

# Position Specification

London School of Economics

Director

**FINAL March 2016**

#794781

Private and Confidential

## Background

The London School of Economics and Political Science (LSE) is one of the foremost universities in the world specialising across the full range of social, political and economic sciences. Founded in 1895, LSE has an outstanding international reputation and welcomes a significant number of students and faculty from overseas. The School's programme of public engagement positions it at the forefront of global policy debate as a highly influential voice addressing a range of major social challenges. A member of the Russell Group, LSE has the highest proportion of world-leading research of any UK University and has just launched a major initiative aimed at enhancing its reputation as a centre of teaching excellence. Approximately half the LSE's student body is from outside of the EU, as are many of its faculty and staff.

The environment in which LSE operates is continually evolving. The UK higher education sector is gradually moving away from a grant-based system to an expanded loan-based model of student finance. Changing government funding models will increase the importance of private funding. In addition, changes to immigration legislation are likely to present additional challenges in attracting scholars and students from outside of Europe.

In order to maintain its global standing within the changing environment, the School has made a number of strategic choices in the past which have underpinned the success of the institution.

Council has recently reaffirmed its commitment to:

- Building a core faculty committed to both education and research and not accepting a zero-sum trade-off between the two.
- Focusing on social science and closely related fields that contribute knowledge to understanding and changing society, collaborating with but not seeking to expand into other major dimensions of academic work (such as science, engineering or medicine).
- Strengthening face-to-face education and the intellectual community at our central London campus and developing thriving educational, research, and public engagement at this campus; this may be complemented by programmes overseas or benefit from technological innovation.

To pursue the LSE's distinctive mission and continue its leadership, the LSE recently agreed six strategic priorities ('LSE Strategy 2020'). These are:

1. Substantially improve the quality of educational programmes including the overall student experience, and develop opportunities for the brightest students regardless of their background.
2. Continually improve faculty quality, research performance and intellectual innovation and enhance the quality of professional support staff.
3. Strengthen the LSE's commitment to equity, diversity and inclusion and take relevant action throughout the institution.
4. Lead (and continue to be recognised as leading) in international, interdisciplinary, and issue-oriented social science.
5. Enhance and diversify the School's revenue streams.
6. Secure an estate and other facilities commensurate with our standing and aspirations.

Further information: <http://www.lse.ac.uk/aboutLSE/aboutHome.aspx>

## The Role

LSE is seeking a new Director who will be able to steer the institution successfully through the implications of the rapidly changing national and international environments on UK Higher Education institutions. The new Director will have responsibility for guiding LSE towards its strategic goals and for continuing to take forward, develop and refine the implementation of the strategic priorities in accordance with direction from Council. The Director must be able to command the respect of academics and understand the specific complexities of the sector. The role calls for a highly experienced manager with a proven track record of delivering agreed priorities, management and change management, fundraising ability, and leadership experience. Whilst being an academic is not essential, the successful candidate will be of eminent intellectual standing and analytically rigorous and will understand the culture of academic institutions.

The Director is the academic and administrative head of the School, formally head of all academic and non-academic staff, and is the principal officer designated as publicly accountable for the School's finances. The Director is accountable to Council for the delivery of the extensive responsibilities that Council delegates to him/her for the day-to-day organisation and supervision of all the work of the School and execution of the School's strategy.

The Director of LSE will:

- Provide strategic vision and leadership, both academic and administrative, to the whole School.
- Harness the energies of all academic staff, students and professional services and encourage excellence in an atmosphere of trust and collegiality.
- Enhance the reputation of the School for international research, academic excellence, top quality teaching and public engagement.
- Ensure that the governance, administrative and internal management structures of the School are efficient and effective.
- Manage change through consultation and consensus-building.
- Develop a strong and cohesive senior leadership team.
- Develop diverse income streams, including expansion of the LSE's fund-raising on a significant scale, in order to enable the School to deliver its future aims and objectives.
- Oversee the development of the LSE estate for the long-term benefit of the School.
- Provide leadership towards embedding the LSE Ethics Code and related policies in all internal and external activities of the School and, more generally, build an ethical organisational culture.
- Implement policies that will deliver the School's commitment to equity, diversity and inclusion.

## Team and Resources

The Director will be accountable for an executive team of seven.

## Candidate Profile

Candidates must be of exceptional calibre with eminent intellectual standing, proven management, change management, and leadership skills, and strategic vision. The successful candidate need not be an academic but must demonstrate a good understanding of academic culture and the UK higher education environment, as well as how to enable the achievement of excellence in teaching and research. The successful candidate will have a deep understanding of, and commitment to, the Social Sciences.

Candidates must have the enthusiasm, energy and drive required to inspire and lead the School through the next phase of its development as a world class university, and a demonstrated aptitude for collaboration, consensus-building and forging relationships across diverse constituencies internally and externally, including with governments and other organisations.

### **Experience:**

The Director will need to demonstrate the wisdom, determination, vision, sensitivity and focus necessary to deliver the LSE's ambitions.

Professional experience critical to the role include some of the following:

- Experience of managing a large scale, complex organisation, with the ability to hire outstanding people, delegate, establish boundaries, and further an environment of collegiality.
- Demonstrable strength of purpose and vision with a track record of devising and delivering innovation, transformation and change while respecting tradition in a complex environment and through successful consensus-building.
- Experience of, and a strong commitment to, fund-raising on a large scale.
- Experience as the senior ambassador of a major institution, including representing a variety of views and opinions fairly and delivering compelling and inspiring speeches for internal and local, national, and international audiences.
- Demonstrable experience in identifying and removing barriers to the creation of an equitable, diverse and inclusive working environment.

### **Competencies:**

Some of the key skills expected include:

- The ability to work with and motivate staff at all levels of the organisation.
- Excellent listening skills.
- Intellectual distinction combined with an understanding of, and commitment to, the Social Sciences.
- Knowledge of the UK and international higher education environment.
- Inspirational leadership built on trust, collaboration and consensus-building.
- The personality and determination to develop and promote the international standing of the School, along with the global awareness and confidence to influence and develop strategic and tactical alliances.

- The ability to be responsible to Council for the organisation and supervision of all the work of the School, the execution of the strategy, and a strong financial position and long-term financial sustainability.
- Strong and ethical leadership and personal traits, including principled, disciplined, and self-aware; the ability to demonstrate humility, humor, integrity and an open mind.

## Remuneration and Benefits

Attractive package.

## The Selection and Recruitment Process

LSE has appointed Russell Reynolds Associates to support this appointment for LSE. Short listing of candidates will be undertaken by the assessment of information provided in application documentation.

## Timetable

*Indicative, subject to change*

▪ Closing date for applications	Noon, 27 April 2016
▪ <i>Long Listing Review</i>	<i>May</i>
▪ First round interviews with RRA	May
▪ <i>Short Listing Review</i>	<i>June</i>
▪ 1 <sup>st</sup> Round Interviews	Target 1 and 4 July
▪ Informal briefings	Target Mid-July
▪ 2 <sup>nd</sup> Round interviews	Target 25 and 26 July

## Diversity and Equality

LSE is committed to pursuing equality of opportunity and welcomes all applications. Applications from women and BME candidates in particular are encouraged.

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## Application Instructions

Closing date for applications is Noon 27 April 2016.

**All applications must include the following:**

- The reference number P1602-008L in the subject line.
- A short covering letter of not more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate profile.
- A current CV with educational and professional qualifications and full employment history where possible giving details where applicable, of budgets and numbers of people managed, relevant achievements in recent posts, together with reasons for absence within the last two years.
- Names of at least two referees who may be contacted at short list stage, i.e. *before* final interview.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, credit and qualifications, or similar, post short list stage.
- The willingness and ability to confirm that you are a fit and proper person.
- Notification of any dates you are unable to accommodate within the indicative timetable set out in the previous section.
- Your mobile number – and any other useful contact telephone numbers – together with your preferred e-mail address, which will be used for all correspondence between us.
- The completed monitoring forms contained in [Annex 2](#).

In response to the advertisement, please submit your full application to:

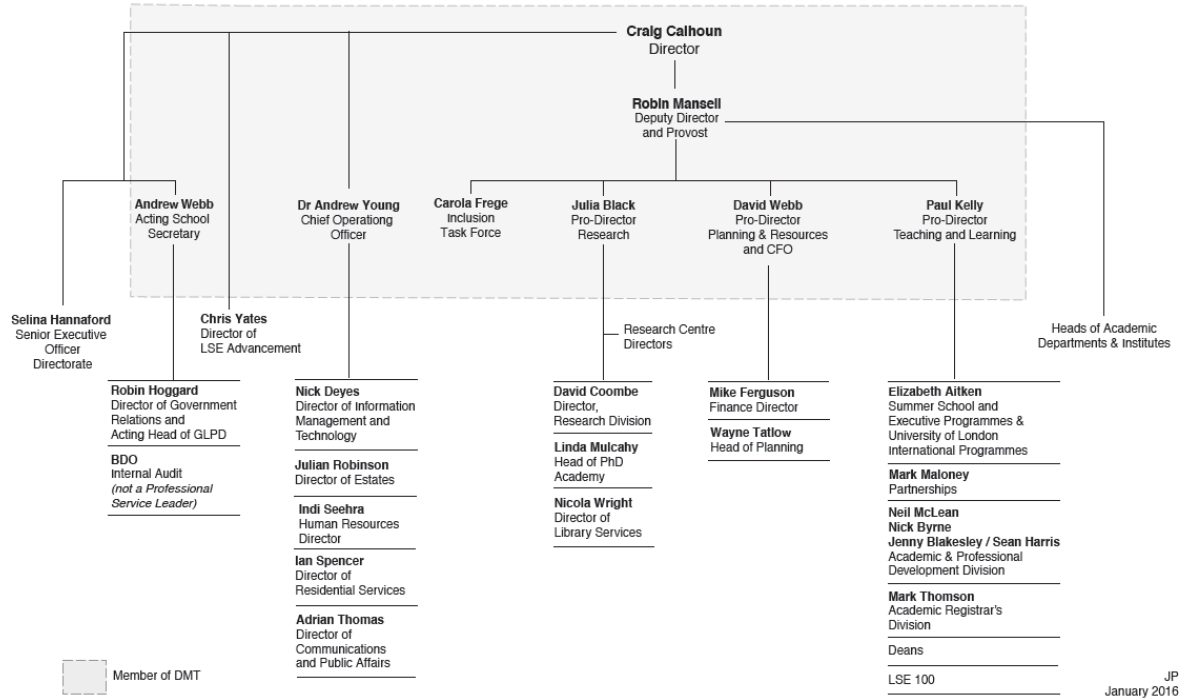
By email (preferred): [Responses@RussellReynolds.com](mailto:Responses@RussellReynolds.com)

Or, by post:  
Russell Reynolds Associates  
c/o Fiona Birkmire  
Reference number P1602-008L  
Almack House  
28 King Street  
London SW1Y 6QW

If you need assistance, please email [fiona.birkmire@russellreynolds.com](mailto:fiona.birkmire@russellreynolds.com) or call +44 (0) 20 7830 8052.

Annex 1: Organisation Chart

The Senior Management of the School – effective from January 2016





**Annex 2: Monitoring Forms – LSE Director**

**Section 1 - Personal Details**

<b>Surname:</b>	<b>Forename(s):</b>	<b>Title:</b>
<b>Address for correspondence:</b>		
<b>Postcode:</b>		
<b>Contact Telephone Number (including national or international dialing code):</b>		
<b>Mobile Telephone Number:</b>		
<b>E-mail address:</b>		

## Section 2 - Diversity Monitoring Questionnaire

Name (BLOCK  
CAPITALS)

The LSE is committed to pursuing equality of opportunity.

This section of your submission will be detached from your application. The information collected will only be used for monitoring purposes in an anonymised format and will help the organisation analyse the profile and make up of applicants and appointees to jobs in support of their equal opportunities policies. Your answers will be treated confidentially and will not affect your job application in any way. We thank you in advance for your co-operation.

### Part A: Gender

- Male
- Female
- Prefer not to say

### Part B: Gender Identity

- A woman
- A man
- Neither
- Prefer not to say

### Part C: National Identity

Please indicate:

### Part D: Ethnic Origin or racial group

- Black or Black British-African
- Black or Black British-Caribbean
- Other Black Background
- Asian or Asian British-Bangladeshi
- Asian or Asian British-Indian
- Asian or Asian British-Pakistani
- Other Asian Background
- Mixed White and Black-African
- Mixed White and Black-Caribbean
- Mixed White and Asian
- Other Ethnic Background
- Chinese
- White
- Other White Background
- Arab
- Gypsy or Traveller
- Prefer not to say

**Part E: Do you have a disability?**

- Yes
- No
- Prefer not to say

**Part F: Age**

- 16--24
- 25--34
- 35--44**
- 45--54
- 55--64
- 65+
- Prefer not to say

**Part G: Sexual Orientation**

- Bisexual
- Gay man
- Gay woman/lesbian
- Heterosexual
- Other
- Prefer not to say

**Part H: Religion and Belief**

- No religion
- Buddhist
- Christian
- Hindu
- Jew
- Muslim
- Sikh
- Spiritual
- Another other religion or belief
- Prefer not to say