



## LSE 2030 strategy

*Substantive content for Council approval - will be brought to life through creative design and message curation for different audiences and contexts*

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## OUR PURPOSE & VISION

LSE opened its doors in 1895 with three rooms and 200 students, the majority of whom studied part-time in evening classes. In 1919, William Beveridge led a period of rapid intellectual and physical development for the School, and a century later LSE looks very different. As we now share this strategy and vision for the future, we are building from a global reputation for excellence in teaching, research, and public engagement in the social sciences. We have a transformed campus, and 11,000 core residential students with 40,000 more through our extended programming. Nonetheless, wide consultation with staff, students, alumni and friends of LSE has confirmed an unequivocal ongoing commitment to the original vision for LSE as:

**a community of people and ideas, founded to know the causes of things, for the betterment of society.**

As the world around us changes, we need to work harder than ever to help shape the world's political, economic and social future for the better. LSE's brand is globally respected and a powerful draw for students, staff and partners. Building on this, our vision for LSE 2030 sets ourselves a challenging level of ambition in leveraging LSE's considerable expertise to ensure that - through our research, through the graduates we shape, and through our collaborations locally, nationally and globally - we are:

**the leading social science institution with the greatest global impact.**

## OUR GUIDING PRINCIPLES

### Excellence built from diversity and inclusion

LSE's outstanding strength is the international diversity of its staff and students, drawing on talents and perspectives from all places and all backgrounds. All that we do will reflect the importance we place on **equity, diversity and inclusion**, ensuring that LSE is a stimulating and supportive environment for work and study, and recognised as a place for serious debate where **diverse viewpoints are respectfully but rigorously contested**.

Higher education is experiencing unprecedented change in policy, regulation, funding and competition, whilst also needing to respond to political instability, changing labour markets and careers. In steering a course through turbulent times, LSE will maintain a clear focus on **quality rather than quantity**. We will maintain our distinctiveness as a specialist and world-leading social sciences institution, striving always for excellence in both education and research, and robustly evaluating our own practices to ensure a culture of continuous improvement.

We will broaden access to an LSE education through an expanded programme of education and skills for life, including Summer Schools, Executive Education, blended and online opportunities, and will not seek to grow our resident student population above 12,000 full time students.

Faculty quality is key to delivering excellence in education and research. We will continue to invest time, effort and resources into recruiting, developing, supporting and retaining outstanding faculty from across the globe, and we will do so with a particular focus on diversifying the composition of our faculty.

### Global impact and reach

LSE already has an exceptional international presence, with 70% of our students and 46% of our staff coming from over 200 countries outside the UK, an unrivalled global network of 145,000 alumni, over 1,500 institutional research collaborators and more than 3 million downloads of our research worldwide during 2017/18, more than any other Russell Group university.

But we can, and we will, do more to enable **wider access** to an LSE education, to **reach further and inspire** more people through our research, and to **deliver meaningful benefit** to individuals and communities in all parts of the world.

### Ensuring a sustainable future

The world faces **unprecedented challenges to sustainable development**, such as climate change, inequality, and political and social tensions. LSE will continue to work tirelessly to address these challenges through research, education, public engagement and our own campus operations.

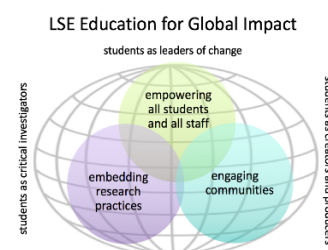
LSE has a proud history of defending intellectual freedom and upholding the standards of rigorous and informed debate. In this age where the value of higher education and experts in general is being called into question, and where opinions are being formed on the basis of rhetoric rather than evidence, **LSE will lead the way** in upholding the rigorous standards of evidence-informed analysis and debate, and securing the future of social sciences.

Considerable uncertainty also surrounds the future economics of higher education, with constraints on core funding streams, rising costs and tougher competition for staff and students. Our Financial Plan and Funding Principles together provide a robust and transparent framework within which we make informed choices about how we use our financial resources. Through this framework, we will ensure a **financially sustainable future for LSE** by broadening and expanding our educational offer and exploring new opportunities through research, entrepreneurship and digital innovation. Philanthropy will be integral to our efforts, as it has been since our founding, and the visionary support and generosity of alumni and friends continues to enhance every aspect of LSE life.

## PRIORITY 1: LSE EDUCATION FOR GLOBAL IMPACT

An LSE education is valued for its intellectual rigour and global outlook. Our students thrive in an international, research-rich culture, where excellence is built from diversity and respectful challenge. In a rapidly changing world, our educational offer must also evolve with frequently refreshed curriculum, varied modes of learning and assessment, and opportunities for our students to debate, innovate and create.

**As our first strategic priority, we commit to listening to student voices and feedback through student surveys, and working closely in partnership with students, to develop an educational offer for 2030 and beyond and ensure a more consistently excellent student experience.**



### 1.1 Education for 2030 and beyond

LSE students will have **agency** in their own learning, charting a personal trajectory through a diverse range of courses and assessments, while building a coherent, holistic picture of their disciplines(s).

We will involve LSE students with the School's outstanding research culture, through embedding **enquiry-based learning and research practice** at all levels of the curriculum including through the effective application of cutting-edge digital technologies. We will enhance and expand the innovative LSE 100 programme to enable LSE undergraduates to work as **critical investigators** in interdisciplinary teams to tackle complex social questions.

We will challenge LSE students to develop their ethical awareness, to learn to persuade and not to silence, and to engage in **robust but respectful debate with diverse views**. We expect LSE students to act with integrity and learn to reflect critically on their own biases.

We will provide our faculty with the support and advice required to become and remain excellent educators and we will **recognise, celebrate and reward excellence in education**.

### 1.2 Students as agents of change

We will ensure LSE students have opportunities to innovate and drive meaningful change within the School through the flagship LSE **Change Makers** programme, delivered in partnership with LSE Students' Union.

We will support LSE students to **create and produce** diverse outputs, **showcase their learning** externally, develop skill in **engaging with communities**, and be recognised for what they contribute to the world even as they study.

We will equip LSE students to develop successful careers, graduating with the **analytical skills, digital fluency, cultural awareness** and **entrepreneurial confidence** to recognise opportunities and lead change for the betterment of society in their diverse communities and professions.

### 1.3 An inclusive student experience

We will celebrate the exceptional diversity of our student community, and will ensure this diversity is reflected in an **inclusive curriculum** that recognises a variety of perspectives, experiences and cultural norms.

We will foster a strong sense of **community and belonging** by connecting students across cohorts and departments, through mentor schemes, peer study groups, student societies and events, and common rooms in every department, to ensure that *all* students feel that they are valued members of our scholarly community.

We will provide **holistic and comprehensive support** for every student, with consistently excellent student services and a focus on student wellbeing. We particularly recognise the importance of a student's early experiences at university for their long term success, and will curate a student-centred induction experience, including a place for every first year student in an LSE residence.

We will continue to build on our sector-leading efforts to **widen access** from across the UK as well as globally, to ensure the best students can benefit from an LSE education at all levels, regardless of their means or background. We will significantly **increase financial and other support for students** and work in partnership with other institutions to better understand and effectively address systemic inequalities and differential attainment.

### 1.4 Education and skills for life

We will **expand our educational offer** to support our alumni and other professionals in refreshing and adapting their knowledge and skills as needed through evolving careers. Whether taking the first steps after graduation, developing a career, leading a business or enjoying retirement, we will offer a continuum of **ongoing learning opportunities** in the form of Short Courses, Summer Schools and Executive Education programmes that enable our wider community to keep returning to LSE - physically and remotely - throughout their lives.

## PRIORITY 2: LSE RESEARCH FOR THE WORLD

LSE is unique in its dedication to the social sciences. The School has a reputation for being international, interdisciplinary, issue-oriented and pioneering in the development of new methodologies and disciplines, and our researchers are world-leading thinkers on critical issues, in keeping with our founding purpose of knowing the causes of things for the betterment of society. In REF 2014, 98% of LSE research submitted across 14 units of assessment was judged to be world-leading (4\*) or internationally excellent (3\*).

Today the social sciences and evidence-informed expertise are needed more than ever to understand how the world is changing, and the effects of rapid technological developments, challenges to our economic and political systems, and social concerns such as ageing and wellbeing.

**As our second strategic priority, we commit to building on our research strengths to take a leading role in securing and shaping the future of social sciences, by robustly evaluating and articulating the value of our disciplines, developing the next generation of thought-leaders, deepening and broadening our real-world impact, and convening influential people across different sectors to tackle complex issues.**

### 2.1 World-class research in the social sciences

We will maintain our position as **the leading specialist social sciences institution** and continue to invest in a broad disciplinary base and vibrant research environment across and between all departments to enable **diverse research activity**. We will provide our faculty with the funding, support and career development guidance required to become and remain internationally renowned researchers who create world-leading publications and impact.

We will also build on the success of the LSE Beveridge 2.0 commission to champion and curate **cross-cutting research themes** aligned to the UN's Sustainable Development Goals. We will bring together academics, students, alumni, practitioners, partners and the wider public to focus on key social and economic issues at the local, national and global levels, including: **Health & Wellbeing; Social Cohesion & Prosperity; Cities & Communities; Climate & Sustainability; Firms, Markets & Economies; Governance, Justice & Democracies; and Technology, Innovation & Entrepreneurship**. We will support and promote these themes through the annual LSE Festival, philanthropic contributions, targeted incentives and support for impact and public engagement activities.

We will strengthen our focus on **developing the social scientists of the future**, by enhancing PhD training across the School, growing our PhD cohort with an emphasis on diversity, and increasing the number of studentships and associated financial support. We will develop a stronger and integrated framework of support for postdoctoral and early career researchers, including enhanced access funding.

### 2.2 Lead and sustain the social sciences

We will continue to **demonstrate and advocate for the value of social sciences**, and work to ensure our disciplines are appropriately recognised, evaluated and funded, including via national quality frameworks for research, education, public engagement and impact.

We will work tirelessly to **sustain and strengthen the social sciences** by convening and engaging leading researchers from across the world, actively championing diversity and inclusion of different voices and viewpoints, and upholding the highest standards of rigorous enquiry.

In the face of serious challenge to the research environment through our changing relationship with Europe and the uncertain future of national funding, we will work to **secure sustainable funding** for social sciences research by diversifying our income. We will do this through strengthening a culture of fundraising, enhancing support for external grant-raising, and growing our research commercialisation and consultancy activities.

### 2.3 Shape the world's political, economic and social future

We will **work in partnership** to deepen and broaden LSE's impact and contribution to the betterment of society, connecting international interests and relationships around the world through **issue-oriented research** and **evidence-based interventions**.

We will **review and refresh our strategic partnerships**, building on the strength of our presence in London, connections with government and policy-makers, alumni networks and institutional partnerships with prestigious universities around the world to **extend our influence** and **cultivate new relationships with the private sector**.

We will **support and enable collaboration** across disciplines both internally and externally to address complex global issues. We will work with natural sciences disciplines to ensure the economic, political, ethical, legal and social dimensions of all research are fully considered, and to increase the collective positive impact of both the natural and social sciences for the betterment of society.

### 2.4 Convene the world in and from London

We will create a **global hub** with world-class digital and physical facilities to engage the world in and from London. We will leverage the strength of our reputation and our unrivalled global network to **engage thought-leaders and world leaders**, building on our renowned public lecture programme and award-winning LSE IQ podcast to establish LSE as **the global convenor of influential debates on critical issues**.

### PRIORITY 3: DEVELOPING LSE FOR EVERYONE

LSE is a global community of people and ideas that transform the world. It is core to our identity that we nurture a vibrant, open and inclusive environment where individuals from diverse backgrounds are able to share a sense of belonging, purpose and opportunity.

**As our third strategic priority, we commit to supporting the development of all our staff, strengthening and enhancing the supporting services and infrastructure across the School to enable the whole LSE community to thrive and perform at their best, and ensuring we continue to attract the highest quality researchers, educators and professional services staff from around the world.**

#### 3.1 Invest in developing all our staff

We will curate an integrated and holistic framework for **supporting all staff** to thrive in their working lives and professional development, with a focus on staff voice, community and wellbeing. We will develop a Healthy Workplace Charter and launch a digital Staff Hub to enable easier access to support services and opportunities.

We will invest in **developing the talents** of all our researchers, educators and professional service staff, with funding for training and individual learning accounts to empower staff with agency in their own development, including opening up staff access to LSE's academic programmes.

We will also support staff to develop as teams, developing **departmental clusters** and **communities of practice** to support and enable collaborative and coordinated ways of working, peer learning, and the sharing of good practice.

#### 3.2 Engage our alumni, friends and partners

We will nurture **lifelong relationships with LSE alumni, friends and partners** which are rewarding to them at every stage of life, with access to the School's intellectual capital and expertise and a range of opportunities to stay actively involved and contribute to the life of the School.

We will launch a digital **Alumni Hub** to complement the new physical **Alumni Centre** opening in 2019, and we are developing plans for a **Welcome Centre** to ensure our campus feels friendly and accessible to all visitors.

Building on the reputation of our existing channels such as *LSE Connect*, *Alumni Echo*, *LSE Player* and *LSE Thinks*, we will continue to develop **tailored communications** to engage our diverse communities and audiences.

#### 3.3 Champion equity, diversity and inclusion

LSE is committed to championing equity, diversity and inclusion, both internally by building a School community where everybody's contribution is valued, and in addressing broader societal challenges. In line with our public sector equality duty, we will continually **assess the impact of our processes and procedures** to identify and mitigate differential impacts and potential inequalities.

We will invest in **School-wide resources and support** to advance diversity of staff and student recruitment, promote inclusive staff and student experience, address systemic differences in student attainment and career progression, and ensure supportive policies are in place to foster equitable and inclusive working practices.

We will work to embed the values of our **Ethics Code** and **Effective Behaviours Framework** across the School, with robust support mechanisms for reporting and addressing inappropriate behaviours.

#### 3.4 Invest in a world-class environment

We are committed to providing a world-class campus for our community, investing **over £300 million in capital development** over the next decade. The new Centre Buildings will open in 2019, bringing new life to the heart of our campus with state-of-the-art teaching, learning and social spaces and a central plaza to complement the wonderful green space of Lincoln's Inn Fields. The Marshall Building will follow in 2021, providing a new home for the departments of Management, Accounting and Finance as well as further teaching spaces, a Sports Centre and arts facilities. We are also working on plans to create a world-class conference and education facility in the recently acquired 35 Lincoln's Inn Fields building, and a Public Realm Plan to improve the overall campus environment.

We are equally committed to providing a world-class digital environment, and we are developing a **framework for technology** to help us meet our ambition of being sector-leading in data and systems, with transformation programmes across education, student experience, research and our corporate services.

We will continue to champion **sustainable design and practices** across our estate, cut our carbon emissions, improve recycling rates and reduce waste, buy ethically, engage our community on sustainability issues, and exert our influence with investment fund managers to comply with the UN's Principles for **Responsible Investment** and perform better on environment, social and governance issues.

#### 3.5 Enable and sustain change

We will embed the concept of **freedom within a framework** as an organising principle across the School to connect and harmonise our activities in support of shared goals, streamlining and strengthening administrative processes and driving more consistent quality of delivery across the School, whilst empowering staff to innovate and lead change.

We will draw on our strengths in data analysis to generate **decision-ready insights** and robustly **evaluate our own activities**, and strengthen our transformation capabilities and capacity to **effectively deliver sustainable change**.