**THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE**

**COUNCIL**

5 May 2026

**CONFIRMED MINUTES**

A meeting was held on Tuesday 5 May 2026 at 15:00 via Zoom.

**Present:** Dr Susan Liautaud (Chair), Ali Nikpay (Vice-Chair and Senior Independent Director), Sir Masood Ahmed (Independent Member), Dr Julia Biggane (Professional Services Staff nominee), Sonali De Rycker (Independent Member) *(until item 6)*, Professor Francesco Caselli (Vice-Chair of Academic Board), Suchad Chiaranussati (Independent Member), Professor Tamar Gendler (Independent Member), Johannes Huth (Independent Member), Dr Musimbi Kanyoro (Independent Member), Professor David Kershaw (Academic Board nominee), Professor Larry Kramer (President & Vice Chancellor), Saara Parijaat (Students' Union nominee), Gavin Patterson (Independent Member), Stuart Roden (Independent Member), Dr Angela Spatharou (Independent Member), Professor Wim Van der Stede (Academic Board nominee), and Dr José Viñals (Independent Member).

**In attendance:** James Aitken (Head of Executive Office and Strategy Delivery), Jane Cunliffe (Chief Operating Officer, from 5 May 2026), Mike Ferguson (Chief Financial Officer), Nick Gilbert (Chief Information Officer and, until 4 May, Acting Chief Operating Officer) Professor Emma McCoy (Vice President & Pro-Vice Chancellor (Education)), Professor Susana Mourato (Vice President & Pro-Vice Chancellor (Research)), Elizabeth Messud (General Counsel and Interim School Secretary), Professor Eric Neumayer (Vice President & Pro-Vice Chancellor (Planning & Resources)), Ben Plummer-Powell (Chief Philanthropy & Global Engagement Officer), Professor Alex Voorhoeve (Vice President & Pro-Vice Chancellor (Faculty Development)), Amy Norton (Head of Equity, Diversity and Inclusion) *(for item 6.3),* Lyndsay Galpin (Governance Officer, tech support), Hilary Hunter (Head of Governance Services, committee secretary), and Loren Wulfsohn (Interim Head of Governance Transformation).

**Apologies:** Tito Molokwu (General Secretary of the Students' Union), and Professor Niamh Moloney (Academic Board nominee).

## 1. GOVERNANCE

### QUORUM

The Chair confirmed the meeting was quorate.

### 1.1. DECLARATION OF INTERESTS

There were no declarations of interest in relation to matters under discussion.

### 1.2. MINUTES OF THE PREVIOUS MEETINGS CL25-26.038

Council approved the minutes of the meetings held on 24 February and 27 March 2026.

### 1.3. MATTERS ARISING CL25-26.039

Council noted the report. There were no further matters arising to report.

## 2. PRESIDENT & VICE CHANCELLOR'S REPORT CL25-26.040

2.1. Council noted and discussed the paper and an oral report from the President & Vice Chancellor (President), which provided an update on School matters, strategic progress and developments, and sector updates. In particular, the President highlighted that:

a) the Judicial Review by the High Court had ruled had in favour of the University of Sussex against the Office for Students. The School and wider sector would need to consider the implications of the judgement;
b) following the departure of the former School Secretary at the end of January 2026, the General Counsel and Interim School Secretary had initiated a review of the Scheme of Delegated Legal Authority and its application. Under the Scheme, Council delegated authority to the President & Vice Chancellor and School Secretary to individually approve and sign all legally binding documents on behalf of the School. Within the Scheme, they also had authority to sub-delegate signing authority to members of administrative staff where appropriate, subject to specified conditions. The review included reviewing sub-delegations in place across the School and assessing whether the Scheme remained fit for purpose. Although the review had not yet concluded, some areas for improvement had been identified. A report on the outcome of the review would be brought to the June Council meeting;
c) it was anticipated proposed revisions to the Articles of Association and Academic Annex would be tabled at the June Council meeting.

2.2. Council also noted in discussion that:

a) risks concerning the changing political context and international student numbers were being kept under review by SMC;
b) the School had provided specific support for students from Gaza, and would consider resources for student hardship, where individuals were impacted by conflict, on a case-by-case basis;
c) the President, Chief Philanthropy & Global Engagement Officer and Dr Kanyoro had recently visited sub-Saharan Africa, where alumni and other stakeholders had shown support for the School. There were also opportunities to support the fundraising campaign;
d) given various and increasing external regulations and requirements concerning free speech, the School was committed to securing freedom of speech within the law. Lawful speech was protected, subject only to such reasonable and proportionate restrictions as were lawful and necessary to protect the rights of others and to safeguard School responsibilities, including for teaching, research, administrative operations and health and safety;
e) there had not been activity on campus to date in response to the Iran war to which to draw Council's attention.

## 3. DEEP DIVE 1: FACULTY DEVELOPMENT CL25-26.041

3.1. Council received a paper and presentation from the Vice President & Pro-Vice Chancellor (Faculty Development), which provided an overview of the School's career paths and academic staff composition, hiring, retention, promotion and career development and reward – including key achievements, challenges and planned actions.

3.2. In discussion, the following points were noted:

a) US and Asian elite institutions were typically able to offer larger remuneration and research funding packages than LSE, though this was a competitive challenge for many elite institutions across the globe. Nonetheless, the School was extremely competitive in attracting and retaining faculty due to the strength of the academic environment;
b) concerning the availability and use of data on successful and unsuccessful offers;
c) undertaking Career Development Reviews of senior faculty every 2-3 years seemed most realistic, including given that academic work was not contained within annual review periods;
d) the School was implementing actions to address the low rate of hiring Black faculty. While this was within a context of wider societal challenges and further work being needed on outreach, action was needed to address this.

**4. DRAFT FINANCIAL PLAN CL25-26.042**

4.1. Council received and discussed a paper providing the draft 2026 Financial Plan and Q3 forecast outturn for this financial year (2025/26). The final Plan would be reported to the June meeting of Council for approval.

4.2. **Restricted and Confidential**

4.3. **Restricted and Confidential**

**5. 'LIFT OUR GAZE': INNOVATION CL25-26.043**

5.1. Council received a report and a presentation from the Vice President & Pro-Vice Chancellor (Research), which provided an overview of the University sector's role in innovation in the UK and globally. The report also considered why it was particularly important in the UK funding context and for LSE. This represented a significant shift for universities, where structural transformation was being driven by government policy (which tended to favour STEM subjects), alongside challenges to scale research ideas, and increasing geopolitical competition.

5.2. Council members raised the following points in discussion:

a) to consider exploring opportunities to secure capital which would support LSE innovation;
b) to consider options to form partnerships with other institutions that had established strengths;
c) to consider the extent to which innovation should be prioritised while protecting LSE strengths in education and research;
d) to consider how the School should define and measure innovation objectives;
e) that the School was well placed to provide leadership in social impact;
f) that historically students and alumni had led on School entrepreneurship rather than faculty;
g) to consider how faculty might be incentivised to engage more with innovation.

**6. FORMAL BUSINESS**

**ITEMS FOR APPROVAL AND DISCUSSION**

6.1. **HONORARY AWARD REGULATIONS** **CL25-26.044**

6.1.1. Council approved the amendments to the Honorary Award Regulations.

6.2. **LSE STUDENTS' UNION (LSESU) ARTICLES OF ASSOCIATION CL25-26.045**

6.2.1. Council considered proposed amendments to the LSESU Articles of Association.

6.2.2. It was noted that although the amendments had been considered by the Governance Committee in 2025, they were not subsequently reported to Council due to an administrative error, nor then formally passed by the Students' Union membership. Following Council approval, the Students' Union would pass relevant resolutions and make the necessary regulatory filings.

6.2.3. The changes were mostly housekeeping in nature, although one of the amendments – to increase the number of trustees – had been implemented. There was a provision in the Students' Union Articles of Association providing cover for any action taken under these specific circumstances.

6.2.4. After due consideration, Council approved the proposed amendments to the LSESU Articles of Association.

6.3. **UPDATE ON HARRASSMENT AND SEXUAL MISCONDUCT WORK PROGRAMME** **CL25-26.047**

6.3.1. Council noted a report providing an update on the School's Harassment and Sexual Misconduct work programme and compliance with Office for Students Condition E6 (from 1 August 2025), as requested at the Council meeting on 24 February 2026. The paper summarised E6 requirements, LSE delivery to date, key gaps/risks, and next steps the School was taking to move from compliance towards sector-leading practice.

6.3.2. Council noted in discussion that:

a) further consideration was being given, including in the context of safeguarding guidance, ensuring that sufficient culturally informed support was in place;
b) it was important to ensure the School was aiming to achieve best practice alongside compliance with requirements;
c) it was important that mandatory training was completed by staff. 65% of staff had already completed the training, and work was continuing towards achieving the minimum 90% compliance target.

6.4. **UPDATE ON HEALTH AND SAFETY IN LSE HALLS OF RESIDENCE** **CL25-26.048**

*The item was deferred until the June 2026 meeting.*

**ITEMS FOR NOTING**

6.5 **COMMITTEE REPORTS** **CL25-26.049**

6.5.1 Council noted the reports of Finance & Estates Committee and Academic Board.

6.6 **UPDATE ON ACADEMIC GOVERNANCE** **CL25-26.050**

6.6.1 Council noted the report.

**7. ANY OTHER BUSINESS**

7.1 There was no further business.

**8. CLOSED SESSION OF COUNCIL**

8.1 There was a closed session of Council members only.

**9. DATE OF NEXT MEETING**

9.1 23 June 2026, in person full day meeting, followed by dinner.