



## Introduction: campus relations at LSE

Many things set LSE apart from other universities, but two in particular stand out. First is our School's incredibly diverse staff and student body. With people from nearly 150 countries, it reflects a stunning range of cultures, races, ethnicities, religions, ideologies, genders, and pretty much every other kind of diversity imaginable. Second is our focus on the social sciences, which at LSE extends beyond such traditional fields as sociology, anthropology, political science, and economics to include a wider range of subjects like history, law, philosophy, gender studies, finance, accounting, management, and more.

The first feature yields a community of people with vastly different experiences and backgrounds and ways of thinking. The second means that, while they are here, these people bring their heterogeneous experiences, backgrounds, and ways of thinking to bear on the most complex, contentious questions facing humanity today—everything from what forms of government are just, to how we ensure a future in the face of rapid ecological and technological change, to how we can or should address pervasive inequalities and inequities, and much more.

This is a big part of what makes LSE such a special place to learn and grow. No other university offers a comparable mix of experiences and ideas and beliefs and values. But this virtue brings with it a challenge: how to contend with differences and disagreements that can be far from abstract for the people involved, that may touch on matters they care deeply about, cut to the core of their identities, or trigger wrenchingly personal experiences. Being part of LSE's community can mean having your most important beliefs and values and ideas challenged; or finding yourself challenging someone else's.

This is, however, something we want for both our students and our staff. For in these profound disagreements lie the greatest opportunities to learn, grow, teach, and evolve. Yet in these same disagreements also lie risks of experiencing or causing anguish and anxiety, of hurting others and being hurt, of provoking anger and fostering outrage, of driving us apart to leave us shouting at each other; or, just as bad, driving us into silence, so we don't exchange ideas or challenge each other at all. Which means we don't learn.

LSE is committed to freedom of speech and expression within the law because we believe that commitment essential to our mission. We made the commitment, moreover, knowing it means tolerating and protecting speech and ideas that may be offensive or reprehensible and may cause the array of harms listed previously listed. Yet we are not and must not be indifferent to these consequences. We do not want to shield people from even the most challenging ideas, but neither do we want to remain indifferent to the real difficulties this can pose.

How, then, should we navigate this conundrum? How can we mitigate what many assume is a zero-sum choice between facilitating robust academic debate and ensuring that everyone feels welcome and supported? Hard experience has taught that we won't succeed by trying to regulate lawful speech, but neither will it work to tell people to just swallow their outrage or ignore their pain and tough it out.

Our best hope, rather, is to foster a culture in which people deal with each other with greater sensitivity, understanding, and tolerance. And, yes, that's asking a lot when differences are deep and personal. It is, nevertheless, what we must ask of each other: to be respectful and considerate of our fellow students, peers, and colleagues, especially where experiences and perspectives differ; to make our points with empathy, taking into consideration how difficult they may be for others to hear; to try as best we can to listen with empathy too, and, in doing so, maybe learn or maybe teach; and to support and encourage each other in doing this when it gets hard.

Building that kind of culture will, we believe, make for a community in which everyone ultimately learns more, grows more, and is better prepared for what life will throw their way. Which is, at the end of the day, why we are here at LSE.

Culture building is slow, hard work. It moves in fits and starts and remains ever ambiguous and contestable, without the sharp (but ultimately deceptive) certainty of rules. Yet building a culture based on tolerance and speaking and listening with empathy is our best hope of achieving a community in which debates are robust and in which people may sometimes be hurt or angry or outraged – that much is unavoidable – yet still feel welcome and supported.

With all this in mind, we've been reflecting and working on campus relations at LSE, experimenting with steps to help equip everyone to engage in robust debate and confront strong disagreement while still having a secure sense of community and common purpose.

As the report that follows shows, in its first year, our Campus Relations Group has supported a wide range of initiatives intended to bring people together in new ways, to provide training and support where these might be needed, to facilitate dialogue where we know there is disagreement, to facilitate grassroots initiatives that seek to improve relations among different groups, and to make explicit some of the underlying principles that define a university's mission, including especially academic freedom and free speech. And we're just getting started.

Of course, facilitating good campus relations is very much part of "business as usual" at LSE – think, for example, of all the activities happening in our student residences, of the work of the LSE Faith Centre, or of the myriad efforts undertaken by the LSE Students' Union (LSESU). The Campus Relations initiative reported here is an effort to build on this existing work: adding support where it may be needed, while seeking innovative ways to foster improved community relations. That task, after all, is one in which we all have a part.

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## **Our Campus Relations Group**

LSE's Campus Relations Group (CRG) is co-chaired by Professor Charles Stafford, Vice President and Pro-Vice Chancellor (Faculty Development) and Amy Norton Head of Equity (Diversity and Inclusion).

The group brings together expertise from across our School to build and improve campus relations in collaboration with the LSE community.



#### **Members of the Campus Relations Group are:**

Charles Stafford (Vice President and Pro-Vice Chancellor, Faculty Development), Chair; Amy Norton (Head of Equity, Diversity and Inclusion), Chair; Emma McCoy (Vice President and Pro-Vice Chancellor, Education); Louise Nadal (School Secretary); Joanne Hay (Deputy Chief Operating Officer); Imogen Withers (Director of Communications); Tito Molokwu (LSESU General Secretary); Lauren Amdor (LSESU Activities and Communities Officer); Claudine Provencher (Head, LSE LIFE & Director, Student Learning and Personal Development); Grace Brockhus (Acting CEO, LSESU); Jim Walters (Director, LSE Faith Centre); James Aitken (Head of Executive Office and Strategy Delivery); Doug German (Executive Officer, Strategy Delivery), CRG Secretary.



#### In 2024/25, the Campus Relations Group focused on:

- **Dialogue:** activities that create and/or provide skills in fostering dialogue between different groups.
- Building social connections: initiatives that bring people together across group divides, focused on sociable and positive interactions rather than seeking to resolve tensions.
- Classroom culture: exploring how we can ensure classrooms are spaces for open and respectful dialogue and debate.
- Increasing confidence and capability: increase the ability of LSE students and staff – importantly including leaders across LSE and LSE Students' Union – to navigate tensions and support good campus relations.
- **Trust building:** interventions to ensure that a wide range of stakeholders have trust in LSE as an institution and in our leadership around campus relations issues.

#### "

Our campus relations work goes beyond building a great sense of community. It's also about making it possible to approach areas of profound disagreements and tensions, by equipping everyone with the skills to listen and engage, and cultivating a community which is grounded enough in its purpose to hold space for bold, thoughtful debate."

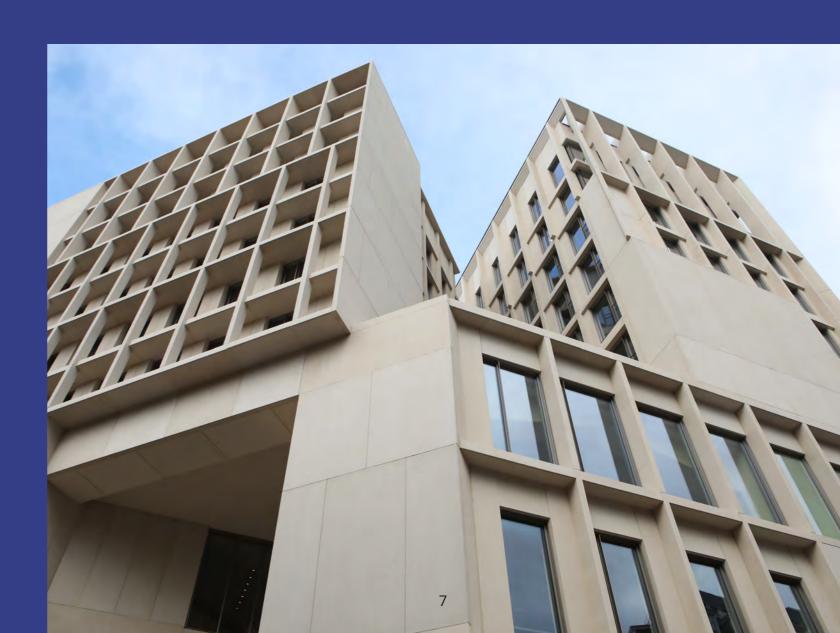
Professor Charles Stafford, Vice President and Pro-Vice Chancellor, Faculty Development

The group supports this activity through coordinating a budget and programme of activities, whilst also exploring future initiatives to address current and emergent issues and concerns that impact the LSE community. It is a collaboration between LSE and LSE Students' Union, who provide valuable feedback and insight from their own LSESU student-led campus relations group.

Though guided by the LSE community first and foremost, the work of the group is also underpinned by two complementary duties that inform campus relations activity in the sector:

- The Higher Education (Freedom of Speech) Act (2023) that requires LSE to maintain and comply with a code of practice to help promote the importance of freedom of speech and academic freedom across our School.
- LSE's Public Sector Equality Duty that asks us to foster good relations between people from different groups.

The CRG sits alongside, but separately to, ongoing and existing work to eliminate bullying, harassment, misconduct and any other prohibited conduct under the Equality Act 2010. Over the past year, we have taken significant steps to strengthen our policies, support systems and training programmes in this area, including a new 'Report + Support' system, mandatory staff training and student consent education, as well as increased specialist training for key groups and independent support services.



#### New initiatives in 2024/25

Since the creation of the Campus Relations Group a range of initiatives and projects have commenced, including:

- Running a successful away day for Heads of Departments in January 2025 focusing on campus relations, with Larry Kramer and Sussex University Professor David Ruebain, Pro-Vice Chancellor (Culture, Equality and Inclusion) in attendance. The LSESU Activities and Communities Officer also presented findings from their survey on free speech and campus relations.
- Piloting a dialogue essentials course for students. All students were invited to take the online Communication Edge Dialogue Essentials from Soliya, providing students with the opportunity to further their skills in listening well and asking good questions to promote mutual understanding and effective collaboration. Over 1,000 students took the course in 2024/25. Soliya also provided training in May 2025 for LSE100 staff and also staff and students from the Campus Relations Group.
- Partnering with ParliaMentors, a UN award-winning leadership programme for university students from different faith and belief backgrounds. The programme focuses on students from different faith backgrounds working and learning together to navigate tensions and generate social change with mentoring from Members of Parliament and others. We are currently advertising the opportunity for six students to receive mentoring, 40 students to participate in a social change programme and conference, and 30 staff members to collaborate nationally on good campus relations programmes. The programme will begin in Autumn Term 2025.
- Through the LSE Faith Centre, running further Together for Humanity events in March 2025 related to Israel and Palestine. We are now meeting the two leaders of this initiative (one Palestinian, one Israeli) to talk about longer term LSE involvement in their initiatives.
- Recruiting additional staff in the LSE Faith Centre and the Equity, Diversity and Inclusion (EDI) Division to facilitate, monitor and evaluate the impact of campus relations initiatives and events across different areas of our School. This includes the Beecken Faith and Leadership Programme, led by the LSE Faith Centre, which has a special module on conflict resolution.
- Launching a Campus Relations Innovation Fund where students and staff can seek funding to support events, projects and interventions that address campus relation matters in some way. There are now a range of funded grassroot projects that are in place.
- Establishing LSE's EDI External Advisory Group in November 2024, whose aim is to provide advice and share effective practices from other universities, plus be critical friends to the School's EDI strategy. The group has focused on campus relations during our two away days this year drawing on the expertise of external higher education professionals and academics in dealing with free speech, inclusion and campus relations issues.



# **Our LSESU Student Campus Relations Group**

In recent years, tensions around political issues have become increasingly prominent on university campuses. At LSE, discussions on many topics have sparked widescale debate within the student body. The LSE Students' Union's Power to Speak Campaign and the Student Education Panel on Faith in the Classroom, a collaboration between the LSESU, Eden Centre and Faith Centre, identified students' biggest concerns and provided a crucial foundation for the LSESU Student Campus Relations Group's (SCRG) direction.

This academic year, LSE Students' Union also set up an active student-led Campus Relations Group (SCRG). The group was established by Tito Molokwu (LSESU General Secretary) and Lauren Amdor (Activities and Communities Officer) in January 2025 to incorporate student voice into the LSE Campus Relations Group (CRG) and enable students to contribute to shaping the university's principles and approach to building positive campus relations. The SCRG group was based around core findings from the LSESU Power to Speak Campaign.

The SCRG offers a platform for student leaders to engage with global affairs and the changing domestic policy environment, focusing on how these political developments play out within LSE's diverse campus. Students have the opportunity to engage with others who might hold different views in respectful dialogue or through collaborative initiatives with the overall aim of spearheading plurality in the LSE community.

#### Core aims of the SCRG

- Provide a space for open and constructive dialogue.
- Strengthen communication between student leaders, LSE leadership and operations, as well as the wider community.
- Promote inclusivity, respect, and understanding across all sectors of campus life.
- Explore solutions to issues regarding free speech and campus relations in the classroom and within departments.
- Address challenges related to free speech, inclusive spaces, and protecting marginalised groups.

## 2024/25 LSESU Society Representatives

- Feminist Society
- Grimshaw Society
- HandsOff
- Islamic Society
- Israel Society
- Jewish Society
- LGBTQ+ Society
- Palestine Society

#### "

I most enjoyed the opportunity to get to know people I otherwise would not have met and have conversations with."

Student Representative from the SCRG

#### "

I think it is very important to allow people on campus to feel safe and heard about what is affecting them the most."

Student Representative from the SCRG



### **Achievements during 2025**

- Identifying campus relations principles and values Respect, Consistency, Transparency and Trust.
- Discussion and feedback on LSE CRG proposed initiatives.
- SCRG had bids approved from the Campus Innovation Relations Fund to deliver community-building initiatives, create more spaces for dialogue and starting an alumni network to build a sense of commitment to the group's values.
- LSESU presented at a Yad Fellowship Conference panel alongside Lord John Mann, Professor Adam Habib (Vice-Chancellor, SOAS) and Professor Jim Walters (Director of LSE's Faith Centre) on polarisation on campuses and how to create spaces for dialogue between Jewish and Muslim students. LSESU replicated some of the activities around shared values and trust building from the conference with the SCRG in our final session of the academic year which will guide the principles of the group for next year.

## **Looking forward**

Following feedback during the 2024/25 academic year, in the next academic year the LSESU will meet with the wider SCRG termly and create smaller and more agile sub-committees which are tailored to specific issues. The wider SCRG will discuss any new political developments which might benefit from a tailored sub-committee and hear from individual sub-committees on their current projects and progress. This will ensure that affected student groups have the opportunity to discuss and agree on solutions.

#### "

It is important to discuss topics where the boundaries are grey. It's hard to form a measured opinion if we haven't heard a student peer give an opposing opinion in a respectful way."

Student Representative from the SCRG

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# Our Campus Relations Innovation Fund projects (2024-2025)

The Campus Relations Innovation Fund encourages and funds ideas that bridge divides where groups or individuals at LSE fundamentally disagree or don't normally interact, to increase dialogue and trust.

The aim of the projects are to:

- Foster good relations between different individuals or groups at our School.
- Build a greater sense of belonging and trust across the community.
- Enable connection and dialogue between different groups at LSE, including where there may be disagreements.
- Enhance engagement of staff and student groups.



## 22 applications were received and discussed by the selection panel, with eight projects funded:

#### **LSE Coffee Roulette Programme**

A programme that matches students from different backgrounds and departments, supporting them in increasing their networks beyond their own departmental groups and breaking down stereotypes.

#### **Community Mural**

- Proposal to bring together different student communities to create a collaborative art project that represents diversity, unity and shared values.
- Hiring an SCRG Delivery Officer to organise events and other initiatives to ensure the long-term sustainability of SCRGs work, despite the turnover of Sabbatical Officers and society presidents each year.

#### Bridging the Divide: An Intersectional And Cross-Political Professional Forum

An event programme focused on bridging the political divide in an increasingly divided political climate, by making opportunities to build cross-political dialogue more accessible for people from historically unrepresented backgrounds in politics.

#### **Freedom of Speech Training**

- Funding bespoke, externally facilitated training sessions by Jim Dickinson, the Associate Editor at WonkHE for Students' Union club and society student leaders about Freedom of Speech.
- Through funding from the Campus Relations Fund, LSESU additionally worked with Jim Dickinson (Wonkhe) who delivered Free Speech training at the annual Student Leader Conference for all newly elected LSE society committee members.

#### **Student Campus Relations Student-Led Projects**

- A proposal to hold a Campus Community Week, a week of community building activities where students from a wide range of backgrounds can engage with each other and understand different cultures.
- LSESU Student Campus Relations Group (SCRG) Sustainable Delivery Initiatives.

#### A World on a Plate: Food Diplomacy Festival at LSE

A programme designed to foster cross-cultural understanding and trust between students from historically or socially distant regions through a shared culinary experience.

#### **Common Ground**

A project that aims to enhance relationships between academics and professional services staff at LSE by fostering spaces for open dialogue, collaboration, and trustbuilding via a variety of events.

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## **LSE Coffee Roulette Programme**

This programme looks to enhance open and free-flowing inter-departmental conversations among students; through sharing experiences and stories.

Students from different backgrounds and departments will be matched together and then provided with food or drink vouchers to facilitate them in meeting each other at an LSE restaurant or café for a free-flowing conversation. For each meeting, students will be matched with a different person, and activities and prompts will be provided to students to help them in breaking the ice. A social event or reception will be held for all programme participants, where students can interact again with all the people they talked to, or can seek new connections.

This initial short-term pilot can inform whether this scheme is something that should be sustained on a long-term basis and could be scaled up.

The project aims to:

- Break down misconceptions students may have regarding other departments.
- Foster interdepartmental collaboration, and an interdisciplinary outlook on world issues or general events.
- Enable a feeling of community not only within departments, but across the School.

The impact of the scheme will be measured through participation rates, attendance at the wrap-up social event, plus pre- and post-programme surveys tracking sentiment, the number of new connections people made, and how often they meet with these connections after the programme ends.

**Common Ground** 

A project that aims to enhance relationships between academic and professional services staff at LSE by fostering spaces for open dialogue, collaboration, and trust-building, via a variety of events. Events planned include those bringing together staff members for:

- Organic conversations and roundtable discussions on institutional challenges and broader societal issues
- co-creating mini hackathon projects in research, impact, and oncampus engagement; and
- a talk on how fostering unexpected interactions can strengthen institutional culture.

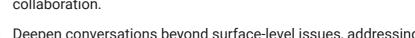
The project will engage academic ambassadors as champions to drive participation, and use engaging formats to entice both groups to interact.

The project aims to:

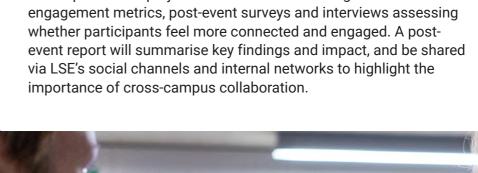
- Bridge divides between groups that often struggle to interact.
- Explore institutional and social challenges through adversarial
- Deepen conversations beyond surface-level issues, addressing both institutional and broader societal challenges.
- Shift LSE's campus culture towards greater trust, collaboration,

The impact of the project will be measured through event engagement metrics, post-event surveys and interviews assessing whether participants feel more connected and engaged. A postvia LSE's social channels and internal networks to highlight the





and mutual understanding, while also tackling misconceptions about entrepreneurship's role in academia.





This project serves as a brilliant reminder that some of the most impactful ideas at LSE emerge when professional services and academics come together as one team. The energy, creativity and mutual respect it will hopefully spark across the School is exactly what we need to build a more collaborative, futurefacing institution."

LJ Silverman, Head of LSE Generate. Common Ground



While LSE creates a great network for students, this network is often limited to within the respective departments of students. Interdepartmental social events are not very frequent, and then too many students tend to stick to their own departmental groups. We propose the LSE Open Coffee Roulette Programme to enhance open and free-flowing inter-departmental conversations among students. These not only help break down stereotypes people associate with certain departments through sharing experiences and stories, but also fosters an interdisciplinary outlook

on world issues or general events."

**Ananya Rajurkar LSE Coffee Roulette Programme** 

## **Our ongoing focus on Campus Relations**

The launch of new campus relations initiatives this academic session adds to a longstanding commitment to build community and connection by staff and students across our School.

There are many existing parts of LSE that seek to enhance campus relations as part of their core offer, including LSE LIFE, the Eden Centre for Education Enhancement, LSE's Residential Life programme, the Students' Union, Equity, Diversity and Inclusion, the Faith Centre and more. This is alongside ongoing initiatives and activities locally in departments, divisions and services across LSE to foster and support a cohesive and connected campus culture.

## **Spotlight on: LSE LIFE**

LSE LIFE contributes to enhancing good campus relations in various ways:

- Workshops: each year, LSE LIFE delivers around 300 workshops, engaging over 3,400 individual students from across all academic departments and levels of study. These general skill-based sessions not only support academic development but also actively bring students together across disciplinary and programme boundaries. Their practical, discussion-led format encourages collaboration, interdisciplinary interaction, and peer learning.
- LIFE in London: with approximately 40 trips annually to cultural and historic sites across the capital, the LIFE in London programme helps students feel more at home in both the city and the School. Open to all, these outings offer low-pressure opportunities for students from different backgrounds and communities to meet, socialise, and build friendships that extend beyond departmental or residential boundaries.
- Weekends in Dorset: thanks to the generosity of alumnus Peter Jones, this twice-yearly residential offers 8-10 students an opportunity for peer engagement in a relaxed, offcampus setting. These weekends have proven especially valuable for fostering informal mentorship and reflective conversations among participants.
- LSE LIFE World Cafés: with 400 bookings across four sessions, these informal, discussion-based events are designed to create inclusive spaces for dialogue across disciplines. They offer students an opportunity to engage in wide-ranging conversations that promote intercultural exchange, intellectual curiosity, and a sense of connection within the broader School community, including between students and researching academics.





### **Spotlight on: Residential Life**

The Residential Life team at LSE leads an award-winning programme designed to foster a vibrant, inclusive, and supportive community within 10 halls of residences housing around 4,500 students across London. This programme plays a vital role in enhancing the student experience by bringing together individuals from diverse cultural, academic, and personal backgrounds.

At the heart of the programme is a rich calendar of events and activities that encourage students to connect, collaborate, and celebrate their shared and unique experiences. These include inhall social gatherings, fitness sessions, and wellness workshops, as well as curated outings such as street art tours, West End theatre visits, cooking classes, and weekend excursions to explore the UK's cultural and natural landmarks. These experiences not only promote social interaction but also help students acclimate to life in London and build lasting friendships.

The success of Residential Life is driven by a dedicated team of student-staff members who serve as Hall Committee, Subwardens or Content Creators. These individuals undergo a sector-leading training programme that equips them with the skills and knowledge needed to support fellow residents, foster inclusivity, and respond to the challenges of communal living. Their efforts ensure that every student feels welcomed, heard, and supported throughout their time in LSE halls.

Beyond events, the Residential Life programme also emphasises wellbeing, sustainability, and personal development. From mental health resources and quiet hours during exam periods to green initiatives and fundraising walks, LSE halls are designed to be more than just places to live – they are spaces to grow.

Whether students are new and adjusting to life in London or are returning to halls for second or third years, Residential Life at LSE offers a welcoming and enriching environment that supports students' academic and personal success.

#### "

Regular events provided spaces for community interaction and bonding."

Bankside House, first year undergraduate student

#### "

Coming to another country and staying alone is a very tough thing to do and you always need support and company to get through. Being surrounded by amazing people helped me get through the new changes in my life and it played an important role in the way I adapted to the things around me."

Butler's Wharf, postgraduate Master's student

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## **Our future focus**

Looking ahead to the next academic session, the Campus Relations Group will support the implementation of existing initiatives, evaluate the effectiveness of pilot projects and introduce new activities too. Key highlights of what's next include:

- LSE President Larry Kramer convening a special event series in the next academic year. For LSE's students and staff only and in our School's 130th anniversary year, the series will focus on universities in the age of polarisation and involve a range of guests and topics for discussion and debate.
- We also intend to continue rolling out Soliya training for all students in the next academic year:
  - LSE will update and enhance our 'Prepare to Learn at LSE' online programme for all incoming students, better embedding dialogue training and promoting good campus relations from the start of the academic year.
  - Soliya provided in person training for a number of LSE staff this year and we are now exploring how dialogue and mediation skills training can be further integrated into education and student experience, as appropriate.
- LSE and LSESU will look to renew their joint Student Charter, which focuses on how our School's mission and ethos is reflected in the education students can expect to receive, and in the diverse, equitable and inclusive community that we all contribute to and value.
- Across all areas, the Campus Relations Group will support initiatives as they are implemented, reviewing and evaluating their effectiveness and impact with the student and staff leaders running them. This will help the group understand what is working and where to prioritise in the academic year ahead.

The Campus Relations Group is also exploring further research and engagement with the LSE community, to understand perspectives and insights into how to further support campus relations in the future.



## Your role in campus relations

For some, getting involved in campus relations might mean proposing a new initiative, volunteering for a network or organising an event. However, there's a role for all of us to play in fostering a positive atmosphere.

Everyone at LSE should strive to actively contribute to a culture of respect, inclusion and collaboration. It is up to us to create welcoming environments in classrooms, offices, social gatherings and in our everyday interactions to develop both trust and campus cohesion. From this, comes a culture which encourages connection, creative thinking, respectful discussion and ultimately an understanding of the value of different voices and experiences.

We can all look to our roles in the community and consider opportunities to do things differently and bring positive change for everyone. Start by sharing ideas with the EDI team, signing up or attending a campus relations event, or actively seeking participation from different groups. Whether staff, student, alumni, or part of our wider campus community, we are all here to learn from one another and empower each other to thrive.



