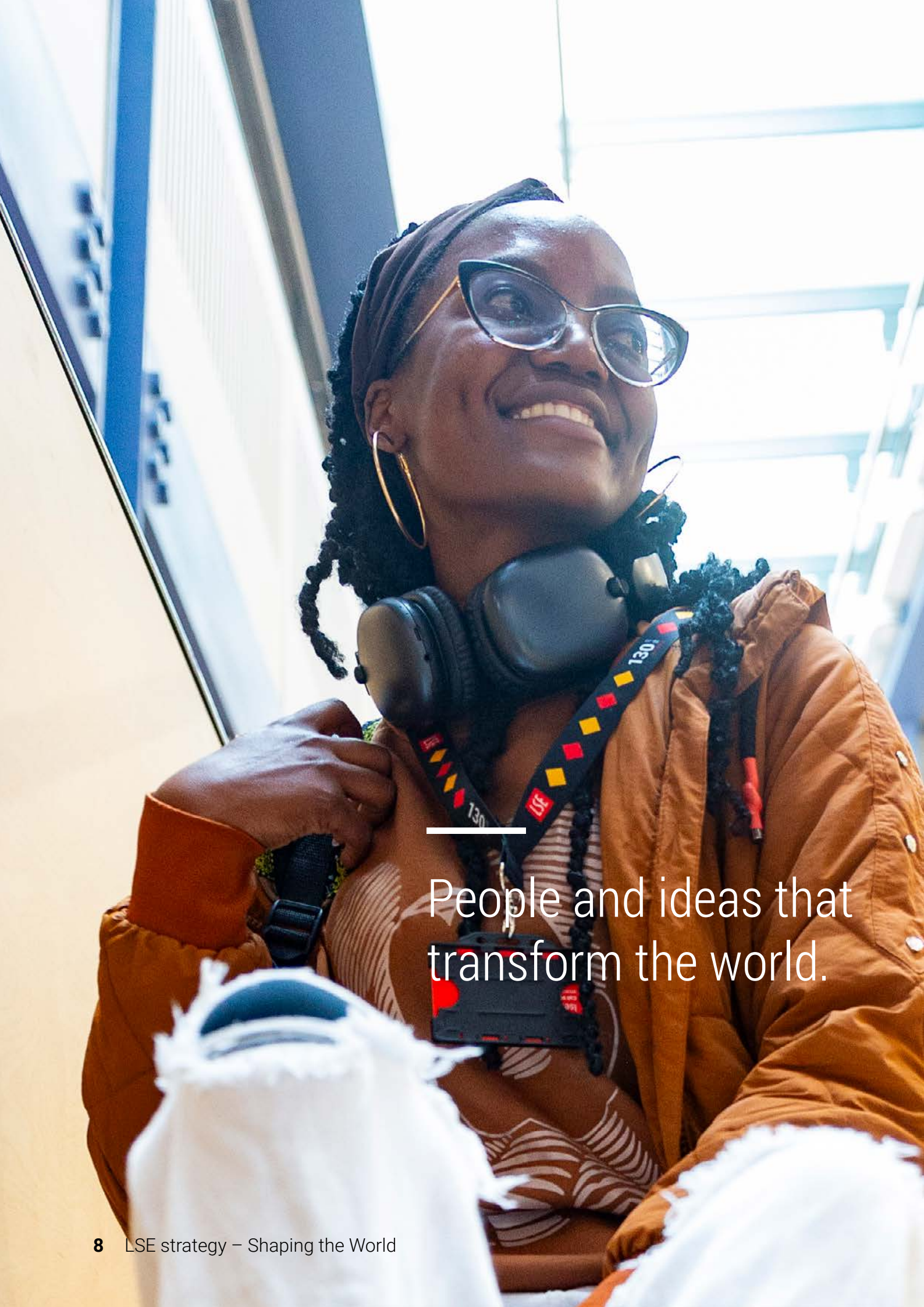
LSE draws students and staff from every corner of the globe, with more than 140 countries represented in every class. This

has been true throughout our history, making our connections on every continent – through our alumni communities, our academic partnerships, and our links to governments and businesses – both deep and longstanding.

This global diversity is integral to the richness of LSE's intellectual and social environment, creating a mingling of novel ideas and different ways of thinking that challenge convention and foster creativity and inventiveness.

Our location

London is one of the world's great international cities, a globally connected centre of dynamism, cultural diversity, and innovation. Our central London location puts all that right on our doorstep, invigorating and enlivening our intellectual environment and enhancing our ability to attract great minds from around the world.



People and ideas that
transform the world.

3

LSE's essential role in the 21st century

Turning from our past to the present and the future, there has never been a time when LSE's particular strengths and expertise have been more important.

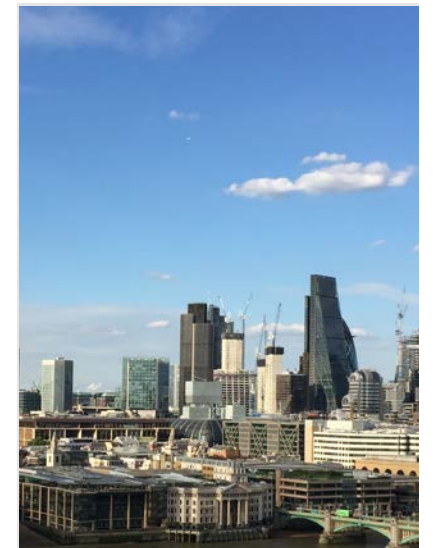
The challenge

The post-war multilateral order is collapsing, with a new nuclear race apparently set to begin. The democracies that helped sustain that order likewise seem to be failing fast – a decline accelerated by technologies that democratised access to information in wondrous ways but have since been twisted to erode trust in that very information. People have lost faith in the old economic order, too, a loss felt particularly in the developed economies that benefited from it most. Meanwhile, the rising expectations created by economic growth, coupled with extreme disparities in its distribution, have given rise to an understandable impatience among the perpetual victims of deeply rooted, systemic inequalities. Making matters worse, they – and, some argue, maybe everyone else – could soon find

themselves replaced in the workplace by super-fast, super-efficient, super-productive AI and robots. And looming in the background, increasingly pushing its way to the front, is global warming.

The opportunity

Yet each of these threats carries with it a corresponding chance for transformation and renewal. Our democratic governments and multilateral order were always flawed, and their breakdown offers a rare opportunity to learn from our mistakes and remake them better. So, too, for the prevailing forms of capitalism and our approach to markets, government, and society. The growing costs and looming threats of climate change have already provided the impetus for developing new forms of cheap, renewable energy that can give birth to a transformed economy. And



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This is what the social sciences are all about, and there is no other path to a better future but through them. It is not hyperbole to say they are where the future of humanity rests. ”

rather than replacing us, we can use AI and other mind-blowing new technologies to amplify these transformations for the benefit of everyone. Done well, these sweeping makeovers can also be the means for effectively addressing formerly entrenched inequalities. All of these opportunities connect to what we do at LSE, and our work with strategic institutional and wider global partners.

An historic inflection point

We are, in short, standing at an historic inflection point in which the choices we make collectively over the next few decades will determine whether our lives and the lives of our children and grandchildren become massively better or massively worse. Yet these choices are

all matters of, and for, the social sciences. They depend on getting the economics right, on getting the law right, on getting the sociology, psychology, culture, communication, finance, and, of course, the politics right. They will depend on the kind of research done at LSE to help figure out solutions, and they will depend on the teaching we do here, since responsibility to translate those solutions into action will rest on our next generation of leaders.

The social sciences are essentially the cluster of disciplines that help us understand society: who we are, what we want and need, and how we can make things happen. The challenges the world faces today – both in seizing the opportunities presented and avoiding the risks that threaten – are all fundamentally



An international community
rooted in London.



LSE is stepping up to do its part. As the world's leading social science institution, whose research and education must be at the heart of these efforts, we have identified six global challenges around which the School's research and education can be organised.

Six global challenges

Securing the future
of democracy

1

Rethinking our approach
to political economy

2

Ensuring sustainable
systems

3

Addressing pernicious
inequalities

4

Harnessing new
technologies for good

5

Rebuilding a viable global
system of multilateral
institutions

6

These are the great challenges of our time, and our task is to understand their causes and equip people to contribute to their solutions: all, ultimately, for the betterment of society.

4

How LSE plans to meet the challenges and opportunities of today (and tomorrow)



To fully realise the School's potential to have the kind of impact to which we aspire, LSE must support cutting-edge research, deliver an innovative education to both students and lifelong learners, and ensure that its work and its people are prepared and positioned to have impact in the world. The efforts to do so comprise growth, change, and the creation of new opportunities across all the School's various functions. These fall into four categories.

1

Research

Enhancing our research.

2

Education

Improving our educational offering and student experience.

3

Culture

Supporting and developing our people, while improving our culture and strengthening our community.

4

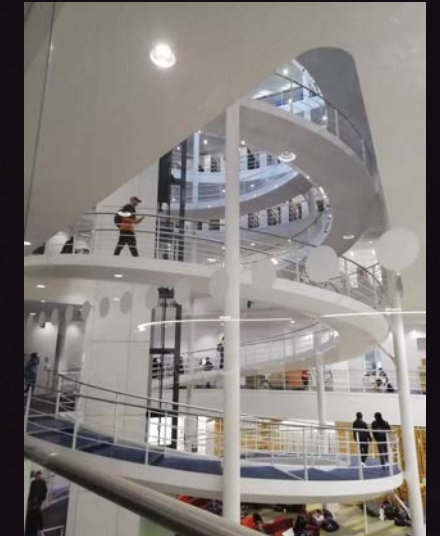
Enabling

Securing the underlying structures and processes necessary to enable success.

5

Research

Cutting-edge, world-class scholarship has been a hallmark of LSE from the School's earliest days. To continue and build on this tradition, we will:



- Grow the income and resources to support scholars and scholarship, including increasing the number of PhD studentships and securing greater support for their work.
- Enhance civic engagement by deploying our research and other intellectual resources through policy labs and impact accelerators.
- Ensure that our research continues to have influence, impact and drives change in the world by recognising, rewarding, and supporting innovation as we deepen and broaden existing global partnerships and build new strategic connections with other universities and public and private entities.
- Invest in open social science to broaden access to the School's intellectual capital and output.
- Invest in strengthening our research environment and infrastructure.

6

Education and student experience

While the immediate impact of research and scholarship is important, LSE's influence over time also comes in large part from the students we educate and the world they create after leaving university. To strengthen our educational offering and enhance our programmes and courses, we will:

- Encourage innovative teaching and learning, by creating greater flexibility and more opportunities for academic staff to experiment.
- Take maximum advantage of digital education opportunities and the responsible use of artificial intelligence, and redevelop our teaching spaces to meet the demands of a 21st century education.
- Capitalise on the benefits of diversity in all its forms by working to recruit an even more diverse student and staff community and ensure an educational environment that fully embraces diversity in all its forms.
- Grow and enlarge our extended education offerings to reach qualified students who, for many reasons, are unable to undertake a programme of study on our campus in London.
- Broaden global mobility opportunities and grow the resources available for scholarship and bursaries, so the makeup of our student body is not determined by who can afford to attend.
- Create opportunities for students to play a role in constructing their education by building student voice and partnership.



“Reskilling, upskilling, and continued learning are becoming essential throughout one's lifetime.”

Nor is this enough, for the world in which education is done through a frontloaded programme completed early in life is changing, and reskilling, upskilling, and continued learning are becoming essential throughout one's lifetime.

We will, accordingly:

- Expand and enlarge our online, in-person, and hybrid programmes in executive education and lifelong learning.
- Creating new and better living spaces and halls of residence.
- Creating a cohesive strategy for student life with the necessary supporting infrastructure to ensure the quality of non-classroom student activities.
- Supporting students' mental health

Classroom learning and academics are only part of students' educational experience. To ensure our graduates have a well-rounded experience, we will also take steps to enhance student life. These steps include:



Specialising in social sciences
education and research.

7

Culture and community

LSE staff and students do their best research, teaching, learning, and work in an environment that is diverse, inclusive, and both respectfully challenges and supports.



To achieve this, we will:

- Continue working to increase the diversity of our staff and student body, while building an equitable and inclusive culture through an equity, diversity and inclusion strategy that brings our community together and allows everyone to thrive.
- Pursue a campus relations strategy focused on encouraging people to challenge themselves and others while building cohesion and fostering respectful exchange of ideas to create the conditions for meaningful freedom of speech and genuine academic freedom.

LSE's place in the world also depends on the strength of its alumni community and other partnerships. Our students, academic community, and professional services staff can benefit from partnerships and connections with their peers at other universities as well as other kinds of

organisations. Students who graduate should look for support, mentorship, and friendship from alumni wherever they go – a particular strength of LSE, which has sizeable alumni populations across the world. Alumni can likewise benefit from continued contact and interaction with the School, which can help them realise new opportunities and continue learning and growing intellectually across their life. In recognition of this, we will:

- Grow and develop stronger associations and connections with and among our alumni.
- Grow and provide greater support for alumni volunteer activities.
- Strengthen the support we provide to alumni and alumni associations.
- Develop new partnerships with universities in other countries, as well as with corporate, public, and civil society organisations.

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Students who graduate should look for support, mentorship, and friendship from alumni wherever they go. ”



8

Enabling success

To achieve these ambitious goals, LSE must strengthen and secure critical systems and support that provide an essential foundation for excellence. These comprise:



Securing the School's financial position

- Increasing philanthropic resources through a stronger annual giving programme, building the School's endowment, and a capital campaign.
- Developing additional, independent revenue sources, such as extended education, executive education, online offerings, lifelong learning opportunities, and promoting LSE merchandise and brand licensing.

Delivering effective operations

- Undertaking an Operations Excellence Programme to enhance the School's administrative operations and address accumulated legacy problems in order

to provide an improved experience for staff and students and meet the requirements of our academic ambitions.

- Supporting effective and responsible use of technology, including artificial intelligence, in operational delivery.

Supporting and developing people and talent

- Building a comprehensive talent development strategy for both academic and professional services staff to equip them with the skills and capabilities needed to deliver our ambitions and support their career progression, including into leadership positions.

“
An essential foundation
for excellence.”



Future-proofing the physical and digital estate

- Completing our Estate and Residences Masterplans, including new halls of residence, new campus buildings, and renovation of existing spaces across our estate to ensure we have the physical infrastructure to realise our intellectual and social ambitions.
- Building a digital estate able to support our ambitions, including a comprehensive, School-wide strategy for effective and ethical use of artificial intelligence in research, education, and operations.

Strengthening the LSE brand

- Develop a new strategy to improve the School's messaging, communications, physical branding, merchandising, and other forms of public communication.
- Build a state-of-the-art website as a key digital interface for external LSE communications.
- Make our thematic and regional intellectual offering accessible – from events programming and courses to research, opportunities for philanthropic support and volunteering – through clear communications and effective use of new technology.

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