

THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

COUNCIL

9 May 2023

CONFIRMED MINUTES

A meeting of the Council was held at 15:00 on Tuesday 9 May 2023 by electronic platform.

Present: Dr Susan Liautaud (Chair), Ali Nikpay (Vice-Chair and Senior Independent Director), Baroness Shafik (President & Vice Chancellor) (*until item 9*), Professor Pauline Barrieu (Vice-Chair of Academic Board), Dr Julia Biggane (Professional Services Staff nominee), Sir Masood Ahmed (Independent Member) (*from item 1.3*), Sonali De Rycker (Independent Member), Sarah Gerwens (Students' Union nominee), Sir David Higgins (Independent Member) (*from item 4*), Johannes Huth (Independent Member), Dr Musimbi Kanyoro (Independent Member), Professor David Kershaw (Academic Board nominee), Tilly Mason (General Secretary of the Students' Union), Professor Niamh Moloney (Academic Board nominee), Gavin Patterson (Independent Member), Stuart Roden (Independent Member), Dr Angela Spatharou (Independent Member), Elisabeth Stheeman (Independent Member), and Professor Wim Van der Stede (Academic Board nominee).

In attendance: James Aitken (Head of Directorate and Strategy Delivery), Mike Ferguson (Chief Financial Officer), Joanne Hay (Deputy Chief Operating Officer), Professor Emma McCoy (Vice President & Pro-Vice Chancellor (Education)), Professor Susana Mourato (Vice President & Pro-Vice Chancellor (Research)), Louise Nadal (School Secretary), Professor Eric Neumayer (Vice President & Pro-Vice Chancellor (Planning & Resources)), Professor Charles Stafford (Vice President & Pro-Vice Chancellor (Faculty Development)), Dr Andrew Young (Chief Operating Officer), Hilary Hunter (Head of Governance Services, committee secretary), and, for item 4, Jess Bond (Head of Widening Participation), and for item 9, Indi Seehra (Director of Human Resources). (*The Director of Human Resources was the only attendee present for item 9.*)

Apologies: Dr Donald Kaberuka (Independent Member) and (*normally in attendance*) Ben Plummer-Powell (Chief Philanthropy & Global Engagement Officer).

1. PRELIMINARY

1.1 DECLARATION OF INTERESTS

1.1.1 In relation to item 1.2, the President & Vice Chancellor knew the proposed candidate personally. There were no further declarations of interest.

1.2 COUNCIL MEMBERSHIP APPOINTMENT

PAPER A

1.2.1 Council approved the appointment of Sir Masood Ahmed KCMG as an Independent Council member from 9 May 2023 to 8 May 2026.

Sir Masood was admitted to the meeting and the Chair welcomed him to his first meeting.

1.3 MINUTES

PAPER B

1.3.1 Council approved the minutes of the meeting held on 21 February 2023.

1.4 MATTERS ARISING

1.4.1 There were no matters arising to report.

2. LSE 2030 REPORTING

2.1 PRESIDENT & VICE CHANCELLOR'S REPORT AND LSE 2030 UPDATE PAPER C

- 2.1.1 Council noted the paper and the oral report of the President & Vice Chancellor, which provided an update on strategic progress and sector updates.
- 2.1.2 Council noted and discussed the School's response to the University and College Union (UCU) industrial action consisting of continuous action short of a strike, which included a marking and assessment boycott, effective from 20 April. After careful consideration the School Management Committee had taken a decision to make pay deductions of 50 per cent for those participating in the boycott from 16 June onwards (the final date for in-person exams in the Summer Term). While the School was seeking to resolve this dispute at national level, it had taken this decision recognising the need to balance its commitment and responsibilities to supporting staff with those to supporting students. The School's approach was consistent with peer institutions across the sector with some institutions taking a tougher stance.

2.2 PRIORITY 2: RESEARCH FOR THE WORLD – STRATEGIC PLAN FRAMEWORK PAPER D

- 2.2.1 Council noted and discussed the presentation from the Vice President & Pro-Vice Chancellor (Research) covering the proposed framework for the Research for the World Strategic Plan: specifically to show internal engagement and consultation to date, key aims and objectives and proposed areas of focus and approach.
- 2.2.2 Council noted in discussion:
- a) improvements to the School's impact performance were anticipated for the next Research Excellence Framework exercise and through stabilising and improving performance in other rankings;
 - b) a key area of consultation feedback and a strategic priority concerned the provision of staff time for research. Effective delivery of this objective would require integration with broader School strategy and activity in order to address interdependencies.

2.3 PRIORITY 3: DEVELOP LSE FOR EVERYONE: STAFF PAPER E

- 2.3.1 Council noted the Annual Report covering work to support and develop staff and academic recruitment and progression.
- 2.3.2 Council requested a future item summarising School staff pay and benefit arrangements together with benchmarking information.

3. LIFT OUR GAZE: GENERATIVE AI PAPER F

- 3.1 Council noted and discussed a presentation from the Vice President & Pro-Vice Chancellor (Education) on Generative AI, including legal and ethical, education and academic integrity implications and work being undertaken by the School.
- 3.2 Council noted in discussion:
- a) the need to embed ethical work practices in education as well as having a framework to ensure consistent approaches across the School in addressing issues;
 - b) potential opportunities offered by AI to education and productivity versus the risks (such as academic integrity and data privacy);

- c) this was rapidly developing technology, which would create challenges for organisations to keep pace in terms of their own policies, structures and systems in order to adequately address the evolving issues. Key foci included ensuring robust assessments, ensuring a culture of academic integrity and that students continued to be able to apply critical judgement;
- d) the role of the School, as a social sciences institution, to educate on the benefits and issues connected with AI, including ensuring its own students were AI literate in preparation for their future careers;
- e) external experts on Council would informally support the School in addressing AI challenges.

4. RISING COST OF LIVING: SUPPORT FOR STUDENTS PAPER G

4.1 Council noted and discussed the presentation from the Vice President & Pro-Vice Chancellor (Education) on the rising cost of living, including impact and support for School students.

4.2 Council noted in discussion:

- a) there was due to be a review of financial support and scholarships available to all student groups;
- b) communications were critical to ensure students and potential students who needed assistance were aware of and could access potential support;
- c) the School and Students' Union thanked each other for their collaborative efforts to support students during the ongoing cost of living crisis.

5. STRATEGY FOR TECHNOLOGY: PROGRESS UPDATE PAPER H

5.1 Council noted the report on progress so far against the School's technology strategy.

5.2 Council also noted in discussion:

- a) that the new Chief Information Officer was due to start in post in July and would meet with Council;
- b) the School was currently on track to deliver a significant improvement to its IT services within two to three years. A key challenge to delivery related to internal resource constraints;
- c) the importance of delivering the strategy to create greater efficiencies, including to free staff time;
- d) Audit Committee was responsible for reviewing progress in delivering the strategy. The Committee would welcome in particular the development of key performance indicators;
- e) Council would welcome a more detailed discussion of the strategy to understand the decisions and approaches being taken, risk levels, future trends and the extent to which it is future-proofed.

6. GOVERNANCE AND LEGAL

6.1 HONORARY AWARDS COMMITTEE PAPER I

6.1.1 Council approved the recommendations for Honorary Awards as set out in the paper.

6.2 COMMITTEE REPORTS PAPER J

6.2.1 Council noted the reports.

6.3 SECRETARY'S REPORT

PAPER K

6.3.1 Council noted the report.

7. ANY OTHER BUSINESS

7.1 Council heard tributes to and gave sincere thanks to Minouche Shafik for her tremendous work and contributions to the School as President & Vice-Chancellor (previously known as Director). This was her last Council meeting before stepping down to take up a new position as President of Columbia University.

7.2 There was no further business.

8. DATE OF NEXT MEETING

8.1 27 June 2023, 15:00-18:00.

9. CLOSED SESSION

This was a closed session for Council members only with the Director of Human Resources in attendance.