



# Annual Report 2024/25

# Contents

Message from the Directors	3	LSE Generate	13
About Research and Innovation	5	Research Governance and Culture	14
Activities at a glance	6	Systems and Operations	15
Impact in numbers 2024/25	8	Evidence and Analysis	16
Research Development	9	Contracts	17
Research Awards	10	Impact beyond LSE	18
LSE Consulting	11	Our Staff	20
LSE Innovation and Impact	12		



# Message from the Directors

**Professor Susana Mourato**

**Vice President and Pro-Vice Chancellor (Research)**



This year's annual report captures a Research and Innovation Division that is delivering with confidence and purpose. In a challenging global and funding environment, I have been genuinely impressed by the ambition of our researchers and the dedication, judgement and creativity of the teams who support them.

Our grant performance has been particularly strong. LSE researchers have continued to secure highly competitive funding across the European Research Council, the National Institute for Health and Care Research, the Wellcome Trust and, notably, our first award from the Advanced

Research + Innovation Agency. These successes reflect not only the quality of our research, but the increasingly strategic and collaborative support provided across the research lifecycle.

I am also pleased by how we are using seed funding more deliberately to build future strength. The refreshed internal funding schemes are helping promising ideas to develop, interdisciplinary collaborations to form, and impact pathways to be tested early. This kind of targeted investment is essential if we are to sustain a strong pipeline of ambitious, externally competitive research.

Impact remains central to LSE's mission and this year we have made real progress in embedding it more consistently across the School. New Impact Prizes, Spark Awards and the launch of the ImpactU HUB are supporting researchers to work with policymakers, communities, businesses and civil society in ways that are both rigorous and meaningful. LSE Consulting further strengthens this impact by enabling LSE expertise to inform decision-making across government, industry and international partners, supporting hundreds of academic engagements and major external projects each year.

LSE Generate continues to be a source of enormous pride. Its recognition as the UK's top university start-up hub this year reflects a thriving entrepreneurial ecosystem grounded in social purpose. From students to alumni, and from London to a growing global network, Generate shows how social science-led innovation can deliver real-world change.

Looking ahead, the launch of the Global School of Sustainability marks an important next step for LSE, strengthening our capacity to address climate, nature and environmental challenges through world-leading social science, innovation and impact.

I am very grateful to colleagues across the Research and Innovation Division and to our academic community for their commitment, energy and ambition. Together, this work embodies LSE's Research for the World strategy: producing excellent research, investing in future capability, and translating ideas into impact that makes a difference beyond academia.

# Message from the Directors

**Dr Jen Fensome**

**Director of LSE Research and Innovation**



The research and innovation environment within Higher Education has continued to undergo changes – of policy, of expectation, of pressure and of funding reviews, coupled with the ongoing development of the Research Excellence Framework (REF) submission guidelines. However, our Research for the World Strategy and our President's strategic ambitions provide us with a clear and steady line of sight as to what will enable LSE to achieve its goals, together with, on a Divisional level, the Mission and Vision we worked so hard to implement last academic year.

The R&I Division has sustained a period of review and evolution throughout the year, to enable delivery of the core services to defined high standards, but also to be alive to new opportunities, ways of thinking and working, and to focus on emerging priorities as they arise. As such, we have revised our Research Development service to expand into more facilitatory support, successfully embedded our award-winning Evidence and Analysis team, provided well regarded interim support for the Research Post-Award finance service whilst the Systems and Operations team's work on procuring an end-to-end research management system completes, and carefully integrated our Due Diligence capability within our Contracts provision.

LSE Generate continues to be recognised as a leader in the sector for entrepreneurship, confirmed by the award of an MBE for the Associate Director, and LSE Consulting goes from strength to strength in terms of income and success of the Academic Speakers Bureau. Critically, the Innovation and Impact team has been working collaboratively with the Academic Director of Impact to further our ambitions for a new LSE impact culture, awareness and recognition of impact and commercialisation opportunities and achievements, and improved development of external partnerships – in conjunction with PAGE colleagues, through sector-novel cross-divisional roles. In addition, our Research Governance and Culture team have worked closely with the Associate Pro-Vice Chancellor for Research to prepare for REF, review governance structures for research at LSE and improve formal review processes of our research units to provide constructive, helpful feedback in line with their plans.

The Division comprises of dedicated experts, invested in their roles and ensuring the delivery of high-quality service performance, whom take pride in the School-level impact their work has on supporting LSE's global ambitions for social sciences. I am delighted with what the Division has achieved over the past year and look forward to more accomplishments this coming academic year.

# About Research and Innovation

The Research and Innovation Division (R&ID)'s refreshed offering is captured by its nine teams and their services:

## **Research Development**

Working with R&ID teams and academic units to prepare competitive and high-quality grants.

## **Research Awards**

Supporting with post-award management, financial and compliance requirements.

## **LSE Consulting**

Helping academics leverage their specialised knowledge by facilitating speaking and consultancy opportunities with leading industry and government partners.

## **LSE Innovation and Impact**

Helping academics generate impact from their research, through engagement, knowledge exchange and commercialisation.

## **LSE Generate**

Driving student and alumni entrepreneurship, supporting the development of socially responsible businesses in the UK and beyond.

## **Research Governance and Culture**

Focusing on research culture, ethics and integrity, the Research Excellence Framework and research-related governance.

## **Systems and Operations**

In charge of R&ID infrastructure and provides centralised administrative support.

## **Evidence and Analysis**

Generating timely policy insights, institutional intelligence and forward-looking analysis.

## **Contracts**

Providing a specialist contracting and due diligence service to R&ID and academic colleagues.

# R&I activities at a glance 2024/25



Evidence and Analysis (E&A) team launches an external Community of Practice in R&I E&A

August 2024

Launch of Research Management and Infrastructure Programme (RMIP)



Five streamlined Internal Funding Schemes are launched

September 2024

Demo Day, co-organised by LSE Generate, is hosted at LSE for the first time

LSE co-leads on collaborative Research England CCF<sup>\*1</sup> grant to identify shared approaches to supporting SHAPE<sup>\*2</sup> commercialisation

October 2024

Professor Michael Bruter appointed Associate Vice President and Pro-Vice Chancellor (Research) (PVCR)



London Higher Research Excellence Network Meeting held at LSE

PVCR Professor Susana Mourato joins the Russell Group Industrial Strategy Expert Panel as a SHAPE advocate alongside government, industry and higher education members

November 2024

Inaugural meeting of a newly established R&ID EDI Working Group<sup>\*3</sup>



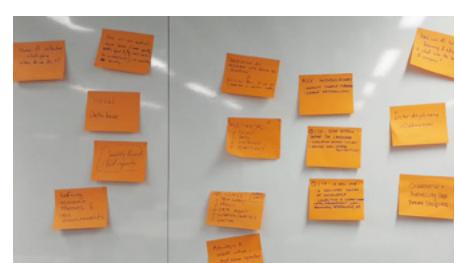
Launch of ImpactU HUB, an LSE co-led collaborative programme for social ventures

Dr Jen Fensome chairs and gives the Welcome Address at the HE Professional REF 2029<sup>\*4</sup> conference



Launch of Impact Wednesdays, an Engagement and Impact fireside event series led by the Associate Director for Impact, Professor Liz Stokoe

December 2024



Research Development team hosts an inaugural AI Community Lab in partnership with the Data Science Institute

\*<sup>1</sup>Connecting Capability Fund; \*<sup>2</sup>Social sciences, Humanities and Arts for People and the Economy; \*<sup>3</sup>Equality, Diversity and Inclusion; \*<sup>4</sup>Research Excellence Framework

January 2025

# R&I activities at a glance 2024/25

- LSE Generate named top UK university start-up hub in 2025 rankings



February  
2025



Russell Group report is published, informed by PVCR  
Professor Susana Mourato's input as part of the Industrial Strategy Expert Panel



March  
2025



Deputy Director of R&I, Grace McConnell, is appointed as Chair of ARMA UK<sup>\*5</sup>, with a three-year term starting in August 2026

April  
2025

LSE and Research England CCF co-applicants host workshop ahead of findings' publication

Launch of the inaugural Global Sustainability Research Fund by the Global School of Sustainability (GSOS)

- Innovation and Impact (I&I) team awards inaugural Impact Prizes and Spark Award



June  
2025

Evidence and Analysis team wins "Innovation in Research Management" award at ARMA UK Conference 2025



- Head of Evidence and Analysis team wins UKRI<sup>\*6</sup> Metascience grant

New Partnership Development Managers based between the I&I team and PAGE<sup>\*7</sup> join the R&ID

- Universities UK visit at LSE  
Associate Director of LSE Generate LJ Silverman is awarded an MBE as part of the King's Birthday honours

July  
2025



Research England visit at LSE

# Our impact in numbers 2024/25

**£47.3m**

Total income  
facilitated by the  
Division

**£39.2m**

Total Research  
income externally  
supported by the  
Division

**£8.1m**

Total income  
facilitated by  
LSE Consulting

**£93.6m**

Total value of  
research funding  
applications  
submitted with  
support of  
the Division

**158**

Commercial deals  
between LSE  
R&ID and  
external parties

**444**

Academic  
consultants  
engaged in projects

**420**

Experts leading  
research projects

**195**

Start-ups formed  
with LSE Research  
and Innovation  
Division (R&ID)  
assistance



# Research Development



In the past year, the Research Development (RD) team supported School academics in securing 10 European Research Council awards jointly worth £14.6m, four National Institute for Health and Care Research (NIHR) grants worth £4.2m and one £3m Wellcome Trust Career Development Award. RD also facilitated the £9.2m renewal of the Centre for Economic Performance funded by the Economic and Social Research Council, and played a key role in securing the School's first award from the Advanced Research + Innovation Agency. The team also assisted LSE researchers in applying for fellowships, prizes and awards, with three appointments in 2024/25: two Philip Leverhulme Prizes and one BA/Leverhulme Senior Fellowship.

These successes are testament to the team's strategic thinking and enhanced level of support provided to academics across the School, which resulted in a high success rate and diversification of funders. RD colleagues have been running training and information sessions delivered through the Research and Innovation Sessions (RISe) programme, equipping academics with the insights and know-how of maximising their application success rate. As RISe sessions have broadened their scope beyond research development alone, the series will be relaunched by the Research Governance and Culture team in 2025/26 to outline its new remit.

The RD team has also launched its first Community Lab session in January 2025, organising an AI Data Science Sandpit in partnership with Data Science Institute colleagues. This event brought together a group of multidisciplinary researchers from across the School to facilitate collaboration and outline existing funding opportunities.

The RD team's efforts in increasing LSE's success rates following Horizon Europe re-association have driven excellent results and will continue to remain a priority in the lead-up to the second phase of the programme. Over the coming year, the team will also shift their structure and services to support the LSE research community in applying for more strategic and larger, collaborative grants aligned with national priorities.

## Highlights

**£93.6m**

Total value of research funding applications

**200+**

Successful applications

**10**

European Research Council grants won

**1**

Inaugural Community Lab

# Research Awards



In 2024/25, the Research Awards (RA) team continued to deliver core services, including financial management from award set-up to closure, submission of financial claims and reports, and support with project changes, such as extensions and terminations. The team also coordinated audits and assurance reviews, serviced internal research funding schemes, and managed recurrent and non-recurrent grants, such as the Higher Education Innovation Fund and Impact Acceleration Account. This has also been aided by the strengthening of its compliance function, with processes embedded across the team's portfolio.

Aside from these core services supporting over 650 research projects, the RA team launched a pilot online timesheet app, providing monthly financial statements for Principal Investigators (PIs) and research project teams to support them with grant budget management. RA colleagues now offer monthly catch-ups with the academic community, giving PIs the opportunity to discuss any grant issues on a one-to-one basis with their Research Awards Manager. This is part of a wider refocusing of RA team services, aimed at providing more PI-orientated support through improved reporting templates, regularity of reporting and a more personal touch point in post award management.

Over the coming year, the RA team will continue to focus on enhancing compliance provisions, improving post award support for researchers, embedding AI into services where appropriate and helping with the successful implementation and rollout of the Research and Innovation Funding Management (RIFM) workstream of the wider Research Management and Infrastructure Programme (RMIP). RA colleagues have already extensively fed into the planning of a new research management financial system, which once implemented, will improve post award efficiency considerably.

## Highlights

**£235m**

Contract value of projects

**500**

External projects supported

**150+**

New research projects set up

# LSE Consulting



The LSE Consulting team has continued to expand its programmes and services to bring LSE expertise to a diverse range of external stakeholders, spanning industry, government and higher education partners.

Consulting Hubs have continued to grow from strength to strength. The Trade Policy Hub (TPH) extended its work to 81 countries, working with 14 unique clients in the past year, and the Education, Youth and Civic Engagement (EYCE) Hub brought together 50 members, including LSE experts, with a global impact of over 30 countries. Both hubs have been working with prestigious clients, like the Department for Business and Trade, the British Council, the European Partnership for Democracy and the Joseph Rowntree Foundation.

The Consulting team has also been supporting other School academic units in applying for competitive funding, helping them secure grants from the Financial Conduct Authority and the Low Pay Commission. Consulting colleagues continue to facilitate the delivery of the Journalism AI project funded by the Google News Initiative, which is a global programme that empowers news organisations to use artificial intelligence responsibly.

The Academic Speakers Bureau (ASB), now in its second year running, welcomed 17 new academic experts from LSE and beyond, and delivered speaking engagements to a variety of clients over the past year, like Vodafone, World 50 and UBS, bringing the total number of speakers to over 100.

The Consulting team has continued to see sustained demand across its services, with an income increase of 30% from 2023/24. In 2025/26, the team will continue to grow its existing portfolio, engaging with UK and international partners on a wide range of projects, showcasing LSE's breadth of expertise.

## Highlights

**£8.1m**

Turnover

**158**

Projects delivered

**205**

Live projects

**103**

Academic Bureau speakers

# LSE Innovation and Impact



Working closely with the Academic Director of Impact, Innovation and Impact (I&I) colleagues led on development of the new **Engagement and Impact hub** as a consolidated guidance and support space for researchers. The hub doubles as a convening space for the LSE academic community, through its Impact Wednesday event series, formed of fireside chats and meet-ups.

In 2024/25, the I&I team launched the inaugural Impact Prizes, which celebrate the excellent work achieved across the School on topics like social mobility, the political economy of belonging and adaptation to climate change. I&I colleagues also introduced the Spark Award for Innovation, which supports the development of innovative products or services offering practical solutions to any social, economic or environmental challenges.

The I&I team is instrumental in facilitating engagements with non-academic audiences and collaborators. In 2024/25, 27 internal funding awards worth over half a million pounds were made for projects focusing on policy dissemination, working with civic, third-sector and community partners, and exploring interdisciplinary collaborations. In June 2025, two new Partnership Development roles were created to further strengthen business and corporate engagement, jointly held between the I&I service and the Philanthropy, Alumni and Global Engagement team.

Following on from the £1.5m Research England award received in 2023/24 to collaborate on the ImpactU programme driving social ventures, I&I colleagues co-led the launch of the ImpactU HUB in December 2024. The team secured an additional Connecting Capability Fund–Research England Development award, working with university partners and an innovation consultancy to establish a new evidence base for an optimised Social Sciences, Arts and Humanities (SHAPE) shared Technology Transfer Office (TTO).

The I&I service has been advancing sector-leading work on the multifaceted aspects on university-generated impact and SHAPE commercialisation, and will continue to drive these efforts in the next academic year.

## Highlights

**£1m**

Granted to 15 Pathfinder Award winners through the ImpactU HUB, co-led by LSE

**£500k**

Awarded across Engagement, Impact and Innovation seed funding schemes

**6**

Inaugural Impact Prize winners

**1**

CCF – RED grant won\*

# LSE Generate



The GenDen, LSE's dedicated campus hub for entrepreneurship, has supported more than 7,000 entrepreneurs through co-working opportunities, hosted over 300 events and facilitated hundreds of hours of personalised business support over the past year.

The Generate team launched new initiatives, such as the new Founder Circles designed in collaboration with Snapchat, and a community cluster for alumni aged 60+, offering training in non-executive start-up boards and angel investing. The GenDen has also been restructured to better meet the needs of neurodiverse founders, ensuring an inclusive and adaptive workspace for our entrepreneurial community and providing a playbook for other universities to replicate.

The flagship Mentorpreneurship schools outreach programme now reaches over 11,000 students across 120 schools in four continents, combining entrepreneurial thinking with social impact. Meanwhile, the Turing Scheme celebrated its second graduating cohort in 2025, providing students with mentorship, bootcamps and international learning experiences at the Lisbon co-working hub, where it also co-hosted a European Impact Summit with Nova University.

The Generate team launched two new International Chapters, leading projects worldwide: from female founder retreats in Thailand and an Impact Investment Summit in Indonesia, to fashion sustainability events in Mumbai and Delhi, ahead of the launch of its Fashion Sustainability Accelerator. The team contributed to international panels on healthy ageing in Berlin and Rio, continuing to connect entrepreneurship with the global sustainability agenda.

In 2024/25, Generate was recognised as the top university start-up hub in the UK in the latest rankings by the Financial Times, Statista, and Sifted. This is testament to the team's international reputation and the strength of its offer in the UK higher education market.

Looking ahead, 2026 will see the launch of a new AI and Impact Venture Builder, as well as the official launch of the new space in Glengall Road, Southwark.

## Highlights

**25,000**

Active alumni businesses

**27**

Unicorns in the LSE ecosystem

**25**

Programmes offered globally

**22**

International Chapters

# Research Governance and Culture



The Research Governance and Culture (RG&C) team's focus has been further refined to include research culture, governance of research units, research ethics and integrity, the Research Excellence Framework (REF) 2029 exercise and servicing research-related committees. All due diligence efforts now sit with the Contracts team.

The team reviewed just under 600 ethics applications, approving 142 post-ethics study amendments and launching the Research Ethics Forum, attended by both academics and professional services staff (PSS). RG&C colleagues also expanded the Research Ethics Committee to better reflect the breadth of social science disciplines at LSE, resulting in its restructuring as the Research Ethics Review Board.

Ahead of REF 2029, RG&C set up a People and Research Environment (PRE) Working Group to centralise narrative data and analyse internal practices to evidence how the School supports research culture. The team have also analysed the accuracy of previous outputs grading exercises to identify best practice for REF 2029.

Research culture monitoring exercises over the past year have resulted in the successful completion of six centre reviews, the launch of the mid-career coaching programme supporting 21 researchers, and the award of a second round of five research culture projects. The team has also focused on increasing institutional collaboration through the re-launch of the Community Research Administrators and Managers network, which brings together R&ID and LSE-wide PSS by facilitating engagement, information sharing and career development opportunities.

In 2025/26, the team will be consulting on the development of the School's REF 2029 Code of Practice and supporting the next round of outputs grading exercises. RG&C colleagues will prepare the launch of the second round of the mid-career academic coaching programme and transition the research ethics review system to a new, integrated, research and innovation management system.

## Highlights

**598**  
Ethics applications reviewed

**40**  
Members appointed to the Research Ethics Review Board

**6**  
LSE academics appointed to REF sub-panels to date

**6**  
Centre reviews carried out in 2024/25

# Systems and Operations



The Systems and Operations (S&O) team plays a critical role in supporting the School-wide Research Management and Infrastructure Programme (RMIP). In 2024/25, the S&O team was instrumental in tender preparation and evaluation for two priority projects, supported supplier contract negotiations, scoped core system integrations and led data cleansing activities. RMIP will improve processes, workflows and system integrations across the R&I lifecycle, ensuring interoperability, accessibility and discoverability. The foundational work facilitated by S&O colleagues will benefit teams across the Division, from the delivery of fundamental research to translation, impact generation, knowledge exchange and commercialisation.

Over the past year, the S&O team has worked on several new initiatives to strengthen the R&ID community, developing Staff Handbooks, a training and events calendar, and making its resources easily available to the Division. S&O colleagues have also facilitated termly divisional meetings, away days and Division-wide training, ensuring new and existing staff have the opportunity to network and learn about strategic projects taking place across R&ID.

The team leads on all R&ID internal communications, including the successful delivery of the cross-LSE newsletter, the R&I Briefing, which disseminates funding opportunities, training resources, and research support to academics and research-related professional services staff across the School. The team is also working closely with the Communications division as part of the LSE Intranet Portal project, reviewing the website to enhance the Division's digital presence and boost the visibility of its services LSE-wide. Refreshed webpages will be launched in 2026.

In 2025/26, the S&O team will continue to grow its efforts to streamline operations by introducing an enhanced onboarding process, creating an improved divisional SharePoint hub, developing a new service desk, and starting a Community of Practice which will connect administrative colleagues and share best practices.

## Highlights

**700+**

Enquiries solved

**20+**

R&I events facilitated

**10**

Systems managed

**7**

R&I Briefing editions

# Evidence and Analysis



In the second year since it was established, the Evidence and Analysis (E&A) team has expanded its remit in response to requests from the Pro-Vice Chancellor for Research (PVCR), the Associate PVCR, Associate Director of Impact and R&ID leadership. Key projects have included comprehensive analyses of research on inequalities, democracy and defence, funding allocations, and policy developments across the UK and EU.

Following the launch of the new internal funding schemes (IFS), the team supported the dissemination of calls, selection of awardees and review of outcomes, making recommendations to improve the schemes at each funding round. In 2024/25, there was a substantial investment in IFS, with 44 awarded projects engaging colleagues from 34 academic units across the School. E&A colleagues are continuously monitoring outcomes to identify emerging trends, return on investment and external impact ensuing from seed funding.

The team head secured just over £200,000 in funding from UKRI and DSIT to undertake a metascience project exploring administrative data related to UKRI's portfolio of responsive mode grants dating back to 2006. The findings will help inform future UKRI and UK government strategies related to funding priorities and programme design.

The E&A team's practices across funding optimisation, policy analysis, sector-leading horizon scanning and engagement resulted in the Innovation in Research Management award at the Association for Research Managers and Administrators (ARMA) UK 2025 conference. This was an important recognition for a newly established, distinct unit in the UK R&I ecosystem.

In 2025/26, E&A colleagues will continue to build on this momentum through events facilitated by the national Community of Practice in R&I Evidence and Analysis it launched in August 2024 and the publication of an evidence bank available to the LSE research community, containing outputs developed in the past two years.

## Highlights

**22**

Team projects completed

**44**

Projects funded through internal funding schemes

**3**

Funder and mission group visits coordinated

**1**

UKRI/DSIT\* Metascience grant won

\*UK Research and Innovation (UKRI); Department for Science, Innovation and Technology (DSIT)

# Contracts



The Contracts team has continued to develop its specialist service provision, supporting research contracting across the Division and strengthening its role within the broader research governance framework. In February 2025, it came under new leadership and in July 2025, the Due Diligence function transferred from the Research Governance and Culture team, enabling a more integrated and efficient process for the assessment and management of research partners and contractual risk.

A new intake and triage system was introduced in April 2025 to improve how contracting requests are received, allocated and processed. The system incorporates automation for agreements issued on LSE templates, resulting in a substantial reduction in turnaround times, from an average of 115 days in the previous year to 47 days this year. In parallel, the team has contributed to divisional policy development and continues to provide support on matters relating to research security, ensuring alignment between contractual, due diligence and regulatory processes.

Contracts colleagues have continued to build capacity and improve consistency through a range of service enhancements, including new and improved template documents, playbooks and guidance tools, establishing the R&I Contracts Forum to strengthen collaboration with R&ID teams and Legal Services in the Secretary's Division, and implementing the Foreign Influence Registration Scheme (FIRS) process and guidance for R&I activities.

The remit of the team will continue to expand in the coming year, further strengthening the quality, consistency and accessibility of contracting, due diligence and trusted research support across the Division.

## Highlights

**700+**

Contracts requests completed

**187**

Due diligence requests completed

**42**

Training and knowledge sessions delivered

**6**

Guidance tools developed

# Impact beyond LSE



As a specialist Social Sciences, Humanities and Arts for People and the Economy (SHAPE) institution, LSE continues to lead the way in social sciences commercialisation through the ASPECT Network. After being restructured as a membership body in 2024, ASPECT grew to 38 member institutions, generating income to support further activity and growth. It delivered monthly training sessions and SHAPE Research Exchange (SHARE) network meetings, bi-annual forums and the yearly reSHAPE conference, with 980 ASPECT Micro-Credentials issued overall. In its second year running, the ASPECT Research Commercialisation (ARC) Accelerator has supported cohorts through a comprehensive four-stage programme, hosting workshops, roadshows and demo days. The ARC Accelerator also introduced testbed micro commissions, providing seed funding to pilot collaborative projects between ASPECT member institutions. Six projects are underway, involving 13 member institutions. In the coming year, ASPECT network members will be involved in a Wellcome-backed British Academy SHAPE programme on Leadership and Advancement. The three-year pilot is designed to support Early Career Researchers (ECRs) at all career stages and will start in spring 2026.

Social science advocacy efforts in the Division have also included LSE submissions on key higher education (HE) issues through the Russell Group, London Higher and Universities UK. Most notably, the Pro-Vice Chancellor for Research (PVCR) Professor Susana Mourato has advised on universities' SHAPE contributions in support of the UK's Industrial Strategy (IS) as part of a Russell Group Expert Panel. The Director of the Research and Innovation Division (R&ID) Dr Jen Fensome has also joined Research England and UK Research and Innovation (UKRI) roundtables to provide SHAPE expertise ahead of the pilot programme launch monitoring Strategic Institutional Research Funding (SIRF). Their input is testament to the unique strengths of social science expertise in developing programme design and evaluation frameworks to ensure the success of large initiatives like the IS and SIRF.

## Highlights

**£192k**

Membership income generated

**1000+**

Hybrid participants attending ASPECT training

**19**

SHAPE ventures showcased at reSHAPE 2024 conference

**6**

Testbed projects underway, involving 13 member institutions

In 2024/25, R&ID leadership hosted the London Higher Research Excellence Network, covering the Department for Science, Innovation and Technology (DSIT) strategy, London growth plans and HE institutions' role in them, and trusted research issues. The R&ID Director also welcomed the Russell Group Enterprise Directors at LSE, discussing commercialisation, Technology Transfer Offices (TTO) benchmarking and policymaking. Both meetings served as important SHAPE and Science, Technology, Engineering and Mathematics (STEM) alignment across research, impact and innovation themes.

R&ID members are committed to disseminate R&I best practices across the HE sector such as through the Association for Research Managers and Administrators (ARMA) UK, where colleagues are part of Special Interest Groups and regularly present on effective impact mapping, internal funding and metascience. In August 2026, the Deputy Director of R&ID Grace McConnell will be appointed as Chair of ARMA UK for a three-year term, continuing to spearhead these efforts at a national level.

Through her advisory role with Women on Boards CIC®, a social enterprise backed by UN Women UK, the R&I Director has represented LSE as a research partner to the CiC and facilitated the delivery of a report on gender equality for women entrepreneurs in leadership and board positions in Small and Medium Enterprises (SMEs). The report, generated by utilising LSE experts and the Women on Boards CiC® ThinkTank community, will provide the basis of aligned government policy change.

Finally, the Associate Director of LSE Generate LJ Silverman was awarded a well-deserved MBE in the King's Birthday Honours List 2025 for services to social innovation and education. LJ is a staunch supporter of entrepreneurship and has been sharing her expertise on the start-up journey and its challenges in prestigious international forums, such as the Web Summit, India Global Forum and Google's Startup Connect. She has been instrumental in ensuring Generate's global reach and success, leading a prize-winning team at the School.

## External R&I Division representation

### SHAPE commercialisation



### Advisory boards, learned societies and government departments



### Mission groups



### Higher Education professional bodies



### Emerging regional clusters



# LSE Research and Innovation Staff

## LSE Research and Innovation

**Dr Jen Fensome**  
Director of LSE Research and Innovation  
**Grace McConnell**  
Deputy Director of LSE Research and Innovation

## Research Development

**Dr Anouska Nithyanandan**  
Head of Research Development  
**Julia Howse**  
Senior Research Development Manager  
**Henna Patel**  
Senior Research Development Manager  
**Dr Gwen Cheve**  
Senior Research Development Manager  
**Liberty Gibson**  
Senior Research Development Manager  
**Barbara Kolaric**  
Senior Research Development Manager  
**Dorota Rejman**  
Research Development Manager  
**Chelsea Oware**  
Research Development Officer

## Research Awards

**Kerry Hocken**  
Head of Research Awards  
**Vicky Turnbull**  
Head of Contracts and Programmes  
Coordinator IGC  
**Benjamin Nevius**  
Senior Research Finance Manager  
**Jane Ellison**  
Senior Research Finance Manager  
**Dr Helen Leung**  
Senior Research Compliance Manager  
**Roy Thomson**  
Senior Research Finance Manager  
**Agnes Yung**  
Research Awards Manager  
**Alistair Brown**  
Research Awards Manager  
**Katie Edmonson**  
Research Awards Manager  
**Kathryn Mellow**  
Research Awards Manager  
**Joanne McGinty**  
Research Awards Manager  
**Natalie Hua**  
Research Awards Manager  
**Fatima Arshad**  
Research Awards Manager  
**Dr Valeria Scacchi**  
Research Awards Manager  
**Sofia Pavlaki** (On maternity leave)  
Research Awards Manager  
**Karen Samuel**  
Research Awards Manager  
**Seba Mukoro**  
Research Awards Manager  
**Andrea McKoy**  
Research Awards Manager  
**Deborah Tupou**  
Research Awards Administrative Assistant  
**Talisia Cruz**  
Research Awards Administrative Assistant

## LSE Consulting

**Jeannine McMahon**  
Associate Director of Consulting  
**Anju Begum** (On maternity leave)  
Senior Project Finance Manager  
**Evelina Kaminskaite**  
Project Finance and Contracts Officer  
**Kristian Emilov**  
HR and Compliance Officer  
**Elisabet Vives**  
Senior Project Manager and Researcher  
**Dora Vajai**  
Senior Project Manager and Researcher  
**Dr Elitsa Garnizova**  
Director of the Trade Policy Hub  
**Marit de Bruijne**  
Media and Communications Consultant  
**Helen Flood** (On secondment)  
Marketing and Project Manager  
**Tania Gandhi**  
Marketing Project Coordinator  
**Martin Coloma Puga**  
Project Manager and Researcher

## LSE Innovation and Impact

**Dr Rachel Middlemass** (On maternity leave)  
Associate Director of Innovation and Impact  
**Dr Karen Shaw** (Maternity cover)  
Associate Director of Innovation and Impact  
**Matthew Hindhaugh**  
Senior Research Innovation Manager  
**Charlotte Rowan**  
Senior Research Innovation Manager  
**Horatio Mortimer**  
Senior Business Innovation Manager  
**Dr Aygen Kurt-Dickson**  
Senior Innovation Development Manager  
**Kieran Booluck**  
Senior Research Impact Manager  
**Dr Catherine Ulmer** (On secondment)  
Research Impact Manager  
**Dr Jessica Day**  
Research Impact Manager  
**Nick Ansell**  
Impact Monitoring Manager  
**Ross Jones**  
Impact Acceleration Manager  
**Blue O'Connor**  
Social Venture Hub Manager  
**Anna Douglas**  
Partnership Development Manager  
**Katie Russell**  
Partnership Development Manager

## LSE Generate

**LJ Silverman MBE**  
Associate Director of Generate  
**Kinga Kaczkowska**  
Executive Officer  
**Livia Denis**  
Operations Manager  
**Joanna Hamer**  
Senior Entrepreneurship Programme Manager  
**Emma Higson**  
Programme Officer  
**Meenakshi Ajith**  
Community Liaison Officer  
**Sian Kincaide**  
Communications and Events Manager  
**Laura Ross**  
Senior International Strategy Manager  
**Taylor Wong**  
Senior International Strategy Manager  
**Dr Paroma Bhattacharya**  
Senior Programme Manager

## Research Governance and Culture

**Jo Hemmings**  
Head of Research Governance and Culture  
**Nathalie Van Der Elst** (On maternity leave)  
Senior Research Culture Manager  
**Dr Catherine Ulmer** (Maternity cover)  
Senior Research Culture Manager  
**Dr Lyn Grove**  
Senior Research Ethics Manager  
**Dr Myriam Fellous-Sigrist**  
Research Ethics Manager  
**Wendy Leung**  
REF Support Manager  
**Casimira Headley-Walker**  
Committees and Governance Officer

## Systems and Operations

**Amanda Burgess**  
Head of Systems and Operations  
**Porshia Boafo**  
R&I Operations Manager  
**Crispin Williams**  
R&I Systems Manager  
**Milo Thomson**  
R&I Data Officer  
**Miguel Alcalde**  
R&I Systems Assistant  
**Runzheng Gao**  
R&I Administrative Assistant  
**Charlotte Creamore**  
Research Development Administrative Assistant

## Evidence and Analysis

**Dr Chris Daley**  
Head of R&I Evidence and Analysis  
**Andreea Gavrila**  
Senior R&I Engagement Manager  
**Mariane Bignotto**  
R&I Funds Manager

## Contracts

**Shelley-Jane de Klerk**  
Head of R&I Contracts  
**Dr Melissa Bliss**  
R&I Due Diligence Manager



Research and  
Innovation

[lse.ac.uk/research-and-innovation](http://lse.ac.uk/research-and-innovation)

## **LSE Research and Innovation**

London School of Economics and Political Science  
Houghton Street  
London WC2A 2AE