

A SHORT

HISTORY of IDEAS



BY A.C. MCKEIL
PREFACE BY MICHAEL COX

10 years
LSE Ideas

PREFACE

In this 'short history' of a big project Dr Aaron McKeil tells an important and interesting story about the life and times of one of the LSE's many success stories. Those of us who were 'present at creation' probably had no idea that IDEAS would last as long as it did, let alone become one of the top ranked 'university affiliated Think Tanks' in the world. The fact that it has, and continues to thrive going forward, might owe something to that privileged thing some like to call 'leadership'. But I am much more inclined to the view that the 'project' would have come to nought without the enthusiasm and hard work of quite literally hundreds of people – students, academics, policy-makers and of course administrators and programme managers – who in their different ways and at different times contributed their time and talent to something in which they believed. I'm equally convinced – as is the author of this history – that IDEAS could not have thrived in any other environment than that provided by that even greater 'project' known affectionately around the world as the 'School'. The LSE is a very special place established back in 1895 by four very special individuals: Beatrice and Sidney Webb, Graham Wallas and George Bernard Shaw. They had a vision to create something new – something which in its first few years could have easily foundered. But it succeeded brilliantly. It is to them that this 'short history' is dedicated in respect and affection.

–**Professor Michael Cox**, Director, LSE IDEAS. November 2018.

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A.C. McKeil

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INTRODUCTION

The LSE IDEAS Centre is the foreign policy think tank of the London School of Economics and Political Science. 2018 is its ten-year anniversary. To mark the occasion, this *Short History of IDEAS* aims to take stock and assess the work and activities of IDEAS since its founding in 2008. To provide this stocktaking exercise with depth it is necessary to explore not only what achievements have distinguished IDEAS, but also to consider what makes it distinct from other think tanks. Exploring the distinct and distinguished history of IDEAS is also relevant and significant in a moment when think tank expertise and functions are encountering sceptical publics and governments.¹

As a university-affiliated think tank and Centre within the LSE, IDEAS strives to produce high-quality policy-relevant research, whilst facilitating important conversations between academics, practitioners, and the public at large on an international and global scale. In the words of former UK and EU diplomat Sir Robert Cooper, 'LSE IDEAS brings together young and old, theorists and practitioners, business and government, and people from every continent and background. IDEAS is where ideas grow.' With similar conclusions, the International Historian of think tanks, Priscilla Roberts, describes IDEAS as, 'A heady mix of first-

class scholarship, exciting international visitors and lectures, joint programs to train promising young foreign policy specialists from around the world, high-profile and off-the-record events, and astute publicity.² Thus, IDEAS is, in a sense, a busy forum where public and professional persons mix and where the big issues are discussed and addressed, not unlike other think tanks. Yet, as the LSE's foreign policy think tank, a major aspect of what makes IDEAS distinct and distinguished is how it conducts its work and activities within an LSE tradition of policy-relevant social science research made for the betterment of social and public concerns.³ Furthermore, also keeping in the LSE tradition and outlook, IDEAS has a global approach, not limiting its concerns to any one region or issue-area.

On this basis, a case can be made that because IDEAS works in the LSE tradition with a global outlook it has had a comparative advantage in pursuing the old think tank ideals of fostering genuine debate and speaking "truth to power". It is this LSE quality that makes IDEAS stand out and often above the crowded world of think tanks. As such, this *Short History of IDEAS* explores how IDEAS, working in the LSE tradition, has developed its distinct and distinguished body of work and record of achievements.

1 Rosa Balfour, 'What Are Think Tanks For? Policy Research in the Age of Anti-Expertise', LSE IDEAS, 2017.

2 Priscilla Roberts, 'A Century of International Affairs Think Tanks in Historical Perspective', *International Journal*, 70:4 (2015), p. 552.

3 Interview with Michael Cox, 13 September 2018.



Official opening of the Cold War Studies Centre, 2004

1. BEFORE IDEAS

Surveying the history of IDEAS, it is not unreasonable to suggest that its work actually began not in 2008, but in 2004, when Michael Cox and Arne Westad together (later founding co-Directors of IDEAS) founded the LSE Cold War Studies Centre (CWSC). The CWSC embodied many of the themes that IDEAS later expanded upon. It also deliberately embodied the LSE's tradition and global outlook. The original proposal for the CWSC notes,

The LSE has a worldwide reputation for the quality of its research in economics, political and other social sciences, and modern history, as well as for its global concerns. The centre will bring these unique qualities to bear upon perhaps the most important development in the creation of the contemporary world – the 20th Century Cold War era.⁴

In this light, the CWSC could perhaps have been more precisely named the “post”-Cold War Studies Centre because the two Directors were not just interested in the Cold War as history but also in studying how the conduct and conclusion of the Cold War was continuing to generate significant international consequences on a global scale in the 21st Century. As such, the projects and studies produced under the auspices of the CWSC were not unlike those later produced by IDEAS, being policy-relevant work on international issues framed by a global outlook.

Cox and Westad made effective partners, with complementary talents and passion for the subject-matter. Cox had enormous passion for Cold War studies and a widely regarded enthusiasm for collaborative work and zest for debates. He had begun his intellectual life as a Sovietologist but by the time he arrived at

4 Michael Cox and Arne Westad, 'LSE Cold War Studies Centre', proposal document, 2003.

the LSE in 2003 he had developed important new interests in US foreign policy, the intellectual history of IR as a discipline, and perhaps most significantly, in the work of E.H. Carr whose classic *Twenty Years' Crisis* he had helped relaunch in 2000 with a major new introduction. In more recent years, Cox has developed an interest and knowledge about the history of the LSE. Westad, of Norwegian nationality and long association with the Nobel Institute in Oslo, had a vast depth of knowledge on Cold War history and was immensely productive of scholarly historical studies. His 'Decentering the Cold War' project, for instance, brought a global focus to Cold War studies, explored in his major work *The Global Cold War: Third World Interventions and the Making of Our Times*, published by Cambridge University Press in 2005, which received several prestigious awards. In addition, Westad and Cox brought the journal of *Cold War History* to the CWSC.



CWSC Logo, 2004

A Union of International Relations and International History

The offices of the CWSC were established in the LSE's now long gone East Building, a 1920's edifice put up when William Beveridge was Director (now replaced by a shiny new edition to the School's estate along Houghton Street). This effectively located the CWSC within the International History Department, but this location was largely a result of practicalities, chiefly space, which then – as now - is in limited supply at the LSE. Secretary of the CWSC, Tiha Franulovic, recalls the small offices were bursting with activity on multiple projects, even while on a few rainy London days the work was done whilst holding umbrellas beneath a leaky roof.⁵ Intellectually, the CWSC drew upon the resources of several departments but two were central to the project: International Relations and International History. Certainly, Westad, Professor

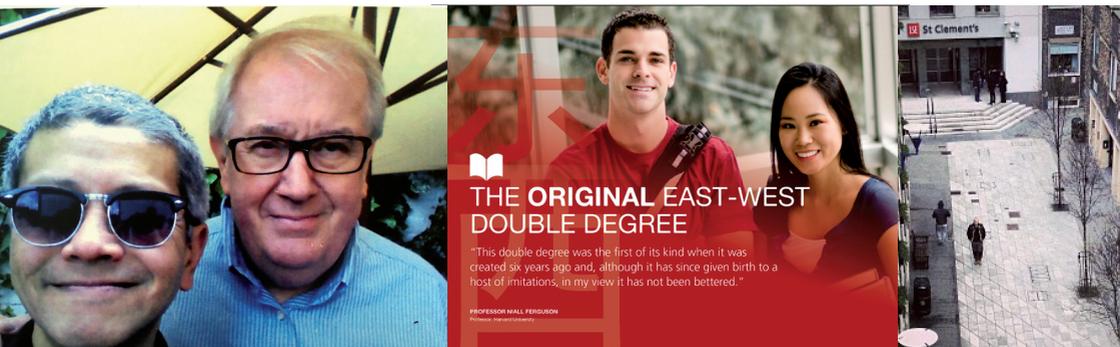
⁵ Interview with Tiha Franulovich, 20 September 2020.

of International History, and Cox, Professor of International Relations, felt that the subject-matter of the Cold War's continuing implications could not be adequately studied from either discipline in isolation.

It was a broad agenda, attracting interest from across and beyond the School. For instance, Fred Halliday and Mary Kaldor, two prominent professors at the School, were strong supporters and became members of the CWSC Advisory Board. Furthermore, Cox and Westad were also interested to include practitioners' views in the activities of the Centre, not only to attain first-hand accounts of the Cold War, but also to facilitate conversations on its continuing significance for practice. Gordon Barrass, for instance, joined the Advisory Board with this in mind, being a former member of the Joint Intelligence Committee of the UK Cabinet during the conclusion of the Cold War, a renowned scholar of Chinese calligraphy and Historian of the Cold War in his own right, as well as an LSE alumnus (as a former student of the famed IR scholar Hedley Bull).

An added advantage of being university affiliated is the capacity for teaching. This advantage, combined with the global outlook of the LSE and CWSC contributed to the establishment of two double degree programmes: an MSc International Affairs degree, offered in partnership with Peking University and an MSc International and World History, with Columbia University. Svetozar Rajak, from the LSE's International History Department, played a major part in the early stages of establishing these double degrees. Conducted for over ten years, they have built up a large network of students, many of whom would later pursue PhD degrees at the LSE.

L-R: Professors Quah and Cox; LSE-PKU summer school brochure page, 2011, LSE's long-gone East Building



The Philippe Roman Chair

A prestigious and significant addition was the establishment of the Philippe Roman Chair in History and International Affairs, 2007. Emmanuel Roman, the generous funder of this new Chair, wished to honour the memory of his father, Philippe Roman, and he also had a passionate interest in international history, including Arne Westad's work, hence the Chair's title. The Chair, as such, was established as an annual visiting Professorship, to be held by leading scholars based outside the UK, to bring their expertise to the Centre, conduct scholarship, teach, and to provide public lectures at the LSE.

The Chair attracted world-leading scholars and made lasting contributions. The first to hold the Chair was the International Historian Paul Kennedy, widely regarded for his celebrated and lasting work, *The Rise and Fall of Great Powers* (1987). In the years which followed, the Chair was held by several eminent scholars, including, amongst others, a Pulitzer Prize winner, the biographer of Gandhi, and the foremost writer on China in the Cold War: nine scholars in all from very different backgrounds. Each made a significant contribution to the life of the School over the better part of a decade.⁶

⁶ See, Appendix I: Holders of the Philippe Roman Chair in History and International Affairs.



Column 1, from the top:
Paul Kennedy, Chen Jian,
Gilles Kepel, Niall Ferguson,
Ramachandra Guha.

Column 2: Anne Applebaum,
Timothy Snyder, Matthew Connolly,
Ian Morris

Below, L-R: Gordon Barras,
Emmanuel Roman, Sir Howard
Davies, Columbia House at LSE



2. FOUNDING IDEAS

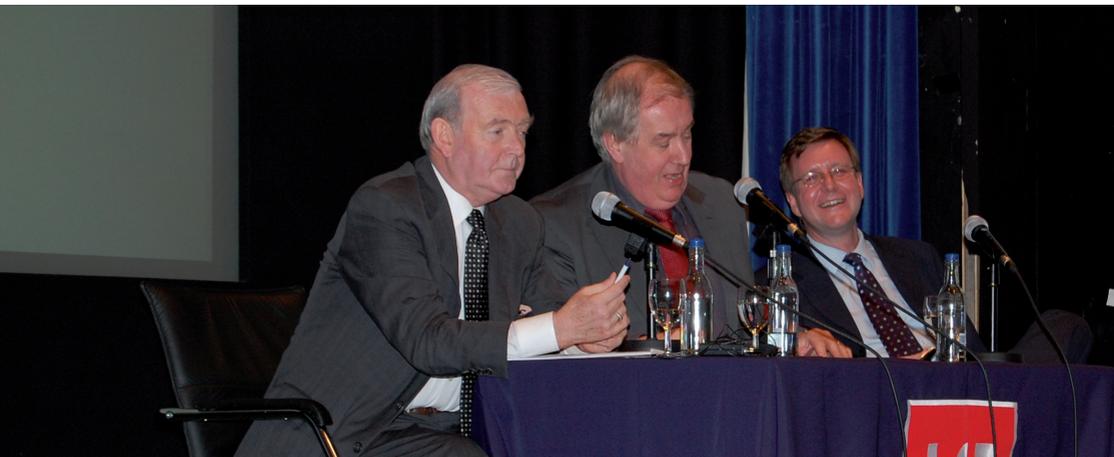
It was Paul Kennedy, the first to hold the Philippe Roman Chair, who delivered the public lecture at the launch-event of IDEAS in February 2008. Furthermore, his lecture, 'Measuring American Power in Today's Fractured World' spoke to larger questions that have arguably become a central preoccupation of IDEAS; questions about power shifts in the 21st Century, the degree to which the United States is in decline, and whether China's rise in particular might pose a challenge to the liberal world order.

By 2007, the CWSC had accomplished its initial objectives (which were by no means unambitious), and was continuing to expand with further projects and initiatives of broader scope. On this basis, a broader remit for expanding the Centre was proposed by the two Directors. The original proposal document conveys the expanded Centre's rationale:

⁷ Michael Cox and Arne Westad, 'IDEAS: Diplomacy & Strategy @ LSE' proposal document, 2007.

The main focus of activity for the LSE Cold War Studies Centre (CWSC) has been to link the past to the present in international affairs, and thereby enhance our understanding of the challenges that face us today. Based on our experiences over the past three years, we now propose to build the existing Centre into an entity called IDEAS: Diplomacy & Strategy @ LSE. The new name is intended to reflect the many areas that the centre is currently engaged in and expect to develop in future. These areas include new programmes for research, collaborative teaching, consulting, public debates, discussion groups and executive courses. The core activities of historical research on the Cold War era will be continued as a unit within IDEAS.⁷

As such, IDEAS was proposed as an expansion of the CWSC, but it was as much a qualitative expansion as it was quantitative. It was not only an expansion in the range of what was now being discussed, it also





*Top to Bottom:
Lord Wallace of
Saltaire; Sir David
Manning. Opposite
page L-R: Paul
Kennedy, Mick Cox,
Arne Westad. This
page below: IDEAS
staff at Columbia
House, 2009.*

became a more sustained engagement with the policy world. Indeed, it was one of the policy practitioners, Barrass, who suggested that IDEAS might broaden its remit to help train future leaders about how to think about international problems while providing a forum where current and future international issues could be analysed and debated by academics and senior practitioners together. More precisely, Barrass suggested four main remits. Scrutinizing these indicates the qualitative growth being proposed: to help train leaders how to think about future international problems; to provide a forum within LSE where current and future international issues are analysed and debated; to bring together LSE's leading experts with senior officials/policy makers to discuss major issues of concern; and to challenge conventional wisdom and examine more closely the assumptions underpinning assessments of events and policy choices.⁸

It was also agreed that it was important to enlarge the Advisory Board of IDEAS by bringing in several distinguished practitioners. Barrass also took on much of this responsibility. Hitherto, the Board of the CWSC had included leading LSE scholars and senior and highly distinguished practitioners. The reconstituted Board maintained and extended this prominent membership. Its first and longstanding Chair was William Wallace, Lord Wallace of Saltaire, a former LSE Professor of International Relations, former Deputy Director of Chatham House, front bench spokesperson on foreign and commonwealth affairs, later spokesperson for the Cabinet Office, and whip in the House of Lords. Wallace was succeeded by Sir David Manning, GCMG and KVCQ, formerly Foreign Affairs Adviser to Prime Minister Blair.

⁸ Interview with Gordon Barrass, 24 September, 2018.



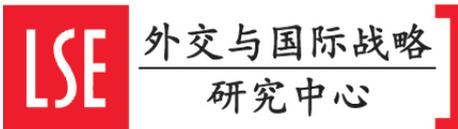
The Role of IDEAS in and Beyond the LSE

Such practice-oriented steps taken by IDEAS followed in large part because IDEAS was envisioned as – though not initially called – a foreign policy “think tank”. LSE Director Howard Davies was strongly supportive and personally involved in the initiative of establishing an LSE foreign policy think tank. He would join its Board when it was established. The reasoning behind this support was that the LSE and the UK did not have a university-affiliated public policy institute like Brookings, the Kennedy School at Harvard, or Johns Hopkins’ School of Advanced International Studies. The London based International Institute for Strategic Studies and Chatham House were not university affiliated and had a different remit than was envisioned for IDEAS.

Of course, as a Centre, it would continue to do what all Centres at the LSE did, namely convene seminars, hold public events, and publish up-to-date accessible research. But, as a university-affiliated think tank, it was also tasked with building a bridge between the enormous pool of talent at the LSE and

the world of the practitioner. Importantly, however, the role of IDEAS was thought of as more than that of a Centre and think tank *in* a university, it was conceived as the *LSE’s* hub or forum for School-wide debate. There was a widespread sense in the LSE at the time that the university needed a hub or forum in which to discuss and debate big and important ideas, a Centre through which major debates could be held for a School-wide and global audience.⁹

This was an important reason why the Director proposed the Centre should be called “IDEAS”. As Director Davies noted at the time, whatever the new Centre did, it had to involve a big idea. Despite its all-caps title, IDEAS is not an acronym. The ‘Institute of Diplomacy, External Affairs and Strategy’ was retroactively proposed, but that hemmed in and confused what IDEAS is and failed to catch on. The simpler non-defined name of “IDEAS” instead was conceived to reflect the Centre’s role as the place through which the School, practitioners, and the public at large could share and debate the “big ideas”. The proper Chinese translation of “IDEAS”, however, also required careful back and forth consideration between Westad and Jie (Cherry) Yu.¹⁰



Logo in Mandarin



Arsenal fans, 2009.

9 Interview with Arne Westad, 27 September, 2018.

10 Interview with Jie Yu, 28 September, 2018.

The Power Shift Debate

If there is one big idea that has been addressed and debated through the Centre, it is the idea of a global “power shift”, the idea that global concentrations of power in the 21st Century are shifting and diffusing. Indeed, one of the highlights of the IDEAS calendar was the annual public debate on this idea held by the two Directors. They may have agreed about the Cold War, but they had rather different views about the world in the early 21st Century. Basically, Westad held the view that even if the 21st Century would continue to be globally connected, power within it would be increasingly Asia-centric. Cox, on the other hand, was always the sceptic insisting that if the leader of the West, the United States, was facing an uncertain future, as it most obviously was, then the same could just as easily be said about its emerging challenger, China. Nor was Asia without its own contradictions, he noted.¹¹ These debates were widely attended and discussed across the School, including regularly in the pages of the LSE’s student newspaper, *The Beaver*. They are also fondly remembered for being enormously entertaining, as well as intellectually serious, not least because of the collegial mood shared by Cox and Westad, who, even at the end of long intellectual debates, would reconcile over an Arsenal victory – or defeat!¹²



Professors
Danny Quah and
Barry Buzan

An important interlocutor in this debate was Danny Quah, former Head of the LSE Department of Economics and current Dean and Li Ka Shing Professor of Economics at the National University of Singapore’s Lee Kuan Yew School of Public Policy. His economic work supported the thesis that power is shifting Eastwards and that the US would be a less significant power-broker in the 21st Century.¹³ From interest and participation in this debate, Quah would become one of the many prominent members of the IDEAS Advisory Board. Another interlocutor and Senior Fellow of IDEAS is the former Montague Burton Professor of International Relations at the LSE, Barry Buzan.

11 Interview with Michael Cox, 13 September, 2018.

12 Bethany Clarke, ‘Cox and Westad, head to head over the future of the US’, *The Beaver*, 8 March, 2011, p. 7.

13 Danny Quah, ‘The Global Economy’s Shifting Centre of Gravity’, *Global Policy*, 2:1 (2011), pp. 3-9.



Mick at the fire escape



Centre Manager Dr Emilia Knight



Arne unveils 'Baby Ideas' board

He provided a further position in the debate, the view that power is “diffusing”, rather than “shifting” per se, meaning there would be no one power-centre in the 21st Century, but instead multiple interconnected centres in a globalist system.¹⁴ This power shift debate is extraordinary because it continues to be highly debated, even ten years after it had begun. The current period of disorder in the Atlantic world under the Trump Administration, Westad suggests, only hastens the rise of an Asian Century.¹⁵ Cox remains sceptical.

Years of Expansion

While IDEAS became preoccupied with such larger questions and debates, the founding of IDEAS is most accurately described as an expansion from the CWSC. The activities of the CWSC have continued under the umbrella of IDEAS, as the Cold War Studies Project. This project has sought to inform the foreign policy oriented focus of IDEAS by elucidating practitioner views from the past, through the study of newly accessible documents. As a part of this in 2016 Svetozar Rajak, in partnership with the British Academy and Russian Academy in Moscow, led the de-classification and translation of primary sources from Churchill, Stalin, Bevin, and Molotov, and made them accessible in an online digital archive, later launched at the British Academy.

When IDEAS was founded, new offices in Columbia House were established, with the help of Rajak, then Academic Director of IDEAS. The move was hasty, as is often the case in the crammed calendars of academic years. A few employees arrived to work in the old East Building offices only to find them closed, with a note on the door, indicating that IDEAS had moved.¹⁶ However, what they discovered in the new Columbia House offices—above the Director’s office—were much larger and brighter offices. The new offices were

14 Barry Buzan, 'A World Order Without Superpowers: Decentred Globalism', *International Relations*, 25:3 (2011), pp. 3-25.
15 Interview with Arne Westad, 27 September, 2018.
16 Interview with Nicholas Kitchen, 25 October, 2018.

not faultless, however. A faulty radiator, for which maintenance had been persistently requested, burst and flooded the Director's office on the floor below.¹⁷ Some years later, IDEAS would move once more, finding a new home in Tower 1, Pankhurst House, but the Columbia House offices are fondly remembered. It was on the fire escape landing of those offices where the two IDEAS co-Directors could often be found together and where many of the Centre's major decisions would come to be made.¹⁸

New IDEAS Programmes, Scholarships, and Structures

In 2009, the South East Asia programme, supported by Tan Sri Dr. Munir Majid was launched within IDEAS by the President of Indonesia, Dr. Susilo Bambang Yudhoyono. Further fellowships and scholarships were also established through the Centre, including the Maurice Pinto Fellowship. The Stonex Scholarship was also established with the generous support of Cato Stonex, a member of the LSE IDEAS Advisory Board and a long-time donor to the School who like Dr. Majid had studied IR at the LSE. Many Chevening Visiting Fellows from the Chinese Ministry of Foreign Affairs would also join the Centre. In addition, in 2010 the Paulson Fellowship Programme was launched to bring academic historians to the Centre from Russian universities. The Sotirov

Fellowship programme, launched in 2011, invited fellows to study Bulgaria and the Baltic region's contemporary international history. In 2012, African Research Fellowships were established in the Centre with Dr. Sergio Chicava's efforts.

In 2008, Centre Manager Emilia Knight joined IDEAS and made significant contributions to reforming the structure of the Centre's activities beyond its continued and still incorporated Cold War studies projects. IDEAS originally was organized around area programmes, Africa, Asia, etc., covering the entirety of global regions, but gradually properly global thematic projects became the main lines along which the Centre became structured. This gave the Centre more centralized administration, which reduced costs and increased efficiency. Simultaneously, it provided more flexibility in the kinds of research initiatives the Centre could undertake, while also matching the Centre's global outlook.¹⁹



Dr Tan Sri Munir Majid



Sir Robert Cooper

17 Interview with Emilia Knight, 13 September, 2018

18 Interview with Nicholas Kitchen, 25 October, 2018.

19 Interview with Emilia Knight, 13 September, 2018.



World leaders in events hosted by IDEAS (L-R): the late US Senator John McCain (2012), Former Indonesian President Soso Bambang Yudhoyono (2009), President of Panama Juan Carlos Varela Rodriguez (2018), Former US Secretary of State Madeleine Albright (2011), Former UK Prime Minister Gordon Brown (2017), Former President of Colombia Juan Santos Calderon (2016).

IDEAS is always a busy Centre and its activities have involved the contributions of high numbers of talented individuals. This is to say the distinct and distinguished character of IDEAS is attributable as much to the social history of its many contributors as it is to its institutional history as an LSE Centre. Vinna Baptist, for instance, brought important brand design to IDEAS, which Indira Endaya has continued, built upon, and advanced. Another member of IDEAS who has made significant contributions is Zoe Koustoumpardi, who held a wide number of positions in the Centre over a number of years. Nuala Connolly, Lena Poleksic, and Dora Hegedus have made the high number of IDEAS events possible and successful. Marta Kozielska has also made important contributions to a number of IDEAS activities and projects, including bringing new vision to the LSE IDEAS Alumni Network and by acting as interim Programme Manager for the Executive International Strategy and Diplomacy Programme and as a Research Assistant for the LSE IDEAS UN project. Another longstanding member of IDEAS is Eirini Karamouzi who has been with IDEAS for ten years, starting whilst completing her PhD. She has contributed to several IDEAS research programmes, such as the Balkan International Affairs programme and the current Peace and Security project. Furthermore, Joseph Barnsley brought the online presence of IDEAS to a higher and broader level. Worth noting here, for its ability to connect academia and practice, is how

IDEAS, like virtually all Centres and think tanks, initiated a broad social media strategy, including the generation of a strong and ever growing twitter following.

During this time, IDEAS also began producing its 'Strategic Updates' and 'Special Reports', widely circulated through social media. These concise assessments of emerging strategic challenges have become a steady and effective means by which IDEAS bridges and informs academics, practitioners, and the public at large. One of these reports, *Governing the Global Drug Wars* led to a significant and highly impactful project bridging academia, practice, and the public at large, the International Drug Policy Project. Following this report, the Expert Group on the Economics of Drug Policy, headed by Danny Quah, was created to produce a thorough and independent economic analysis of the current international drug control strategy. The Expert Group's influential report *Ending the Drug Wars*, published in 2014, was named one of the top ten policy studies by a think tank worldwide in the global think tank rankings. This report was endorsed by five Nobel Prize winners and the President of Colombia. Members of the International Drug Policy Project provided direct policy advice to governments around the world, including to President Santos in Bogota. The project also hosted 'Innovation Lab' international policy events, with a second expert group report published in 2016 ahead of the UN General Assembly Special Session on Drugs.

The Executive MSc in International Strategy and Diplomacy



Prof Michael Cox



Prof Gordon Barrass



Dr Luca Tardelli



Prof John Hughes



Dr Nick Kitchen



HE Dame Karen Pierce

A further significant initiative undertaken by IDEAS in this period of expansion was the establishment of the Executive MSc International Strategy & Diplomacy programme in 2011. This is a one-year degree, designed to provide professionals with refined ability to formulate strategic vision and apply negotiation skills. This programme includes lectures and policy simulations on global strategic and diplomatic issues. As a deliberate pedagogical choice, half of these lectures are delivered by senior practitioners and half by leading academics. Great academics are virtually always great teachers. The best practitioners, also, usually have a desire to pass-on their accrued knowledge.²⁰ Cox, as Academic Director invited leading scholars to lecture on the programme. Barrass, as Head of Practitioners for the programme, played a key role in gathering practitioner lecturers and formulating the pedagogical basis of the programme, meant to train students not in specific strategies for specific issues, but in how to gauge future challenges and how to formulate strategies in response.²¹

This has been an exceedingly successful programme. Not only has it been able to draw on a very large pool of LSE talent from around the School as a whole. This programme has also been successful in attracting senior practitioners to provide lectures as well, including, amongst others, Baroness Catherine Ashton (High Representative of the Union for Foreign Affairs and Security Policy and First Vice President of the European Commission in the Barroso Commission from 2009 to 2014), Sir Richard Mottram (also a Visiting Professor in the Government Department), Sir Colin Budd (former Ambassador to the UN), Sir Malcolm Rifkind (Defence Secretary, 1992-1995, and Foreign Secretary, 1995-1997), as well as former Ambassador to the former USSR, Sir Roderick Braithwaite. Over the years, this programme has also developed a global Alumni network of over 200 professionals. One such graduate from the programme, for instance, has been Karen Pierce, who was appointed as the UK's

²⁰ Interview with William Wallace, 25 September, 2018.

²¹ Interview with Gordon Barrass, 24 September, 2018.

permanent representative to the United Nations in 2018. The pedagogical basis of the programme has also been highly successful in achieving its goals, training a generation of leaders adept in strategic thought and diplomatic skill. Pierce herself noted that, 'right from the first week I was able to apply the lessons I had learnt to our operational and policy work and to coach my teams to look at issues differently.' Anecdotally, as well, William Wallace recalls that whilst answering questions in his professional role at the House of Lords, the question of his thoughts on 'empathy' was posed. It was clear and quickly confirmed that the questioner was a former student of the Executive MSc course.²² Empathy was a "tell" because to devise strategy, one must make inroads to understanding the minds of others.

Key to the success of the programme has also been the contributions of those who helped support it over the years. For

instance, Luca Tardelli, as Course Tutor on the programme for several years, also made significant contributions to its success, importantly, for instance, by enhancing the gender and diversity inclusivity of the programme's guest lecturers and assigned readings. Tardelli, moreover, brought the Executive MSc programme to a higher standard, tailored to the needs of executive students. Craig Smith, as Programme Manager, also played an important part in helping manage the course in its later years. Dr Nick Kitchen has also been a crucial figure in delivering the Executive Masters course. Gordon Barrass, after several years leading the practitioner side of the programme, was succeeded in 2016 by John Hughes. He is an International Relations alumnus of the LSE, with a PhD from Cambridge University, and former British Ambassador to Argentina and Venezuela. Hughes has further developed the programme drawing on his wide senior practitioner network.

22 Interview with William Wallace, 25 September, 2018.

23 Interview with Gordon Barrass, 24 September, 2018.

24 'The UK's Foreign, Defence, and Security Policy After Brexit: Notes on the Roundtable Discussion Held at Ditchley Park, 9 November 2017', *LSE IDEAS*, 2017.





Mr Hugh Sandeman



Prof Christopher Coker



Prof Chris Alden



Dr Alvaro Mendez

Global Strategies

2014 marked the establishment of the IDEAS 'Global Strategies' project, led by Gordon Barrass and Christopher Coker. A distinctive feature of this project is its ambition to enhance the understanding of the military and technological aspects of strategy, particularly by linking and integrating academic and practitioner expertise. It works closely with Whitehall officials, the UK military, and politicians, through an invited lecture series and regular discussion dinners intended to facilitate regular and unofficial conversation between practitioners and academics on global strategic challenges.²³ In addition, the 'Global Strategies' project conducts research. In 2015, for instance, as a part of the preparations for the forthcoming Strategic Defence and Security Review, it conducted significant research on threats posed by Russia's emerging military and political strategies. Though originally led by Gordon Barrass, the work of the Global Strategies project was then to be carried forward by Hugh Sandeman, a one-time Tokyo correspondent, international business editor, and New York correspondent for *The Economist*. An international banker for 30 years based in New York, Tokyo, London, and Frankfurt (with a strong interest in India), Sandeman has, since taking over, convened a series of roundtables for academics and senior practitioners past and present, including MPs from both main parties. There have been three such roundtables, such as one sponsored by NATO's Public Diplomacy Division that addressed the 'UK's Defence and Security Policy after Brexit'.²⁴

Global South

More recently, the LSE Global South Unit joined LSE IDEAS. Co-founded by Professor Chris Alden and Dr. Alvaro Mendez from the LSE International Relations Department, the Global South Unit closely matches the approach of IDEAS. It works with and links an established network of academics, practitioners, policy-makers, and business leaders across Africa, China, India, and Latin American through research and events on international and global issues concerning the global south.



Professor Christopher Coker. Photo from Telos Press NY

Transitions at the Top

During the early years of IDEAS, the two directors aimed to build a positive and inclusive workplace in the Centre. The Centre dinners they held for special occasions are fondly remembered. They were initially held at a small venue, Ristorante Aurora on Aldwych, partly because a certain Amarone on its wine list was appreciated. The last Centre dinner held in that venue was an evening when the last of the Amarone's 2009 vintage was consumed and Cox and Westad realized to their disappointment that the 2010 vintage was clearly inferior to anything that had gone before.²⁵

In the academic year of 2014-15, Westad, co-Director of the Centre from its Cold War studies origins, departed the LSE for the Harvard Kennedy School, where he continues to teach popular courses on the

global Cold War. His farewell public lecture considered, 'China, the United States and Asia in the 21st Century'. With his departure the "dual monarchy" came to an end, and for the next three years Professor Cox became the single "sovereign".

However, in 2018, he invited Christopher Coker, Professor of International Relations at the LSE, a leading expert on war, longtime member of the IDEAS Academic Advisory Board, and co-convenor of the IDEAS Global Strategies project, to become his co-Director. One of the most original thinkers on war, strategy and strategic thought (LSE's very own Clausewitz, it was once remarked), with well over 20 books to his name, Coker's co-Direction brings continuity to the Centre's distinct and distinguished approach and outlook, as well as renewed Directorial capacity.

²⁵ Interview with Nicholas Kitchen, 25 October, 2018.

3. IDEAS PROJECTS



To take stock and assess the work and activities of IDEAS, scrutinizing its major activities and publications in some finer detail is necessary and worthwhile. Over the past ten years, IDEAS has conducted hundreds of projects and events and has produced enormous amounts of published outputs, including several reports on China and Asia, at least three dealing with Russia, two on Ireland (one on the end of the “Troubles” and another on the border question after Brexit), and several more dealing with a range of issues from the role of the United States in the world to the rise of modern populism. IDEAS was also intimately involved in organizing a major event on the work of Margaret Gowing, an LSE graduate from the early 1940s who went on to become the doyen of UK nuclear history. This 2016 conference was supported by NATO and organized through IDEAS, but a great deal of its intellectual drive came from the LSE International History Department and Professor Matt Jones, who, since 2006 has been the British Cabinet Office official historian of UK strategic history. Another notable public event in which International History and IDEAS worked closely together

was the ‘Ten Years After the Global Financial Crisis’ public lecture held at the LSE in October 2018. Attended by over 400 guests, an impressive line-up of key policy-makers including Lord O’Donnell, Charlie Bean, the LSE Director, Dame Minouche Shafik, and Lord Nicholas Stern –who carried the event –this event explored both the causes and responses to the 2008 financial crash.

The Cold War Studies Project with its top ranked journal *Cold War History*, as noted above, also steadily continues to produce consistently innovative activities and research. The product of an ongoing and highly productive relationship with the LSE Department of International History, one in which Professors Nigel Ashton and Piers Ludlow and both Dr. Tanya Harmer and Dr Rohan Alvandi of the department have played and continue to play central roles, the CWSP remains central in the activities of IDEAS. Active on many fronts, the CWSP also holds several regular conferences and research workshops, including bi-weekly research workshops between the LSE and Sciences Po, Paris, into contemporary international history with a Cold War focus. An annual three-day International Graduate Student

Conference on the Cold War is also held in partnership with the University of California Santa Barbara and the Cold War Group at George Washington University. The CWSP through the Centre also participates in an annual PhD Summer School on Cold War History, as a joint initiative of European institutions studying the Cold War. As such, through its research and dissemination, and not insignificant teaching and conference work, the CWSP remains highly productive under the auspices of IDEAS and continues to connect academic and practitioner knowledge with broader publics towards addressing contemporary international and global concerns issuing from the legacy of the Cold War.²⁶

Finally, one of the more important spin offs of the CWSP has been the encouragement it has given to up-and-coming young researchers. For instance, Eirini Karamouzi, noted above, did a good deal of her original work on Greece and the EU when attached to IDEAS and the CWSP (she now sits on the board of *Cold War History*). Artemy Kalinovsky, closely associated with the CWSP and now a published author, has been another great success story. Luc-André Brunet (now Acting Director of the CWSP and a Visiting Fellow at LSE IDEAS), is now working on a Peace and Security project through IDEAS itself and is currently conducting research on the activities of peace and disarmament activists in the Cold War by exploring the archives of the Nuclear Disarmament Campaign held at the LSE, as well as through interviews and workshops with leading peace activists. Other younger scholars like Vlad Zigarov, a Project Assistant for the Cold War Studies Project, and Bastiaan Bouwman, Managing Editor of the journal *Cold War History* and PhD candidate in the Department of International History, are also carrying forward this research tradition.



Prof Piers Ludlow



Dr Eirini Karamouzi

BELOW:
Investing for Influence:
Report of the LSE
Diplomacy Commission.
(November 2015)



Investing for Influence

Beyond these, while the amount of IDEAS activities and projects is impressive, it is worth noting a few further projects that stand out in particular for exhibiting the LSE tradition in which IDEAS works. For instance, *Investing for Influence: Report of the LSE Diplomacy Commission*, made a significant intervention into major British foreign policy debates. Its publication generated notable publicity in the media, perhaps most noticeably on the front page of *The Guardian*.²⁷ The report argued that British foreign policy required appropriate investments to revive and reimagine its global influence.²⁸ In this regard, it also supplied a new vision for British foreign policy in the 21st Century, beyond its post-imperial and post-Iraq War apprehensions. The project was supported by the LSE's Knowledge Exchange: HEIF 5 funding, marked for research involving knowledge-interaction between academia and publics. Nicholas Kitchen, as the project's Executive Director, gathered the Commission of senior practitioners and scholars, who held "witness sessions" with invited guests speakers that Commission members would question and seek constructive engagement with. These sessions and further presentations of research produced a collective report with the serious aim of addressing the purposes, challenges, and appropriate strategies for British foreign policy.

26 Interview with Luc-André Brunet, 25 October, 2018.

27 Patrick Wintour and Andrew Sparrow, 'British foreign policy in in crisis, warn senior diplomatic figures', *The Guardian*, 9 November, 2015.

28 Nicholas Kitchen et. al. *Investing for Influence: Report of the LSE Diplomacy Commission*, LSE IDEAS, 2015.

China Foresight

Another IDEAS project, 'China Foresight' has been effective in bridging practitioners, academics, and global publics around questions concerning the implications of the rise of China in world affairs. This project, led by Dr Jie Yu, expanded upon the Centre's former East Asia programme. It has aimed to improve China-relevant policy making by providing a perspicacious "inside-out" understanding of China's foreign policy. Towards this end, China foresight has been highly productive of significant reports: *The Chinese Communist Party Congress: An Essential Guide*, 2017; *China's One Belt, One Road: A Reality Check*, 2017; and, *From Deng to Xi: Economic Reform, the Silk Road, and the Return of the Middle Kingdom*, also in 2017. A further report, *China's Belt and Road Initiative (BRI) and Southeast Asia* was published and launched in Kuala Lumpur 30 October, 2018. Dr Jie Yu, through China Foresight, has engaged senior policymakers, including 10 Downing Street staff, the House of Commons Foreign Affairs Select Committee on UK-China relations, and the European External Action Service.



The Dahrendorf Forum

The 'Dahrendorf Forum' is a third substantial and influential IDEAS project that has a special and important connection to the LSE tradition in which IDEAS works. It is named after one of the most eminent LSE Directors who was himself an alumnus of the School (he studied under Karl Popper) not to mention an acclaimed Sociologist in his own right as well as a European Commissioner. LSE Director Lord Ralf Dahrendorf was involved in the initial planning of the project that would become the Dahrendorf Forum. At the time, he was also involved in founding the Hertie School of Governance in Berlin, which became the joint partner institution of the LSE in the project. In the initial planning of this project, he worked closely with the head of the Hertie School, Helmut K. Anheier. Whilst planning, Dahrendorf asked Anheier to call him to discuss what the project should be called. He had several ideas. Sadly, when the call was made in 2009, Dahrendorf had unexpectedly passed away.²⁹ As such, his ideas for the name of the project are unknown and open to speculation, but the project was given a fitting name nonetheless,

in honour of Dahrendorf's legacy: 'The Dahrendorf Forum'. This project was formally established in 2010 with the generous support from Stiftung Mercator. Its events and research quickly attracted wide interest. At one of its early events, as it happened, Mario Monti, present, received a call informing him he had been made Italian Prime Minister.³⁰ The large number of events and reports conducted through the Forum have been organized around successive research cycle "Symposiums" connected to European affairs in a global context: 'Changing the Debate on Europe: Moving Beyond the Conventional Wisdom' 2011; 'Changing the Debate on Europe: Focus on Climate Change' 2013; 'Europe and the World: Global Insecurity & Power Shifts', 2016; and in its fourth cycle, 'The Future of Europe: Strategic Options for an Era of Uncertainties', concluding in 2019. Each of these successive cycles culminating their respective Symposiums have continually refined and innovated in the ways the Forum connects academics, practitioners, and broader publics in a European and global context.³¹





Dr Mary Martin chairing the discussion at the UN Project's screening of 'To End a War'. June 2018



LSE South Asia Centre Director Dr Mukulika Banerjee and 2011-2 Philippe Roman Chair Ramachandra Guha, September 2015

*OPPOSITE PAGE LEFT:
Former LSE Director Craig Calhoun and the co-Directors of the Dahrendorf Forum 2015-17: Dr Robert Falkner, Dr Wolfgang Rohe, Prof Helmut K. Anheier*

*OPPOSITE PAGE RIGHT:
Dahrendorf Forum Team from IDEAS and the Hertie School at the 2016 Symposium in Berlin*

The IDEAS United Nations Projects

Most recently, IDEAS is collaborating with the United Nations, in a number of projects, the first of which is the 'UN Business and Human Security Initiative', under the Directorship of Mary Martin, Senior Research Fellow at LSE IDEAS. This project is supported by the United Nations Trust Fund for Human Security, LSE's Knowledge Exchange and Impact (KEI) fund, the Rockefeller Foundation, SwissPeace, International Alert, ESSEC-Irene, Business and Human Rights, and BuildUp.

Working with Other Centres

Currently, there are several Centres and Institutes at the LSE of which IDEAS is but one in a very crowded field. Part of what makes IDEAS distinct is that it is neither regional in its perspective, unlike say the Middle East, Africa or Latin American Centres; nor, unlike the US Foreign Policy Centre, does it just focus on one particular country. Yet, it has consistently sought to work with other Centres and Institutes around the School. Indeed, for a period it was a constituent part of the Institute of Global Affairs (IGA) and has at different times collaborated with the Latin American Centre and the US Foreign Policy Centre. It is also developing a good working relationship with the South Asia Centre, led by Professor Mukulika Banerjee of Anthropology. Thus, in 2017 Professor Cox spoke alongside Ramachandra Guha in a South Asia Centre sponsored event in Delhi on the relationship between the LSE and India: past, present, and future. A year later, the two Centres co-sponsored a public lecture by Guha on the launch of his new biography on Gandhi. Going forward, both are looking towards increased collaboration. If IDEAS makes the case for being "global" then it can hardly make that claim without taking India and the wider region of South Asia seriously.

29 Interview with Helmut Anheier, 11 October, 2018.

30 Interview with Helmut Anheier, 11 October, 2018.

31 Interview with Louise Ingledow, 28 September, 2018.

4. ASSESSING IDEAS?

Here, the questions become more analytical and evaluative. Over ten busy years, IDEAS has managed to establish a reputation in large part by working within the LSE tradition of critical engagement with big and important issues. For this it has received its fair share of praise.³² Yet, to what extent and in what overall direction has IDEAS developed its distinct and distinguished reputation and record? Considering these more precise questions is necessary in order to grasp and assess the quality of IDEAS in general (as a distinct and distinguished Centre and think tank), and moreover, to gain a sense of where IDEAS is headed in future.

IDEAS in a Context of Populist Politics

These are not unimportant questions, particularly in a context where the expertise and functions of think tanks have become doubted by sceptical publics and governments. Such scepticism directed towards think tanks is not entirely

unreasonable in an era when the number and variety of organisations referred to as “think tanks” has expanded to include not only independent scholarly organizations, within or outside universities, but also the research-arms of private corporations, research producing consultancy firms, NGOs, and states.³³ Yet, this scepticism is also a part of a broader challenge of populist politics.³⁴ As the Director of Chatham House Robin Niblett has suggested, ‘The continued relevance of think-tanks through the twenty-first century will depend ... on how they adapt to a world drifting back to “me first”, balance of power politics, even while experiencing ever-deepening interdependence.’³⁵ How does IDEAS stand up in this context and where is it going?

In this respect, IDEAS is but one small entity within a very large and diverse crowd of upwards 7,800 think tanks all seeking to get their voice heard.³⁶ But, even if IDEAS is part of a larger scene and even if it makes an effort to fly its own flag by participating in various Think Tank Summits, such as those recently held in Delhi, Shanghai, Montreal, Brussels, and Berlin, it remains a university-

32 See, Appendix III: Praise for IDEAS.

33 Diane Stone *Knowledge Actors and Transnational Governance: The Private-Public Policy Nexus in the Global Agora* (London: Palgrave MacMillan, 2013), p. 62.

34 Balfour, ‘What Are Think Tanks For? Policy Research in the Age of Anti-Expertise’.

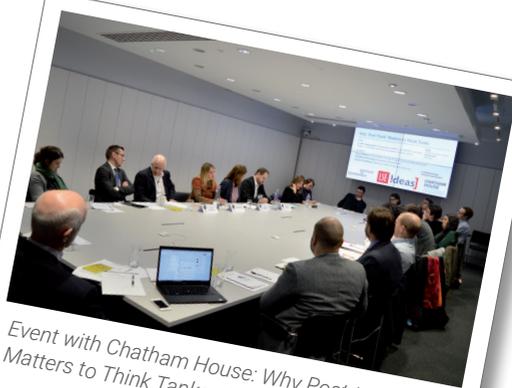
35 Robin Niblett, ‘Rediscovering a Sense of Purpose: The Challenge for Western Think-Tanks’, *International Affairs*, 94:6 (2018), p. 1429.

36 James G. McGann, ‘2017 Global Go To Think Tank Index Report’, *TTCSF Global Go To Think Tank Index Reports*, (2018) 13, p. 36, https://repository.upenn.edu/cgi/viewcontent.cgi?article=1012&context=think_tanks

affiliated think tank, part of a globally recognized, world class institution from which it draws a good deal of its inspiration. It is true that Chatham House has also been closely associated with prominent LSE scholars, such as Arnold Toynbee, Martin Wight, and R.J. Vincent, but by way of invitation and by commissioning works from them, not by formal affiliation with the School.³⁷ Indeed, by being part of the LSE, IDEAS not only gains the impartiality and autonomy that being a university affiliated think tank affords, it also draws inspiration from an LSE tradition and approach to the social sciences that implies its relevance and remedying application to social problems. Dahrendorf put it, in one passage, as the point that,

Social scientists cannot close their eyes to what is done in their name, nor can institutions of social science teaching and research close their doors to policy issues. The question is how to reconcile the logic and the ethic of (social-) scientific discovery. It can only be answered in practice, and the history of LSE is as good an answer as any.³⁸

Through its projects and many activities, IDEAS is and continues to be an important part of that history, not only by conducting its work with the aim of applying it to policy practice, but also and with exceptional frequency and caliber, *vice versa*, by bringing practice to theory, as this history has shown. In this sense, when IDEAS has attempted to speak “truth to power” through its reports and activities, it has done so not only by directing its energies towards improving global problems through social scientific research, but also by fostering open discourse amongst academic experts, practitioners, and the public at large.



Event with Chatham House: *Why Post-truth Matters to Think Tanks*. January 2018



Event with the Royal Economic Society: *Financial Crisis Roundtable*. October 2018

37 Martin Wight's *Power Politics* and R.J. Vincent's *Human Rights and International Relations*, for instance, were both commissioned by Chatham House.

38 Ralf Dahrendorf *LSE: A History of the London School of Economics and Political Science, 1895-1995* (Oxford: Oxford University Press, 1995), p. 495.

Criteria for Assessment

Even so, can something more precise be said about how and to what extent this comparative advantage has translated into achieving the old think tank ideals noted above? A 1994 essay by William Wallace has been cited for distilling “classic” criteria for think tanks;³⁹ criteria both in the sense of defining what think tanks are and what they should ideally strive to achieve. Wallace gathers seven criteria:

1. Intellectual analysis of policy issues; using approaches drawn from history, social science, law, or even mathematics, applied to issues relevant to government;
2. Concern with the ideas and concepts which underlie policy; examining, and questioning, the ‘conventional wisdom’ which shapes day-to-day policy-making;
3. Collection and classification of information relevant to policy ranging from detailed research to provision of press reports and documents on which others can draw;
4. A longer-term perspective than that which is open to policy-makers, looking at trends rather than immediate events;
5. A degree of detachment both from government and from the immediate partisan political debate;
6. A degree of involvement with government – whether seeking to influence it indirectly through publication and through its impact on the policy debate, or to engage in discussion with ministers or officials directly;
7. A commitment to inform a wider audience: through publication, through meetings and discussions which involve a wider and more diverse group than government or the academic community alone.⁴⁰

39 William Wallace, ‘Between Two Worlds: Think-Tanks and Foreign Policy’, in Christopher Hill and Pamela Beshoff (eds.) *Two Worlds of International Relations: Academics, Practitioners and the Trade in Ideas* (London: Routledge and LSE, 1994), pp. 137-161; Inderjeet Parmar *Think Tanks and Power in Foreign Policy: A Comparative Study of the Role and Influence of the Council on Foreign Relations and the Royal Institute of International Affairs, 1939-1945* (London: Palgrave, 2004), p. 9; Andrew Denham and Mark Garnett *British Think-Tanks and the Climate of Opinion* (London: UCL Press, 1998), p. 14-15.

40 Wallace, ‘Between Two Worlds’, p. 140.

In his essay, Wallace notes, ‘Not all foreign policy think-tanks fulfill all of these “classic” functions.’⁴¹ Yet, weighing these criteria against the record of activities and projects discussed above, IDEAS stands up remarkably well. The work of IDEAS has been policy-relevant, conceptually penetrating, and long-term in outlook, but also and importantly, it has been conducted both with detachment from government power as well as involvement with it, whilst avoiding partisan politics as it has striven to facilitate genuine debate and open discourse between academics, broader publics, and practitioners on a global scale. This distinct and distinguished record, issuing from and working within the LSE tradition, is reflected in the stated values of IDEAS, particularly the values of connecting academic knowledge with the people who use it, fostering a diversity of views and perspectives, and creating public engagement with empirically informed policy research.⁴²

In comparison to other equivalent institutions, IDEAS, at ten years of age, is relatively young and is far younger than Chatham House and the Council of Foreign Relations, founded in 1920 and 1921 respectively. Yet, in this relatively short period IDEAS has already started enjoying recognition for its accomplishments. The annual Global Go To Think Tank Index

Report ranked LSE IDEAS the 2nd best university affiliated think tank in the world, in 2017, up from 3rd in 2016.⁴³ This is itself another achievement for IDEAS and hopefully points to its continued success in years ahead.

Where from here?

It is always hard to wager the future development of any organization, be it an academic Centre or nation-state. It is also virtually always controversial to suggest where they ought to go. If IDEAS has worked in the LSE tradition and has consistently applied itself to global challenges and problems, and not without success and recognition, then perhaps it is not a bad bet nor unduly controversial to suppose IDEAS will continue to adapt and evolve but nonetheless within its own tracks, by meeting and attempting to address, in its characteristic way, the big and important global challenges that may arise in future.



41 Wallace, ‘Between Two Worlds’, p. 140.

42 See, Appendix II: LSE IDEAS Values.

43 https://repository.upenn.edu/cgi/viewcontent.cgi?article=1012&context=think_tanks

Conclusion

The above discussion concerning future directions could serve as a conclusion in its own right. Yet, a few final points of clarification about the scope and depth of this history are helpful here. First, while this history has attempted to take stock and assess the activities and outputs of IDEAS over the past decade, and while a comprehensive account of the entirety of those activities and outputs would be not without interest or utility, their quantity is too large to contain, even in the form of an appendix, although I have included some appendices for the reader's reference. Likewise, a large number of individuals who have contributed to the accomplishments of IDEAS could not be included, simply because there have been so many.

As such, while this short history has sought to take stock and assess the work and activities of IDEAS, in doing so, the character of IDEAS has been the main subject of interest: what its distinct and distinguished features are, what makes them so, and what their sources and development have been. The case has been made that it is the character of being an LSE Centre and think tank that has been a key source of the defining and distinguished qualities of IDEAS, most evident in its work. In this respect, the work produced through IDEAS, as a part of the history of the LSE more broadly, has been consistently towards applying high-quality research to address public and global issues, whilst facilitating genuine debate and open discourse on those issues across the LSE and academia, amongst policy-makers, and wider publics. ■

APPENDIX I:

Holders of the Philippe Roman Chair in History and International Affairs

- Paul Kennedy: The United Nations and the Nature of American Power.
- Chen Jian: Turning Points in Chinese History and US-China Relations.
- Gilles Kepel: Islamism and the Future of the Middle East.
- Niall Ferguson: What Brought the Cold War to an End.
- Ramachandra Guha: India and Gandhi's Legacy.
- Anne Applebaum: Historical Memories of Communism and "Putinism".
- Timothy Snyder: Eastern Europe and the Holocaust.
- Matthew Connelly: The History of American Surveillance.
- Ian Morris: Patterns of the Past and the Shape of Things to Come.

APPENDIX II:

LSE IDEAS Values

- We exist to connect academic knowledge with the people who use it.
- We foster a diversity of views and perspectives.
- We judge the success of our work by its impact.
- We create public engagement with empirically informed policy research.
- We work with people from every academic and professional discipline.
- We always try to work in new ways to create and share knowledge.
- We work internationally, through partnerships with universities and organisations.
- Our style is clear, concise, and compelling.
- We value integrity and pride ourselves on teamwork.
- Our credibility is built on our track record of achievement.

APPENDIX III:

Praise for IDEAS

On 30 January 2017 it was announced that LSE IDEAS had been ranked the 'World's Third Best University Think Tank'.

"This is a terrific achievement for LSE IDEAS, the School's foreign policy think tank. Congratulations to all those in IDEAS."

LSE Director Professor Julia Black.

"Congrats again on the success of LSE Ideas, which I greatly admire."

Tony Giddens, Baron Giddens of Southgate, Former Director of LSE.

"Tremendous news. We are very lucky that you and LSE Ideas are part of the School. And proud."

Lord Nicholas Stern, Baron Stern of Brentford, FRS, FBA and Chair of the Grantham Research Institute on Climate Change and the Environment, LSE.

"Congrats to.. everyone at IDEAS! Well done, again".

Professor Peter Trubowitz. Head, International Relations Department Director, United States Centre at LSE.

"Congratulations on a great achievement for IDEAS"

Gideon Rachman, Chief Foreign Affairs Commentator, *Financial Times*.

"Terrific and well deserved. The way the IDEAS team makes original impact-based research possible and then consistently supports the outcomes produced by such initiatives marks it out as special".

Professor Conor Gearty LSE.

"Many congratulations for such well-deserved recognition."

Professor Margaret Macmillan. FBA, Warden of St Antony's College University of Oxford.

"Heartiest congratulations for the success of IDEAS and the recognition it is receiving.... Well done!"

Professor Christopher Layne. University Distinguished Professor, Robert M. Gates Chair in National Security, Professor of International Affairs, Bush School of Government, Texas A&M. University.

"I want to send you my congratulations for the ranking of LSE IDEAS in the Global Go To Think Tank Report. This is truly an amazing result and a highly deserved recognition for your dedicated work"

Dr Wolfgang Rohe, Executive Director of Stiftung Mercator.

"Many congratulations on your success with LSE Ideas" **Peter Oppenheimer, Goldman Sachs International and Trustee of The Anna Freud Centre in London.**

"Congratulations! Well deserved" **Professor Ian Morris, Stanford University and Philippe Roman Chair of International Affairs and History, 2015-2016.**

"That's great news." **Rosemary Foot, PhD, FBA, Professor of International Relations, and Emeritus Fellow, St Antony's College, University of Oxford.**

"Very well done indeed! Predictable of course! I feel very big headed to have had the privilege of working alongside your colleagues on a recent project. Very best wishes and congratulations to you all." **Lord Frank Judd, Emeritus Governor of the LSE.**

"Fabulous news...so many congrats!" **Christopher Rawlings, Director Hong Kong British Council.**

"This is fantastic news. Well done and very well earned. It is a tremendous achievement" **Nik Gowing. Formerly BBC and ITV. Governor, Ditchley Foundation. Member of Council of the Royal United Services Institute.**

"Well done! Always good to see LSE succeed." **Baroness Falkner.**

"Many congratulations....!" **Major General Andrew Ritchie CBE, Director, Goodenough College.**

"Bravo!" **Mr Jonathan Fenby, Managing Director of the China team at Trusted Sources.**

"What a tremendous achievement for... all those involved in IDEAS." **Elizabeth Aitken, Director of the LSE's Summer Schools and Executive Programmes.**

"Super work." **Dominic Byatt, Oxford University Press.**

"Well done." **Professor Saul Estrin, LSE.**

"Congratulations!!!" **James Goldgeier Dean, School of International Service, American University.**

"Many congratulations - terrific result. Well done indeed" **Sir David Manning, GCMG, KCVO.**

"A great achievement. Congratulations" **Tan Sri Dr. Mohd Munir Abdul Majid. Co-Chair of ASEAN Business Advisory Council Chairman of ASEAN Business Advisory Council (ASEAN-BAC).**

"Huge congrats....!" **Steve Clemons, Washington. Editor at Large of The Atlantic and founder and senior fellow of the American Strategy Program at the New America Foundation.**

"Llongyfarchiadau!! That's brilliant!"

Professor Richard Wyn Jones, Director Wales Government Centre, University of Cardiff.

"Superb news. Many congratulations.

Richly deserved!" **Professor Mukulika Banerjee, LSE.**

"Very well done. You are unstoppable!"

Professor Christopher Hill, University of Cambridge and former Montague Burton Professor of International Relations at the LSE.

"That is fantastic news. Congratulations to you and your colleagues."

Professor Nicholas Wheeler, University of Birmingham.

"A brilliant achievement.....very

impressive." **Professor Peter Jackson, University of Glasgow.**

"Fantastic news, and really well deserved,

and hard earned!" **Professor Priscilla Roberts Member, School of Historical Studies, Institute for Advanced Study, Princeton.**

"Congratulations" **Tony Travers, Director of LSE London.**

"What an amazing achievement...

Congratulations" **Stephen Wenham, Publisher, Palgrave.**

"Well done... Very proud" **Tim Frost, Governor, LSE.**

"Wonderful achievement.

Congratulations" **Stephen Barclay, Lay Governor, LSE.**

"Awesome achievement".

Professor Tim Dunne FASSA The University of Queensland.

"Well done and well-deserved!"

Professor Thitinan Pongsudhirak, Chulalongkorn University Thailand.

"Wonderful news. Well done and

congratulations" **Professor Margot Light, Emeritus Professor LSE IRD.**

"Many congratulations on well-deserved recognition for the IDEAS programme".

Dr Mark Byatt, Institute of International Relations, Paris, France (IFRIS).

"Congratulations... a great achievement.

IDEAS is going from strength to strength" **Professor Christopher Hughes, LSE IRD.**

"Well done...a great achievement."

Professor Doug Stokes, The University of Exeter.

"Add my cheers to the many others!"

Professor Tony Smith, Tufts University, USA.

"Congratulations....What a great

achievement." **Jill Slattery, Director of Principal Gifts for the Americas, LSE Foundation.**

“Outstanding achievement—I’ve been privileged to see you and colleagues in action around the world, and this is truly deserved.” **Adam Austerfield, Director of Global Market Development at LSE Enterprise and Regional Vice-President of the British Chamber of Commerce in Spain.**

“This is absolutely terrific I am thrilled—very many congratulations!” **Roger Edgar, Executive Director of the LSE Foundation, New York.**

“Congratulations...Quite an accomplishment!” **Professor Roger Kanet, University of Miami.**

“Congratulations – well deserved” **Professor Christopher Chinkin, LSE.**

“This is fabulous. IDEAS rocks!” **Professor William Wohlforth, Dartmouth College.**

“Congrats.” **Professor John Bew, King’s College, London.**

“Well-deserved! Congratulations! **Christian F. Ostermann Director History & Public Policy Program, Woodrow Wilson Center, Washington.**

“Congratulations” **Professor Sergio Fabbrini Director, School of Government, Luiss, Rome.**

“Well done....” **Professor Barry Buzan, FBA, Emeritus Professor LSE**

“What fabulous news” **Ramachandra Guha, Philippe Roman Chair of International Affairs and History, LSE, 2011–12.**

“Just splendid. A reward for all your hard work”. **Sir Colin Budd, KCMG, Former HM Ambassador to The Netherlands.**

“Congratulations, great achievement!” **Professor Jussi Hanhimaki. Graduate Institute, Geneva.**

“Wonderful news! Well deserved, for all the hard work that’s gone into this. I’m so proud I get to be associated with LSE IDEAS still.” **Professor Danny Quah, Li Ka Shing Professor of Economics at the Lee Kuan Yew School of Public Policy.**

“Many congratulations on the recent IDEAS ranking. It’s a fantastic achievement.” **Dr Amnon Aran, City University London.**

“Many congratulations on the IDEAS achievement. Onwards and upwards!” **Professor Ken Booth, FBA.**

“This is terrific news. Many congratulations” **Richard Baggaley, London Publishing Partnership.**

“Great news... and much deserved!” **Dr Kirsten Ainley, LSE IRD.**

"Wonderful news and well deserved congratulations to all!"

Susan Scholefield CMG, Non-Executive Member to the Competition Service.

"Many congratulations to you, and the LSE IDEAS team!" **Dr Sue Onslow, Institute of Commonwealth Studies, University of London.**

"Awesome news! Many congrats to you and everyone else on the team." **Dr Adam Quinn, University of Birmingham.**

"Well done" **Mr Mark Maloney Head of Academic Partnerships, LSE.**

"Congratulations. This is a great achievement" **Professor Trevor Mudge, University of Michigan.**

"A great achievement..." **Professor Chris Reus-Smit FASSA. University of Queensland.**

"A remarkable showing ..." **Dr Evanthis Hatzivassiliou, University of Athens.**

"Well done..the IDEAS team." **Dr Sean Molloy, The University of Kent.**

"Many Congratulations." **Professor Takashi Inoguchi, University of Tokyo.**

"Well done." **Professor Andrew Walter, the University of Melbourne.**

"Congratulations!!!! Well deserved!!!!" **Professor Dan Deudney, Johns Hopkins University.**



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- **Karen Pierce**,
British Ambassador
to the United Nations

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