



**Alumni
Association**

**Leadership Forum 2017
1-2 September**

Delegate Pack



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

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Welcome

It is our pleasure to welcome you to the LSE Alumni Association Leadership Forum 2017.

As ever, the Forum will serve as an occasion to both reflect on our achievements and look forward to what should be an exciting new phase for the School – and for the Alumni Association.

The programme we have developed for the next two days will enable us to discuss how we capitalise on the Association's new Constitution, which takes effect for the upcoming three-year term. We have a responsibility as alumni volunteer leaders to ensure everyone benefits from the more flexible structure this new framework provides.

With over 80 attendees representing 40 regional and special interest groups, our biennial event is also a physical reminder of the sheer scope of LSE's alumni community and, more specifically, of the strength and commitment of our volunteer leadership community. During the Forum we will formally recognise and thank retiring volunteer leaders for their profound contribution to the global alumni network, and welcome new volunteer leaders including new Executive Committee members.

This weekend we also have the privilege of being among the very first School audiences to meet Dame Minouche Shafik DBE, LSE's new Director. Minouche is an outstanding leader and, as an LSE alumna, someone who has spoken frequently of her pride in the School.

As you will have seen, campus is changing around us – the Centre Buildings continue to take shape on Houghton Street as part of the School's commitment to deliver facilities commensurate with a world class university. The development also demonstrates the high esteem in which the School holds its alumni – the new building will feature LSE's first Alumni Centre, a dedicated hub for alumni to make use of whether resident in London or passing through.

The contributions made by volunteers are coordinated and supported by LSE Advancement and its alumni relations programme. The Alumni Association and Advancement work together to benefit the global alumni community and the School, and we look forward to continuing our productive relationship in what is a new chapter for the Association, Advancement and the School.

Thank you for giving up your time and for travelling from near and far to share in this important event. In addition to the planned programme, we will all have numerous opportunities to network, share experiences and learn with and from one another, and to celebrate our enduring relationship with LSE.



Patrick Mears (LLB 1979)
Chair, LSE Alumni Association



Catherine Baldwin
Interim Director, LSE Advancement

Programme

Programme

Friday 1 September 2017

- 9-9.45am **Registration**
Tea & Coffee
LSE Life, Workshop 3, Ground Floor, Lionel Robbins Library
- 9.45-10.15am **Welcome, delegate introductions & Chair's address**
Patrick Mears, Chair, Alumni Association
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 10.15-11.30am **LSE Advancement & Alumni Association Panel**
Including relevant updates, Forum 2015 Feedback, Q & A
Patrick Mears, Chair, Alumni Association;
Tom Kern, Vice Chair, Alumni Association;
Cath Baldwin, Interim Director LSE Advancement;
Karen Lippoldt, Deputy Director, LSE Advancement (Constituency Relations)
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 11.30am-12noon **Welcome from new LSE Director**
Dame Minouche Shafik, Director, LSE
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 12noon-12.30pm **Presentation of Outstanding Alumni Volunteer Awards**
LSE Director and Chair
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 12.30-12.45pm **Introduction to 2017-2020 Executive Committee, Regional Ambassadors, and Alumni Relations team**
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 12.45-2pm **Lunch & networking with LSE Faculty and Staff**
LSE Life, Workshop 3, Ground Floor, Lionel Robbins Library
- 2-2.45pm **Workshops – Series 1**
Various 1st and 2nd Floor Rooms – New Academic Building
- 3-3.45pm **Workshops – Series 2**
Various 1st and 2nd Floor Rooms – New Academic Building
- 3.45-4.40pm **Tea, Coffee & Networking**
Mezzanine Level – 1st/2nd Floor, New Academic Building
- 4-5.30pm **Incoming EC member meeting**
(Outgoing members join at 17.00)
Chairman's Dining Room, 5th Floor, Old Building
- 6-8.30pm **Volunteers' Reception and Dinner**
Senior Common Room and Senior Dining Room, 5th Floor, Old Building

Saturday 2 September 2017

- 9-9.30am **Registration**
Tea & Coffee
LSE Life, Workshop 3, Ground Floor, Lionel Robbins Library
- 9.30-10.30am **LSE Alumni Centre & Centre Buildings Project Update**
Julian Robinson, Director, LSE Estates
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 10.30-11.15am **GDPR and School System Development:
What does it mean for Alumni?**
Karen Lippoldt, Deputy Director, LSE Advancement (Constituency Relations)
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 11.15-11.30am **Tea & Coffee Break**
LSE Life, Workshop 3, Ground Floor, Lionel Robbins Library
- 11.30am-12.30pm **Alumni and LSE Faculty Engagement**

Professor George Gaskell (Chair)
Professor Emeritus Eileen Barker OBE, Sociology, LSE
Professor Gareth Jones, Director, Latin America and Caribbean Centre, LSE
Shilpen Savani, Faculty and Department Support Member, Executive Committee
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 12.30-2pm **Lunch & networking (including LSE and EC Info Points)**
LSE Life, Workshop 3, Ground Floor, Lionel Robbins Library
- 1.15-2pm **Regional Liaison Committee meeting (during lunch)**
TBC, Meeting Room, Lionel Robbins Library
- 2-3pm **Alumni Online Communications Tool Training**
Various Rooms, St Clements Building, Aldywch
- 3-3.45pm **Workshop Feedback**
Tom Kern, Vice Chair, Alumni Association
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 3.45-4pm **Concluding remarks from 2015-2017 AA Chair**
Patrick Mears, Chair, Alumni Association
LSE Life, Workshop 4, Ground Floor, Lionel Robbins Library
- 6.30-9pm **Drinks Reception followed by Dinner**
Guest Speaker:
Professor Mick Cox, Director of LSE IDEAS and Emeritus Professor of International Relations, LSE
Senior Common Room and Senior Dining Room, 5th Floor, Old Building

Volunteer Award Recipients 2016 & 2017

Volunteer Award Recipients 2016 & 2017

LSE Outstanding Alumni Volunteer Award

for exceptional volunteer services to the School and the alumni network

Volunteer Award Recipients 2016

Eva Szamely (MSc European Studies 1996), founder and Chair of the LSE Alumni Association Hungary group for the past 13 years.

Volunteer Award Recipients 2017

Yahya Abdulla (BSc Economics 2004), who revived the Global Real Estate Group (GREG) when he took over its presidency in 2014. He was involved in GREG as a committee member for several years prior.

Ivor Abramowitz (MSc Economics 2011), leader of the LSE Alumni Association South Africa's Johannesburg chapter from 2012-16.

Noemi Blasutta (LLB 2008), two terms Chair of the Establishment, Recognition and Obligations Subcommittee and Executive Committee member from 2013-2017.

Aisling Bolger (MSc European Politics and Governance 2011), committee member from 2013 and Chair of the LSE Alumni Association Ireland from 2015 to 2017.

*Award to be presented at Leadership Forum 2017

Marta Costas (MSc Social Policy and Administration 2007), Chair of the LSE Entrepreneurs' Alumni Group from its foundation in 2011 until spring 2016. She continues to act as an adviser to and supporter of the group.

Yelena Don (BSc Management 2008), founding Chair of the LSE Alumni Association Kazakhstan. She is now honorary chair of the group.

Sherif Hussein Kamel (PhD Stats and Maths 1994), leader of the LSE Alumni Egypt contact network for 10 years.

Borhan Uddin Khan (LLM 1990), served as committee member from 2011, then as group leader from August 2013 to May 2017 for the LSE Alumni Association Bangladesh.

Young-Key Hwang (MSc Accounting & Finance 1981), re-established the LSE Alumni Association Korea in 2010 and was Chair from March 2013 to June 2017.

Gauri Kasbekar-Shah (LLB 1999), Co-Chair of the LSE Lawyers' Alumni Group for eight years and current LSE Governor.

John Lee (LLB 1992), leader of the LSE Alumni Brunei contact network since its foundation 10 years ago.

Garich Lim Shington (MSc International Relations 2003), President of the LSE Alumni Association Singapore for four years. He previously served as a member of the group's committee.

Diego Lopez (MSc Accounting and Finance 2006), Chair of the LSE Alumni Association UAE from 2013 to July 2016. He has also served on the Group Leaders' Support Sub-Committee and is the current LSE Alumni Regional Ambassador to the Middle East.

Rishi Madlani (BSc Economics 2005), Chair of the LSE Banking and Finance Alumni Group from 2012 to 2015 and current LSE Governor.

Thane Ryland (MSc in Media & Communications 2005), Chair of the Communications Subcommittee for two terms and Executive Committee member from 2014-2017.

Shilpen Savani (LLB 1993), Co-Chair of the LSE Lawyers' Alumni Group for six years.

George Wetz (BSc International Relations 2009), a longstanding volunteer in the Alumni Association. He has served three terms as chair of the Lifelong Contacts Subcommittee and has been a member of the Executive Committee from 2011-2017. George has also been active in the London Alumni Group since its establishment in 2016.

*Award to be presented at Leadership Forum 2017

Margitta Wuelker-Mirbach (Diploma Economics 1984), President of the German Friends of LSE for more than 20 years.

*Award to be presented at Leadership Forum 2017

Maria Xytaki (MSc New Media, Information & Society 2005), President of the Hellenic Alumni Association of LSE for the last four years. She also served as member of the board prior to becoming president.

*Award to be presented at Leadership Forum 2017

Workshop Topics and Summaries

Workshop Topics and Summaries

During the 2017 Leadership Forum delegates will be invited to attend a series of workshops themed around events programming, active alumni recruitment and retention and sharing best practice of recruiting and retention of committees. The workshops will also discuss ways in which groups can work collaboratively with LSE Advancement and the School, using the LSE Alumni website and online portal tools.

The workshops will run concurrently in two sessions: Friday 1 September 2017, 2-2.45pm and Friday 1 September 2017, 3-3.45pm.

Below is the summary of each workshop and what you can expect from the sessions.

1. Events programming

Central to the success of regional and special interest alumni groups is the programming they offer to their members. One of the keys to delivering successful events is effective planning. The *LSE Volunteer Guide* offers helpful guidance on how to conduct events and the experiences of groups around the world on the kinds of events that have been presented can provide further insight into what works. Of great interest to many groups are events centred on a lecture or presentation by visiting academics or members of senior staff which can help to strengthen alumni connections to the School and provide opportunities for lifelong learning. Additionally, some alumni groups are finding it practicable to join with neighbouring groups or Special Interest Groups (SIGs) to put on events in a more manageable and affordable way. This workshop will offer participants the opportunity to share their best practices and for the School's Alumni Relations team to identify ways to provide support.

2. Active alumni recruitment and retention

Key to running a successful and sustainable regional alumni group or Special Interest Group is attracting, engaging and maintaining a significant number of active alumni. This session will explore different ways to gain a critical mass of active alumni by creating opportunities for engagement. Regional groups are encouraged to discuss with fellow volunteers how regular communications, engagement on social media, or a varied programme of events enable them to recruit and retain active participants. The workshop will also provide the School's Alumni Relations team with a chance to share the services it has available to support groups as well as ways in which it can enhance its efforts. (Distinct from general active alumni recruitment and retention is the challenge groups face in building and maintaining an adequately supported committee structure; this topic will be addressed in a concurrent workshop.)

3. Recruitment and retention of committees

Regional alumni groups and Special Interest Groups alike have two key challenges. One is overarching recruitment and retention of active alumni to the group to ensure a critical mass of active participation in group activities (to be discussed in a concurrent workshop). A second, equally important challenge is attracting alumni to become involved in the group's core planning and management functions. The *LSE Volunteer Guide* presents a number of considerations to keep in mind. This workshop asks participants to share their experiences in encouraging involvement by alumni beyond simply attending an event, so that the work of the group continues to be shared and enhanced by a diverse cadre of alumni leaders.

4. School support services for alumni

LSE's global alumni network comprises over 142,000 people in almost 200 countries. The School offers a wide range of services and engagement activities for alumni in order to connect students with each other in a powerful community of advocacy and support. This workshop is designed to explore your ideas and suggestions for the future, and provide an opportunity to learn about the School's current offer of alumni support services. Participants will explore who's the best person to contact for which specific issue; and what the group leaders and committee members themselves can do to continuously enhance the way we work together.

Alumni Association Executive Committee Members 2017 to 2020

Alumni Association Executive Committee Members 2017 to 2020

Chair and Vice Chair

Name	Role	Degree	Year	Location
Patrick Mears	Chair	LLB	1979	UK
Thomas Kern	Vice Chair	MSc Public Policy and Administration	1979	USA

Executive Committee Members

Name	Role	Degree	Year	Location
Pablo Trevisán	Chair, Regional Liaison Subcommittee	LLM	2001	Argentina
Pia Wagner	Vice Chair, Regional Liaison Subcommittee	MSc International Accounting & Finance	1998	Germany
Kerrylynn Daly	Communications & Branding Member	MSc History of International Relations	2011	UK
Miranda Germani	Volunteer Engagement Member	MSc Health Economics, Policy & Management	2016	Canada
Katja Knoechelmann	Recent Alumni Member	MSc International Development & Humanitarian Emergencies	2013	Israel
Jason Milner	Technology & Data Member	BSc Geography	1991	UK
Abhilash Puljal	Special Projects Member	MSc Development Management	2006	India
Julie Samnadda	Governance Member	LLB English & French Law	1985	Belgium
Shilpen Savani	Faculty & Department Support Member	LLB	1993	UK
Christopher Toy	Benefits & Services Member	BSc Econ Accounting & Finance	2006	UK

LSE Advancement Members (Ex-officio)

Name	Role
Cath Baldwin	Interim Director, LSE Advancement
Karen Lippoldt	Deputy Director, LSE Advancement - Constituency Relations * Acting for the Head of Alumni Relations
Nat Holtham	Head of Alumni Relations * In post from November 2017
Tricia Coyle	Director of Alumni Relations & Events, LSE Foundation and American Fund for LSE

Regional Liaison Subcommittee Members

Name	Role	Degree	Year	Location
Pablo Trevisán	Chair & Member, Latin America and the Caribbean	LLM	2001	Argentina
Pia Wagner	Vice Chair	MSc International Accounting and Finance	1998	Germany
Michael Lee	Member, North America	BSc(Econ) Economics & Math Economics	1997	USA
Diego Lopez Dominguez	Member, Africa and Middle East	MSc Global Media and Communications (LSE and Fudan)	2006	USA
Rhona Luthi	Member, Europe	MSc(Econ) Industrial Relations and Personnel Management	2002	UK
Gayashini Nanayakkara	Member, Asia and Pacific	MSc in Analysis, Design and Management of Information Systems	2005	Sri Lanka
Sandesh Sharanappa	Member, UK (including Special Interest Groups)	MSc in Analysis, Design and Management of Information Systems	2010	UK

Alumni Association Executive Committee Members 2015 to 2017

Alumni Association Executive Committee Members 2015 to 2017

Chair and Vice Chairs

Name	Role	Degree	Year	Location
Patrick Mears	Chair	LLB	1979	UK
Thomas Kern	Vice Chair	MSc Public Policy and Administration	1979	USA
Phuong Thao Phung	Vice Chair	BSc Accounting and Finance	2012	Vietnam

Members

Name	Role	Degree	Year	Location
Noemi Blasutta	Chair, ERO Subcommittee	LLB	2008	USA
Andrea Kreideweiss	Chair, Mentoring Subcommittee	MSc International Relations Research	2003	United Kingdom
Thane Ryland	Chair, Communications Subcommittee	MSc Media and Communications	2005	United Kingdom
Pablo Trevisán	Chair, Regional Ambassadors Subcommittee	LLM	2001	Argentina
Pia Wagner	Chair, Group Leaders' Support Subcommittee	MSc International Accounting and Finance	1998	Germany
George Wetz	Chair, Lifelong Contacts Subcommittee	BSc International Relations	2009	United Kingdom

LSE Advancement Members (Ex-officio)

Name	Role
Cath Baldwin	Interim Director, LSE Advancement
Karen Lippoldt	Deputy Director, LSE Advancement - Constituency Relations * Acting for the Head of Alumni Relations
Zoe Povoas	Head of Alumni Relations * Left LSE in July 2017

Chair's report to the LSE Court of Governors

Chair's report to the LSE Court of Governors: 2017

20 June 2017

ALUMNI ASSOCIATION ANNUAL REPORT

Background

As Chair of the LSE Alumni Association (AA), I continue to have the pleasure of working with a talented and committed group of alumni volunteers, with senior figures from the School, and with LSE Advancement to enhance alumni engagement for the mutual benefit of the School and its alumni community – the School's largest stakeholder group.

The alumni community now stands at 142,500 contactable alumni (contactable by at least one of mail, email or telephone), across 190 countries. Every alumna and every alumnus is a member of the AA. Alumni volunteers lead 83 country groups and 11 "special interest groups". Alumni who are LSE staff members lead three country groups - China, Brazil and Spain.

AA Constitution

For the three-year term beginning in September 2017, the AA will operate under its revised constitution. The new constitution was approved by alumni and by Council in 2016. To enable the AA, in a seemingly ever changing environment, to operate in a more efficient and more effective way we have moved away from a narrow prescriptive structure to a more flexible structure.

A constitution is a framework; it will be up to alumni volunteers, and particularly those on the AA's executive committee (Executive Committee) to capitalise on the flexibility available under the revised constitution.

Health of the Alumni Community

I have concluded the community is in good health by considering two different areas of alumni engagement; first, alumni engagement with the next generation of LSE students, and secondly alumni interest in volunteering for the Executive Committee.

Alumni organise and host pre-departure events for offer holders. Arrangements are in place this year for nearly 90 pre-departure events in 56 countries. These events are to welcome and help familiarise almost 2,000 offer holders with life at LSE, with London and with the alumni network.

A total of 354 alumni applied for a position on the Executive Committee for the 2017-2020 term. This represented a 100% increase in the, already impressive, 2015-2017 term applications.

Both of these examples show a high level of alumni engagement. In both cases the work of the LSE Alumni Relations team, the vibrancy of our alumni groups network and the commitment of volunteer leaders have contributed significantly.

Alumni Volunteering in 2016/2017

LSE Alumni Relations estimates that overall, the School benefits from around 12,000 hours of formally volunteered alumni community time each year. I believe this is a conservative estimate.

We have a network of over 1,200 alumni mentors providing expertise and professional advice to student and alumni mentees.

Alumni give valedictory speeches at graduation ceremonies, hopefully inspiring our newest alumni network members.

Almost 1,500 alumni volunteer to support student recruitment, careers services and alumni relations programming.

431 alumni volunteered to assist the School's Careers Services with their time and expertise to help students through various panels and presentations.

In recruitment, 35 alumni volunteered at recruitment fairs in the UK and internationally. The 'email an alum' facility sees 176 alumni volunteer their time to respond to over 500 queries from offer holders and prospective students.

Alumni Volunteer Recognition

To recognise alumni volunteer service to the School, Outstanding Alumni Awards are made to those who have made an outstanding contribution and have recently stepped down from their volunteer roles. Since my 2016 Report the following awards have been announced:

Eva Szamely	LSE Alumni Association Hungary
John Lee	Brunei Contact Network Lead
Yelena Don	LSE Alumni Association Kazakhstan
Rishi Madlani	Banking & Finance Group
Gauri Kasbekar-Shah	Lawyers Alumni Group
Shilpen Savani	Lawyers Alumni Group
Garich Lim Shington	LSE Alumni Association Singapore
Sherif Hussein Kamel	Egypt Contact Network
Maria Xytaki	LSE Hellenic Alumni Association
Ivor Abramowitz	Johannesburg Chapter, South Africa
Marta Costas	LSE Alumni Entrepreneurs Group
Diego Lopez	LSE Alumni Association UAE
Yahya Abdulla	Global Real Estate Group
Aisling Bolger	LSE Alumni Association Ireland
Margitta Wuelker-Mirbach	German Friends of LSE
Thane Ryland	Executive Committee and Communications Subcommittee
George Wetz	Executive Committee and Lifelong Contacts Subcommittee
Noemi Blasutta	Executive Committee and Establishment, Recognition & Obligations Subcommittee
Young-Key Hwang	LSE Alumni Association Korea
Borhan Uddin Khan	LSE Alumni Association Bangladesh

The School can, and should, be proud of and grateful to all alumni volunteers.

LSE Global Forum Series

In my last Report I mentioned this flagship programme and successful events held in Dubai, New York, Hong Kong, Singapore and Zurich. These events were seen by alumni as a showcase opportunity for the School, and an opportunity for alumni to reconnect with the School and with each other against the backdrop of a faculty driven panel discussion on topical issues.

Lack of funding allocation has meant the series has ceased to be a programme and the title “Global Forum” is now used for ad hoc events.

An event was held in Washington in October 2016 to coincide with the award of an honorary degree to alumnus Justice Kennedy of the Supreme Court. 180 alumni attended and connected with one another and the School to hear LSE experts talk on the US elections and global politics.

The next Global Forum will be held on campus on Saturday 2nd September 2017 to coincide with the biennial Alumni Leadership Forum.

Relationship between AA and LSE Advancement

Enhancing alumni engagement for the mutual benefit of the School and its alumni community can only be done with the AA and LSE Alumni Relations working closely and cooperatively together.

Over the last 12 months the Executive Committee and LSE Alumni Relations have worked hard on aligning their priorities.

The 2017/2018 academic year will present particular challenges for alumni leaders and for LSE Alumni Relations. First, and on the alumni side, there will be a new Executive Committee operating under a new constitution. Secondly, the School will have a new Director and thirdly LSE Advancement and in particular LSE Alumni Relations does not have a settled team.

The Director of LSE Advancement and Head of Alumni Relations both resigned in the current academic year. In addition, of the 8 person LSE Alumni Relations team at the start of the year, no more than 3 of that team will be there at the beginning of the 2017/18 academic year.

General Data Protection Regulation

This is a data protection regulation applying across the EU that comes into force under a UK Act of Parliament in May 2018. The consent provisions of the Regulation are key; using and sharing of personal data without specific “opt-in” consent from the individual concerned is problematic.

The contactable alumni population will undoubtedly shrink as a result. But the data protection changes do provide an opportunity for the School to understand and communicate better with its more engaged alumni.

The changes add to the pressure to upgrade the current iModules alumni IT platform. That platform is showing its age - as demonstrated by a recent data breach that exposed a previously unidentified technical vulnerability within the LSE online iModules system.

Developments for alumni

Lifelong learning and access to LSE experts remains the focus of alumni programming.

The LSE Leadership Lecture Series was launched in February 2017 and has attracted 800 alumni to campus to hear from LSE thought leaders on Brexit, and from high profile alumnus, Sir Stelios on Entrepreneurship and Philanthropy. These events were streamed to alumni globally with a further audience of 5,800. As part of the services offered to alumni, recordings are published and archived within the alumni portal.

LSE Advancement is expecting to launch a new and much improved alumni portal. They anticipate this new platform will overcome the current poor user experience and improve the usage rates by alumni and alumni groups. The expectation is a more sophisticated system, which will allow for better communications e-marketing, as well as the development of e-communities.

LSE Alumni Relations has committed to support a new alumni initiative, the LSE Global Alumni Day – an annual event where alumni across the globe connect on a single day to celebrate the network and their alma mater. The date has yet to be confirmed but is likely to be in February as the School's motto was adopted in February (1922).

Leadership Forum 2017

The biennial Leadership Forum will take place on campus on September 1st and 2nd 2017. The event provides an opportunity for AA group leaders from around the world to network, engage with developments at the School and discuss LSE Advancement and AA priorities for the future. We expect over 100 alumni volunteers, representing 80 global chapters, to attend.

The Executive Committee regards itself as accountable to the group leader delegates attending Forum. Forum is therefore an important opportunity for the Executive Committee to report on progress since Forum 2015 and to get a steer on priorities for the coming two years.

Challenges

My 2016 Report identified the following challenges; I have updated the list with comments in italics:

- Sufficient and timely personnel and financial investment in IT to enable effective, efficient and modern communication with and between alumni (including in particular in relation to alumni mentoring). IT in the form of a comprehensive and up-to-date database and a means of ensuring effective communication between the School and its alumni and within and across alumni groups is key. *[remains a challenge]*
- Ensuring amongst all their priorities the interim and new Director have regard to the interests of the School's largest stakeholder (and championing) group, its alumni. *[I am grateful to Julia Black for the time she has devoted to alumni.]*
- Engaging faculty across the School in actively supporting alumni groups and their activities. *[A school-wide Alumni Relations Working Group led by LSE Alumni Relations has been established]*

Patrick Mears

Chair LSE Alumni Association

20 June 2017

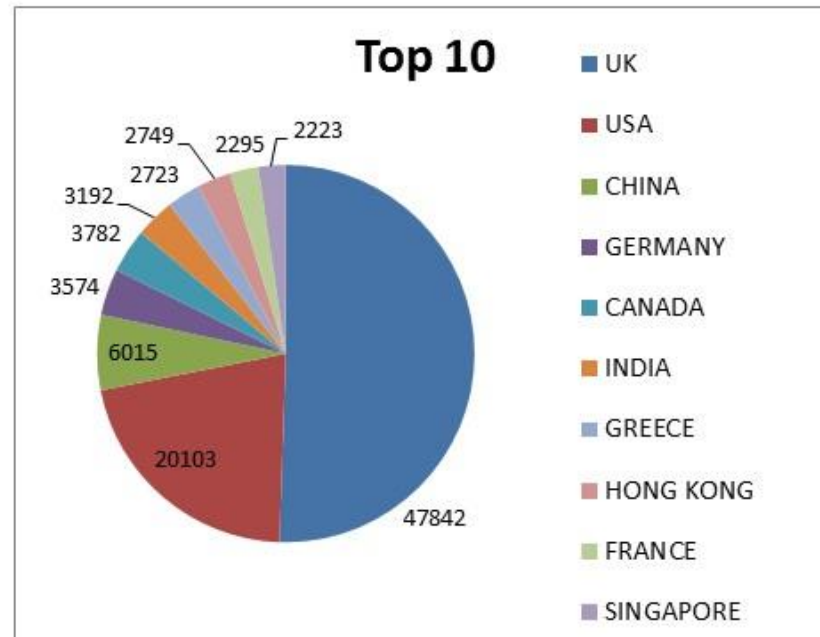
Alumni Relations: A snapshot of our alumni community

142,483
contactable
alumni

46.7% Female
53.2% Male

35.1% UG
61.0% PG
3.9% other

38.8% Graduated Pre 2000
61.2% Post 2000



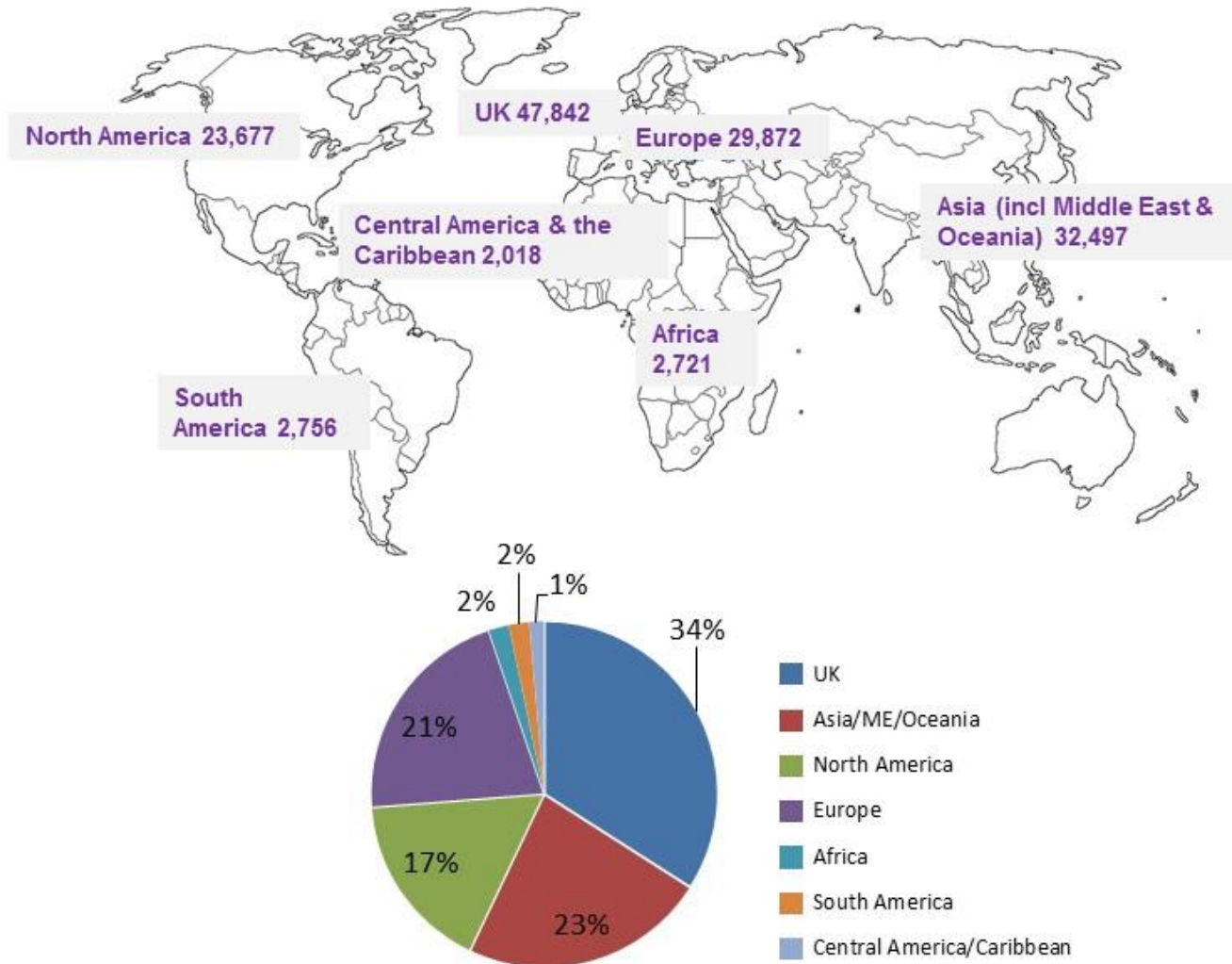
190 COUNTRIES
REPRESENTED

86 OFFICIAL
COUNTRY
GROUPS/NETWORKS

11 SPECIAL INTEREST
GROUPS

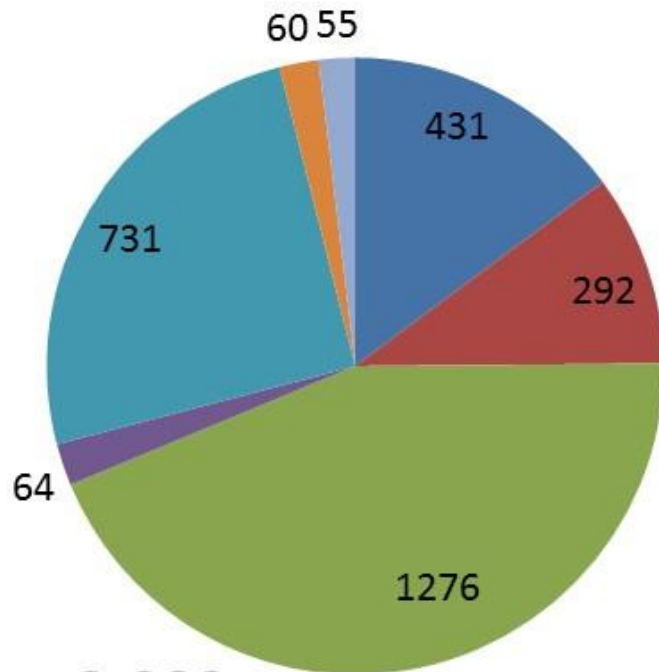
35 PAST OR PRESENT
WORLD LEADERS

Alumni Relations: A snapshot of our alumni community



Alumni Relations: A snapshot of our alumni community

Alumni Volunteers Across LSE



- Careers Services
- Student Recruitment
- Mentoring
- Speakers/Events
- Groups
- AA Committees
- North American Advisory Board

TOTAL: **2,909** alumni volunteers in 2016/2017
contributing an approximate **12,000** hours of
time to LSE

Priorities Alignment

Priorities Alignment

LSE Advancement, Biennial Alumni Forum, and Alumni Association Alignment of Alumni (Constituency) Relations Priorities

Update on Progress: September 2017

The 2015 LSE Alumni Leadership Forum attracted over 100 alumni from around the world and included as part of the two-day event a series of workshops on topics ranging from alumni engagement, member recruitment and retention to School alumni services and supports. The *2015 Leadership Forum Feedback Summary* produced at the conclusion of the event provided a list of consensually identified priorities for LSE Advancement and the Alumni Association Executive Committee (AA EC) to address over the next two years.

In September 2016 – the halfway point between leadership forums – the AA EC shared with the regional alumni groups a document entitled *LSE Office of Advancement, Biennial Alumni Forum, and Alumni Association: Alignment of Alumni (Constituency) Relations Priorities*. This document aligned the Forum's feedback with work taking place within LSE Advancement and in the AA's EC subcommittees. The Forum's feedback was extremely helpful on another matter – the restructuring of AA EC subcommittees so that their portfolios meshed with what alumni leaders expect their Executive Committee to focus on.

The accompanying document is a reprise of what was shared last autumn 2016 along with a new matrix at the end of it to identify the status of work being done. As you review the document, you will see that the updates fall into three categories: 1) some items have been completed, 2) others are rightfully ongoing in terms of services and support that are regularly provided; and 3) a number of items require more time and effort.

The incoming EC will use feedback from the 2017 Leadership Forum together with this document to inform its own and its working groups' agendas over the 2017-2020 term.

Tom Kern (MSc [Econ] Government 1979)
Vice Chair AA EC

Forum Priorities 2015 – LSE Advancement progress report for Forum 2017

Forum Priorities	Status	Response/Comment
Alumni Benefits and Services (ABS)		
1. Survey alumni regarding programming and consider diversifying in order to target various demographics.	Ongoing	Survey scheduled for 2017/18 academic year
2. Follow up survey to identify and recruit volunteers.	Ongoing	Survey scheduled for 2017/18 academic year
3. Consider organizing regional events (e.g., Americas Forum) for critical mass and cross-country collaboration.	Ongoing	New programmes in place: - Global Forum series in key regions; - Networking Night and other events in the US; - Leadership Lecture series (new initiative from 2016/17) –held in London; live-streamed and accessible on the alumni website and Youtube - Further initiatives are being explored.
4. Improve and enhance visibility and ease of access to benefits and services.	Ongoing	Work has been progressed on the alumni website to ease access and incorporate new content - E.g. Leadership Lecture series (new initiative from 2016/17) – now available to view on the alumni website and Youtube - Registration process for online services has been optimised.
5. Establish a more holistic approach to mentoring – driven by AR and Careers, plus more online capacity for mentoring and networking i.e. new online platform.	Ongoing	Advancement works with divisions and departments around the School regarding implementation of a single new platform. However, achieving GDPR-compliance has been the main focus of much of our system- and communications related work and will continue to do so until the new legislation comes into effect in May 2018.
6. Global event calendar.	Complete	The global event calendar has been in existence since before the Leadership Forum 2015. To better support groups to submit, publish and promote their group events, a new online form has been created for designated group leaders to complete and submit for publishing. NB: All fully completed event submissions received by Advancement at least 4 weeks before the scheduled event date will be posted within 3 working days.
7. Establish online courses and webinars.	To be scheduled	Advancement to assess and explore opportunities.
8. Generate critical mass at events by considering the venue, widespread promotion, and highly credible speakers.		As this is done by Advancement as a matter of professional course, perhaps this was meant as a recommendation to groups?
Communications (C)		
1. Consider communications across regions facilitated by Regional Ambassadors.	Ongoing	RA committee changed with new structure starting as of September 2017. A programme of segmented communications – Advancement and volunteer-led – has been in existence. RA communications have not.

2. All groups and SIG leaders to move toward using the LSE Alumni website for consistency and efficiency.	Ongoing	10 groups currently use the system. Training sessions are provided at Forum.
3. Facilitate exchange of information and news among Group Leaders using technology (e.g., Facebook, LinkedIn, online communications/chat platforms, etc.)	Ongoing	RA committee changed with new structure starting as of September 2017. FB, WhatsApp, increased use of RAs as a channel for information dissemination. It seems that in Europe volunteers did not receive any information via the RA channel. This might be different for other regions.
4. Learn about and use the resources that are available to volunteers (e.g. LSE Alumni website, LSE Volunteer Guide and the Regional Ambassadors).	Complete but ongoing	Resources are available online and volunteers are regularly encouraged to link to and use relevant pages and material.
5. Revisit the subcommittees: do they serve their purposes? Are RAs and GLSC needed as two committees? Should there be other committees?	Ongoing	New Constitution and EC structure in place for 2017 term to address this.
6. The EC and Subcommittees to work more closely with local groups.	Ongoing	New Constitution and EC structure in place for 2017 term to address this.
7. Make <i>Alumni Echo</i> vital by ensuring all news and events are in it; encourage contributions from everyone.	Ongoing	<i>Alumni Echo</i> is published on a monthly basis. It is designed to provide School updates to the alumni audience, including topical alumni news stories and access to events listings. All alumni volunteers are encouraged to submit potential content via their International Alumni Executive.
8. Review and expand the scope of the Regional Ambassador Programme, increasing the number on the Subcommittee, providing financial support for their travel to their respective national groups, assisting with events and speakers, and information sharing.	Ongoing	Scope of RA committee changed with new structure starting as of September 2017.
9. LSE News—improve information sharing about various facets of the School (the building programme, its role in national and international matters, faculty research and accomplishments).	Ongoing	Advancement is always grateful for specific feedback on and suggestions for the wide programme of tailored communications to the School's various constituencies.
Volunteer Engagement (VE)		
1. Optimise volunteer management by recruiting for specific tasks.	Ongoing	Resource Pool of volunteers in place for new EC term to support the new project driven structure.
2. Consider co-chairs for continuation of legacy knowledge and experience.	Ongoing	Constitution and EC structure in place for 2017 term to address this.
3. Encourage alumni to update their details with LSE Advancement.	Complete but ongoing	School communications do so regularly.

4. Advancement to consider sending Group Leaders lists of recent graduates (by season) to allow for personal invitations (also TD).	Ongoing	GDPR and DPA compliance will require group leaders to use the School's alumni communication tool (iModules) for activities like these.
5. All groups and SIG leaders should move toward using the LSE Alumni website for consistency and efficiency	Ongoing	This is much welcomed and encouraged by the School and Advancement; specifically in relation to alumni outreach and the use of the School's alumni communication tool. Training sessions have been offered (e.g. via teleconference and Leadership Forum workshops).
7. Small is beautiful—support micro groups to sustain them.	Ongoing	All groups supported - regardless of size.
8. The Alumni “Community of Practice”—keep past group leaders, EC, and Subcommittee members engaged as part of the alumni community via communications, events.	Ongoing	A recognition programme has been developed and implemented by Advancement. Former volunteers continue to receive communications and get invited to volunteering specific events (e.g. Leadership Forum). Some of the regional networks also retain their links to past senior volunteers.
9. Volunteer recruitment and retention—ensure there is a job to be done and seek help, encourage committees to take on tasks, and ask people you know to help.	Ongoing	New Constitution and EC structure in place for 2017 term to address this.
10. Use LSE resources for volunteers (e.g. LSE Volunteer Guide) and help improve future editions, the Website (iModules), and Regional Ambassadors; network with fellow group leaders.	Complete but ongoing	Resources are available online and volunteers are regularly encouraged to link to and use relevant pages and material.
Engagement with Faculty and Support Departments (EFSD)		
1. Attract LSE faculty and officials via a more rigorous approach (i.e., academic travel directory) to create local events.	Ongoing	New Faculty & Dept Support member on EC and increasing the message internally to recruit more faculty to engage with alumni.
2. Role of the Group Leaders Support Subcommittee—do more to connect with faculty.	no longer applicable/ongoing	New Constitution and EC structure in place for 2017 term to address this issue.
3. LSE Faculty/Officials—establish effective protocols to identify and engage in a timely way LSE faculty/officials traveling around the world to participate in local alumni events.	Ongoing	Alumni Relations team liaises with traveling academics regularly to source and facilitate opportunities for them to participate in alumni events. New Faculty & Dept Support member on EC and increasing the message internally to recruit more faculty to engage with alumni working alongside International Alumni Executives.
Technology and Data (TD)		
1. Use new and proven technologies to capture and follow-up with members and provide services.	Ongoing	Advancement has devised a system development strategy which is being liaised and implemented with other parts of the School as part of a School-wide unified platform initiative. This approach aims

		to ensure that School and constituent needs across the LSE community are provided for in effective, sustainable and future-orientated ways.
2. Database—maintain accuracy and improve search ability to identify alumni.	Ongoing	Data enhancement is a core area of the Data and Systems team within LSE Advancement. The above mentioned system development initiative along with the provisions of the GDPR are further catalysts and enablers for improving overall data-related services.
3. Alumni database—address issues that remain with the database sharing and use—accuracy, completeness, ease of access, autonomy of use, training on the LSE Alumni website (iModules).	Ongoing	Please see relevant comments above.

Subcommittee Chair Reports 2015 to 2017

Communications Subcommittee Report 2015 – 2017

Purpose of Subcommittee

Enable the delivery of effective and engaging communications to the LSE alumni community and the school by providing counsel and support to Alumni Relations, the LSE Alumni Association and its groups, chapters and subcommittees.

Chair, Vice-Chair(s) and Members

Thane Ryland (Chair)
Anja Milosavljevic (Vice Chair)
Lauren Maffeo
Jonathan Orr
Sandra Eismann
Abhay Gohel
Temujin Louie
Rhona Luthi

Status developments at point of handover from the previous Subcommittee in 2015

Key outcomes from the 2013 – 2015 Term included:

- 1) Build upon previous efforts to improve alumni website performance, and ensure a successful deployment of **iModules** (former Houghton Street Online in 2013-2015 term)
Note: iModules responsibility moved to that of the Mentoring Subcommittee during the 2015-2017 Term.
- 2) Build upon previous **audit and assessment of LSE Alumni Relations communications and platform effectiveness**. Focus for this term was agreed to be a benchmarking exercise for the LSE vs an established competitive set of universities in the UK and abroad. Due to changes in the LSE Alumni Relations priorities and staffing, this work was not continued in the 2015-2017 term.
- 3) Champion the **LSE alumni engagement segmentation model** developed in the 2013 - 2015 Term, and presented to LSE Alumni Relations and LSE Alumni Association Executive Committee.

Goals for 2015-2017 Term of Office

- 1) Contribute to the **launch of the new LSE Alumni Association London (LSEAAL)** group in an advisory and operational manner. Provide assistance to the chapter and school to ensure its success.
- 2) Deliver results of a **benchmarking exercise for LSE vs competitive set**. This was first proposed by AR to this subcommittee and was tabled for various reasons, including a decision to wait for the new school strategy and then resignation of the key proponent.
- 3) Increase **alumni engagement and communications best practices** across LSE AA regions and groups by fostering stronger ties with LSE AA Regional Ambassadors, groups and SIGs. This request was not just from AR but also within the subcommittee to, during a period of transition within the school, to focus on directing our expertise towards other LSE

AA subcommittees or groups.

- 4) Support the request from Alumni Relations to **source alumni content** that could be included in school to alumni communications. This request was made mid-Term but we were unable to gain details on the specific content needed and for which LSE communications vehicles (e.g. Echo, Facebook, website, iModules).

Projects

Many proposed projects were tabled due to staff turnover, an agreed decision to wait until school strategy was released and other factors including the subcommittee chair's decision to not "make work" (generating work for the sake of keeping members busy) and wait for more impactful and meaningful opportunities once the school had staff in place or had landed its school strategy. Thus, subcommittee members were trained more focus on supporting the launch of the new London alumni group and other chapters or groups within the LSE AA.

Outcomes against goals

There has been considerable staff turnover and structural change within not just Alumni Relations but at the Director level. As a result, this term has been a challenging one for ensuring that agreed priorities from this committee could be realised when even getting clarification on school requests could take weeks if not months. Chief outcomes for the 2015 – 2017 Term include:

- 1) Progress against our subcommittee's support of the **launch of the new LSE Alumni Association London (LSEAAL)** group includes: Proposing and delivering the proposed survey of LSE alumni in the London region on a variety of topics ranging from their views on LSE events, how often they visited campus and other data points that informed the eventual alumni engagement plan and services. The school did not have the in-house expertise and we did this work across various members of this subcommittee or that of the London alumni group. In addition, members of the LSE AA Communications Subcommittee are active members of this alumni group, and create content, work closely on events and are active in every aspect of this new alumni chapter.
- 2) **Benchmarking exercise for LSE vs competitive set.** The school provided a list of benchmarking institutions but, due to staff turnover and a new strategic direction that shifted priorities, this exercise was tabled. It remains an important piece of work but the school must make it clear how the results will be used to inform communications and optimise platforms (e.g. Facebook, LinkedIn).
- 3) **Increasing alumni engagement and communications best practices** across LSE regions and groups by fostering stronger ties with LSE AA Regional Ambassadors, groups and SIGs. This was provided on an ad hoc basis and was never formalised. Our Subcommittee remains convinced that we can serve as an in-house communications consultancy for various LSE AA stakeholders, whether online collaboration tools (e.g. Slack which we used in this term as did the LSEAAL), reaching alumni outside of email and general best practices in print, online and social media communications.
- 4) Support the request from Alumni Relations to **source alumni content** that could be included in school to alumni communications. Again, this was a request from Alumni Relations but the subcommittee was unable to get steer on the priority content needs and an editorial calendar to work towards. This idea has considerable merit but this subcommittee was unable to deliver to this goal due to changes in priorities and staff within Alumni Relations.

Recommendations for the 2017-2020 Term of Office

General Advice/Thoughts for EC members

Go slow. There has been considerable change in not just the LSE AA constitution and structure, but the school (from the AR team to the school director). Considerable time should be spent in the first quarter of the 2017-2020 term knowing and understanding the purpose of the new subcommittee and its priorities. It will take the first half of the 2017-2020 term in aligning that purpose within the LSE AA, and also with the wider LSE AR purpose and priorities. You will need to set aside time to allow for the new Branding and Communications structure (and priorities) to develop and, if this past four years is any indication, it will take more time than estimated.

Be specific. Pick a simple task that can be largely managed and driven from within the LSE AA. Many of the projects we took on were ultimately “owned” by stakeholders (e.g. Communications). Once you have had some initial “wins” and initial “buy in” you can expand further outside of LSE AA and Alumni Relations. However, with so many changes with the school (e.g. staff turnover, school strategy) you must be realistic in what can be achieved.

Agree on definitions and measures of success. Within the 2015 - 2017 Term’s Communications subcommittee were experts in media, marketing and communications, and knowledge of building out measurement frameworks across print, broadcast, digital and social media. There was consensus from the school that indicators were critical in evaluating the progress of alumni engagement efforts and results (as part of Craig Calhoun’s alumni engagement priorities). To make this work, the school and LSE AA need to collaborate on first agreeing on criteria for evaluating and selecting key measures of success. Agreeing on them ensures accountability and better collaboration for those within the school and also the LSE AA.

Alumni are the key talent pool for the 2017-2010 Term. The school does not possess all of the expertise to collect, evaluate and manage the data. The school does, however, have the access to alumni and the resources to hire an agency to conduct a branding review or pay for a new online alumni platform to replace iModules. The LSE AA has expertise in areas in which the school is under-staffed or can be tasked find the specific skills or expertise needed by the school, or tackle an unmet need from the 130k contactable alumni. If the school wants to raise more money, receive relevant content from alumni and have a truly two-way exchange with alumni, then the school must bed down the new LSE AA structure in how it operates on a daily basis, bring the LSE AA and its alumni into special projects or daily operations, and really think of the LSE AA for the scalable capacity it offers. An example in the 2015-2017 term was the launch of the LSE Global Forum Series and how alumni and groups local to those events could have been more actively involved in the planning, content and execution of the events.

Alumni self-organise and want more ways to give back to the LSE. Building on the previous sentence, the school needs to redefine “giving”. In our experience, fellow alumni want to give back to their professors, programmes or departments but not through a formal process nor through an organised community such as iModules. Instead, it is our experience that LSE alumni respond quickly from fellow alumni to help out in crunching data, finding an expert in perhaps a specialist area, creating a market research survey or locating a venue through their own social networks or professional associations. Much of this work was done in their own time, and they were happy to give back in that small, but meaningful way. People are more likely to give their time than money, and the LSE needs to

take a different approach this term with our geographically dispersed alumni base in driving its purpose.

Specific Advice/Thoughts on matters previously covered by the Communications Subcommittee

As a subcommittee, it is important that you receive a formal brief from the school on what is the intended outcome, who “holds the pen” (ultimate sign-off on this request), that this brief has buy-in from key leaders within the school and finally, that you and the school are clear on how it will improve alumni engagement. Example: Being asked to source compelling and relevant content from alumni is not going to deliver to mutual expectations when the subcommittee is never briefed on what types of stories worked well in the past, the editorial calendars and deadlines for specific LSE print and online publications/email communications and key contacts. Without a clear idea on the territory in which you are being asked to operate, your subcommittee of communications experts will become less invested in offering their expertise.

Our subcommittee also believes that only after you have an agreed list of key objectives (and milestones), you should tap into the new **working group pool** (the LSE is under-represented in experts in market research, communications analytics, digital/social media marketing and integrated communications). The working group pool will be a key differentiator for the 2017-2020 Term. However, this will only work if the school backs this approach and it is championed by more than just the LSE Alumni Relations or Advancement office.

Focus on the priority departments for communications/fundraising in 2017-2020 as a key starting point. In the 2015-2017 term, there was discussion about working with some of the agreed priority departments (e.g. Law, Economics, Management) as they had large alumni bases, were receptive, possibly were more entrepreneurial (in terms of communications) than others and had internal resource and/or a pressing need. We recommend that this communications subcommittee focus on these departments, and bring in working group members who may have a degree from that department, thus creating a stronger bond between the LSE AA and that department. Little or big “wins” with these departments will then embolden others to try something similar.

Finally, now more than ever, those on the new LSE AA EC must fight to be the **voice of the LSE alumna or alumnus**. Our work (social and digital media audit, alumni segmentation model, offering expertise and guidance to our former departments of study at their request, online collaboration tools pilot, London region survey analysis done by alumni, working with SIGs and other alumni groups, among others) are examples of our subcommittee trying to bring the behaviours and affinities of the LSE alumna/alumnus to the fore. However, during the process to raise awareness about some watch outs/opportunities, it revealed that the LSE is, in many ways, just now in 2017 understanding how to communicate in an exchange with (not broadcast to) its most valuable asset: LSE alumni. That voice of the alumni cannot get lost as the school enters another period of transition under a new director, new staff, new constitution, new alumni leadership, new alumni platform and probably new processes.

Thane Ryland
Chair, Communications Subcommittee
22 July, 2017

Group Establishment, Recognition and Obligations Subcommittee Report 2015 – 2017

Purpose of Subcommittee

To develop guidelines relating to the establishment, recognition, and obligations of alumni groups.

Chair, Vice-Chair(s) and Members

Noemi Blasutta – Chair
Ioannis Andreadis – Member
Karen Chapman – Member
Karen Jemmison – Member
David Lai – Member
Gabriel Medina Rios – Member
Mallika Paulraj – Member
Adrian Villanueva – Member

Status developments at point of handover from the previous Subcommittee in 2015

The 2015-2017 Subcommittee took on a number of pending group applications from the previous Subcommittee.

Goals for 2015-2017 Term of Office

- To oversee the process and review applications for the creation of new alumni groups and contact networks.
- To identify groups failing to meet their obligations under the Obligations Checklist for Recognised Alumni Groups and Contact Networks from Key Principles (“Obligations Checklist”).

Projects

- Recognition of new alumni groups: Assess applications (and progress reports) from prospective alumni groups seeking country group, special interest group, or contact network status.
- Oversight of existing alumni groups: dealing with issues of non-compliance with Obligations Checklist if and as they arise.

Outcomes against goals

- Recognition of new alumni groups:
 - 10 applications to create new country groups, special interest groups, and contact networks received and reviewed.
 - 5 new country groups recognized: Switzerland, London, Nepal, Iran, Uganda
 - 4 new special interest groups recognized: LGBT, Human Resource Management,

Economics, Start-Up Hub

- 1 new contact network recognized: Latvia
- Oversight of existing alumni groups:
 - Assisting Constitution Working Group with drafting constitutional provisions relating to expulsion/ de-recognition of groups.

Recommendations for the 2017-2020 Term of Office

- Focus on integrating role of ERO Subcommittee into new constitutional structure.

Noemi Blasutta
Chair, Establishment, Recognition and Obligations Subcommittee
6 August 2017

Group Leaders' Support Subcommittee Report 2015 – 2017

Purpose of Subcommittee

To advise Group Leaders to assist them in effectively running their groups and delivering engaging programmes for alumni.

Chair, Vice-Chair(s) and Members

1. Pia Wagner – Chair
2. Zoltan Csedo - Vice Chair
3. Catherine Godin - Member
4. Bruce McDonald - Member
5. Gayatri Oleti - Member
6. Sandesh Sharanappa - Member
7. Natalie Skacelova - Member
8. Shirin Tejani – Member
9. Kathleen Walpole - Member

During the last year of the term half of the members were actively involved.

Status developments at point of handover from the previous Subcommittee in 2015

There was no outstanding item inherited from the previous Subcommittee

Goals for 2015-2017 Term of Office

The following objectives have been agreed by the GLS Committee (January 2016):

1. Improve awareness of all (existing and prospective) group leaders worldwide of the availability of group leaders' support material on LSE AA website
2. Ensure that the resource material continues to be revised, updated and deepened
3. Working with other sub-committees of the LSE AA to understand from group leaders exactly what they expect from the LSE AA in terms of support and provide this assistance
4. Provide advice to chapters about raising local financing support for specific projects, local sponsorship or paid membership
5. Counsel newly approved and existing groups on how to put processes in place
6. Assist contact network members and unrepresented countries that might like to apply to launch a group
7. Assist in Improving information flow on projects/achievements between Executive Committee, sub-committee members, group leaders and LSE AA members to ensure shared experience and knowledge

Projects

1. Concept Online European Forum - Develop concept for an Online European Leaders' Forum taking place on a regular basis with the aim to provide European alumni leaders and their leadership teams an opportunity to discuss topics of mutual interest, to share best practises and to connect with LSE Alumni relations.
2. Ensure that alumni volunteer guide and the resource material continue to be revised and updated
3. Establish a collaboration model between Regional Ambassadors and Group Leaders' Support Committee

Outcomes against goals

1. Concept Online European Forum

Draft concept has been completed and discussed with LSE alumni relations. The concept proposes to set up an online platform in form of a moderated webinar for European alumni leaders, their leadership teams and LSE alumni relations to participate on a regular basis. Open point is the type of technology to be used.

2. Ensure that alumni volunteer guide continues to be revised and updated

Due to the change of LSE AA constitution and Executive Committee structure it was agreed to revise the volunteer guide and resource material in the next term and thus after the new structures and committees have been introduced.

3. Establish collaboration model between Regional Ambassadors and Group Leaders' Support Committee

Supported the completion of the Constitution and the definition of related governance structure, roles and responsibilities e.g. Executive committee and bodies. One outcome of this was the merge of the Regional Ambassador Committee with the Group Leaders' Support Committee to the newly established Regional Liaison Committee.

Recommendations for the 2017-2020 Term of Office

1. Finalise the concept of the Online Leaders' Forum and launch it in Europe. After successful implementation of the forum the roll out to the other regions should be planned
2. Support the alignment of alumni groups to the new constitutional framework and its processes and adjust the LSE volunteer guide accordingly
3. Engage in shaping the new Regional Liaison Committee (team, structure, processes, interaction with alumni groups) which encompasses the responsibilities of the former Regional Ambassador, Group Leaders' Support Committee and Establishment and Recognition Committee.
4. Promote the information flow and exchange between the alumni group leaders the LSE AA Executive Committee and LSE Alumni Relations

Pia Wagner
Chair, Group Leaders' Support Subcommittee
10 August 2017

Lifelong Contacts Subcommittee Report 2015 – 2017

Purpose of Subcommittee

Work with the Advancement team on projects relating to strengthening the ties between students and alumni, and promoting the Alumni Association to those groups.

Chair, Vice-Chair(s) and Members

Chair: George Wetz

Vice Chair: Arjun Dasgupta

Active members: John Evans, Emma McHugh, Giovanni dei Robertis, Maria Klerides, Adam Raphael, Roger Schoenman, Nicasio Pimentel

Status developments at point of handover from the previous Subcommittee in 2015

There was continuity on our committee as the chair and four members continued from the previous term. That being said, the agenda remained largely new, and this was decided in consultation with the Advancement team.

Goals for 2015-2017 Term of Office

Supporting and expanding alumni volunteering

1. Support the School in rounding up volunteers for events on campus
2. Formalise our collection of potential volunteer contact details, and communicating upcoming opportunities to them
3. Grow the casual volunteering base internationally
4. Support the London group in building up a volunteers base

Providing content for Advancement

1. Provide specific content whenever we can
2. Suggest ideas for content that come from the committee and community to showcase alumni activity

Other

1. Support the Advancement team on developing a menu of benefits of being an alumni volunteer to use for marketing purposes
2. Support the work of the EC and other subcommittees, and attend events where possible

Projects

Increasing casual volunteering membership: Creating a plan to increase the pool of casual volunteers. This included:

- Committee members canvassing attendees at public lectures to join our mailing list
- Organising volunteers to attend on campus events
- Experimenting with using video conferencing to allow alumni from abroad to interact with students at events

Volunteer Hub: Defining a specification for an online platform to connect casual volunteers with opportunities

Alumni benefits: Defining a framework and list of benefits which the AA could use for marketing messages to drive recruitment and volunteer engagement.

Outcomes against goals

Supporting and expanding alumni volunteering

1. We were able to secure volunteers for most on campus events through the year, ie graduation ceremonies, open days and new students' fairs.
2. We established a mailing list to forward all opportunities to. We began developing a Volunteer Hub, to be hosted on the iModules website. Although we made progress towards this, the potential change in Advancement strategy away from iModules meant that it was not worth pursuing further until the new system is in place.
3. We were able to organise volunteers to help the LSE stand at a university fair in Cyprus.
4. Committee members have regularly attended London Group meetings and have supported them throughout their journey by sharing knowledge of the AA and the School.

Providing content

1. We were asked for contributions for the Alumni Echo.
2. Unfortunately we did not have the chance to offer content.

Other

1. We worked with the AR team to define a framework to inform the development of the benefits menu. Hopefully this work will be carried into next term.
2. We supported all committees and groups where possible.

Recommendations for the 2017-2020 Term of Office

- Choose goals that involve taking action, not just consultation. Action keeps committee members engaged with their work. If you don't you will likely see a drop off in numbers on your committee. Consider choosing at least some projects that you can carry out independently as a committee; more stakeholders can lead to slower progress.
- Don't overstretch yourself - it's easy to forget that everyone is a volunteer and has very limited time to help. Try not to get too frustrated by slow progress.
- Seek help from other committees and groups where you can - there is a lot of knowledge out there that is just an email away, so use it.

George Wetz
Chair, Lifelong Contacts Subcommittee
23 July 2017

Mentoring Subcommittee Report 2015 – 2017

Overview 2015-2017

In 2015-2017 the Mentoring Committee consisted of alumni living across the US, Canada, Europe, and Asia. The objective of the group was to champion mentoring in our respective locations, whether this meant working as mentors or promoting mentoring in our local alumni communities. At the beginning as we took up our tenure 1,450 alumni were registered as mentors - this has now increased by 70% to 2,469.

In the process the Alumni mentoring committee has:

- Developed an ideas bank for future mentoring support activities. This was made available to LSE Advancement.
- Developed a Mentor Ambassador role, a blueprint for alumni mentoring champions to work locally in their global regions.
- Asked LSE to buy in a contemporary alumni mentoring IT system such Aluminati. LSE Advancement is currently looking into the business case and budgeting approved for a renewed systems transition plan, which would include a new system to facilitate mentoring. This process has been in the pipeline for a considerable amount of time, for at least 2 years. We encourage LSE to complete this process as soon as possible, and to feel free to use us alumni for development, promotion and support.
- Discussed with LSE ways to promote existing mentors. One of the challenges we currently face is a lack of insight into how often mentors actually get approached. However anecdotal evidence suggest usage rates could be higher. As an outcome of this LSE Advancement has agreed to make department-specific mentor lists available (as drawn from the existing database) as part of a school-wide outreach campaign to promote Advancement in general.
- Asked LSE to consider in house staffing to facilitate alumni mentoring, which is a role that can be found at other universities. A group of 12 volunteers, with their full time jobs and 14 hours of time zones in between them, is not a suitable long term solution or substitute for such role.
- Started to work on a global survey of grassroots mentoring activities: the idea here is that our alumni community very much engages in mentoring support all along the way, with various small and sometimes big events being organised locally. We started working on a survey that allows all of those grassroots activities to be documented and be shared as a toolkit across our global groups.
- Last but not least, the members of the mentoring committee have actively worked as mentors themselves.

The way ahead:

Ideally the 2017-2020 Alumni Association, as well as LSE Advancement would:

- Further work on creating a database of global alumni who engage in mentoring related events in their local regions and are happy to share their ideas and experiences with each other.
- Further develop a global Mentoring ambassador role in our key regional alumni groups.
- Create an in-house paid position at LSE to support and manage mentoring processes.
- Further support LSE in their plans to buy in a contemporary and modern digital mentoring platform. The current online mentoring system is dated and now barely fit for purpose. The licensing and development costs of a new IT system will fade in the face of 120,000 alumni being better supported in having conversations with each other, and being better supported in having conversations with the School's current students.
- Further support alumni-to-alumni mentoring. Being mentored is not just something that students and young professionals can benefit from, it is something that our entire alumni community can benefit from.

Finally, if you are reading this report as part of your LSE Leadership Forum proceeds and realise, with embarrassment that you are not yet signed up as a mentor: please rectify this! It only takes 2 minutes to sign up, and can be done in any Leadership Forum coffee break here: www.alumni.lse.ac.uk/mentoring

Equally, if you think you could do with some support, remember mentoring is for everybody. Find a mentor at www.alumni.lse.ac.uk/mentoring, ask some good questions, buy someone a coffee, bring a new perspective into your life!

**LSE Alumni Association Mentoring Subcommittee
August 2017**

Regional Ambassadors Subcommittee Report 2015 – 2017

Purpose of Subcommittee

RAs shall act as informal mentors to groups or contact groups in their respective regions. In such capacity, RAs provide assistance to these groups, including advising on group leader “best practices” with respect to:

- Operating the group to optimise its value to alumni;
- Establishing events for the benefit of existing alumni and/or for the purpose of attracting new alumni;
- Recruiting, retaining and managing volunteers;
- Communications (including use of the LSE Alumni website and email marketing tools);
- Collaborating with other alumni groups in the region;
- Working with the LSE Alumni Association Executive Committee and LSE Alumni Relations team.

RAs shall also:

- Establish close working links with other LSEAA SCs, such as the Group Leaders’ Support SC;
- Provide region-specific content for alumni communication channels such as alumni profiles, case studies and news stories through the different LSE publications;
- Encourage collaboration between different country groups and contacts in the region;
- Make regular outreach to regional leaders;
- Respond to queries from regional leaders and support them in their role, referring them to the relevant party as appropriate;
- Whenever possible, attend LSE and alumni initiated events in the region whilst travelling (e.g. LSE Global Forum series).

Chair, Vice-Chair(s) and Members

Pablo Trevisán	Chair, Latin America	Argentina
Abhilash Puljal	South Asia	India
Priscilla Abishegam	East Asia	Australia
Eric Biguyi	Africa	Uganda
Alberto Cervantes Rodriguez	Europe	Switzerland
Beth Halpern	North America	USA
Diego Lopez Dominguez	Middle East	United Arab Emirates
Adeline Pelletier	UK	United Kingdom

Status developments at point of handover from the previous Subcommittee in 2015

RAs was already a mature SC when we took office in 2015.

Goals for 2015-2017 Term of Office

Our main goal was to continue the good work RASC had been doing since its creation in 2011, consolidating RASC’s medullar role throughout the LSEAA for the development of LSEAA’s goals and activities around the world. To achieve our goal, we tried to create a broader space to foster liaison and collaborative work between all LSEAA’s SCs mainly, as well as with LSE Advancement and the school itself.

Projects

- **LSE ALUMNI GLOBAL DAY**
- **JOINT REGIONAL EVENTS**

Outcomes against goals

RAs goals were achieved in general terms.

Specifically, we consider collaboration and liaison between RAs and other SCs has increased compared to previous interactions during the period 2011-2015. This has been very productive for the mutual success of each of the SCs at the LSEAA.

Also, interaction and assistance to local and contact groups has significantly evolve in certain regions such as Middle East, South Asia and Latin America during this period.

Notwithstanding the continuing support received by LSE Advancement, we consider there is much work that still needs to be done to improve interaction between RASC and Advancement.

Recommendations for the 2017-2020 Term of Office

The new composition of the LSEAA SCs shall help to continue improving the essential work that former RAs have made during these years.

The new Regional Liaison SC, as a sort of continuity of the RAs SC but with a stronger capacity, shall definitely assume with responsibility its central role at the LSEAA, in order to foster cooperation between other SCs. All the work done in this sense during the period 2015-2017 shall provide the basis for further improvement.

Pablo Trevisan
Chair, Regional Ambassadors Subcommittee
22 July 2017



LSE Advancement Report

LSE Advancement Report

LSE Advancement 2016/17 overview

Leadership

In October 2016 Chris Yates, LSE Director of Advancement, announced he would be leaving LSE to return to the US.

In January 2017 Cath Baldwin, LSE's Director of Recruitment and Admissions, became Interim Director of Advancement, utilising her extensive knowledge of LSE and leadership skills to provide stability during another period of transition for the division.

Cath was also tasked with leading Advancement through a School Management Committee review, a process all professional service divisions at the School undertake to assess operational planning, structure and performance.

Recruitment for a permanent Director of Advancement is currently open.

Zoe Povoas, Head of Alumni Relations since 2014 and Deputy Head of Alumni Relations from 2012-14, left LSE in July 2017. Her successor, Nat Holtham, has been appointed and will be joining LSE Advancement from London Business School in November 2017.

Engagement

While the work of the Alumni Relations team has informed and is referenced in the Chair of the Alumni Association Executive Committee's report to Court (please see pages 26-34) and is further reported on in the section 'Priorities alignment' (see pages 35-40), Advancement's wider work to engage alumni and the broader LSE community in the life of the School continues, against the backdrop of a changing and uncertain regulatory environment prompted by the new General Data Protection Regulation (GDPR) coming into effect in May 2018.

LSE Advancement has taken the lead within the School in terms of raising awareness of and preparing for GDPR, which will require a redefined Privacy Policy and refinements in how we communicate to alumni and other School audiences our use of their data.

Concurrently, an audience segmentation project involving teams across Advancement is under way, designed to provide greater insight on our audiences' needs and to develop a new and meaningful engagement matrix that will increase our capacity to produce tailored benefits and content for Advancement audiences.

Communications

Impact, Advancement's biannual publication celebrating philanthropy at LSE, was repurposed so that it could also champion and celebrate the importance of the Alumni Association and all alumni volunteers in the work of School. It helps to demonstrate Advancement's appreciation of the generous contributions of volunteers, while ensuring our warmest ambassadors are aware of the impact their support can have.

In September 2016 the redesigned *LSE Connect* magazine was mailed to 105,000 alumni worldwide, providing a more contemporary annual flagship publication for the School's largest audience.

Supporting LSE, the School's dedicated philanthropy section of the School website, was completely redesigned as part of the LSE Web Improvement Programme. The new content launched in June 2017, and now includes an 'Our Supporters' section with a direct link to the Alumni Volunteer content on the alumni site.

Fundraising

Advancement has consolidated during a period of transition. With the School under interim leadership in 2016/17, campaign planning was adjusted to the shorter term focus of campus development, resulting in early significant gifts towards the Centre Buildings project. In the financial year just ended, Advancement has raised £12 million in philanthropic income for the School, a return to normal business following the two preceding financial years which enjoyed exceptional one-off gifts for specific School projects.

The Annual Fund once again performed well, emulating its feat of 2015/16 by raising more than £1 million of unrestricted income from alumni and friends. More than 3,000 donors in 72 countries made gifts in support of a range of priority areas. Thanks to Alumni Association Executive Committee members who chose to support philanthropy at LSE by making a gift.

LSE Advancement Contacts

Alumni Relations

Karen Lippoldt – Deputy Director, LSE Advancement - Constituency Relations and Interim Head of Alumni Relations

Email: k.lippoldt@lse.ac.uk

Nat Holtham – Head of Alumni Relations

In post from November 2017

Jessica Burrell – Student Engagement & Young Alumni Executive

Email: j.burrell@lse.ac.uk

Olivia Capozzi – International Alumni Executive

Regional focus: Europe, Latin America and the Caribbean

Email: o.f.capozzi@lse.ac.uk

Kendall Collett – Events Officer

Email: k.collett@lse.ac.uk

Tricia Coyle – Director of Alumni Relations & Events, LSE Foundation and Centennial Fund

Regional focus: North America

Email: t.coyle@lse.ac.uk

Liz Hydes – Associate Director of Alumni Relations and Events

Regional focus: North America

Email: e.hydes@lse.ac.uk

Camilla Langlands – Global Alumni Programmes Manager

Email: c.r.langlands@lse.ac.uk

Sveta Mardar – International Alumni Executive

Regional focus: Africa, Asia-Pacific, Middle East

Email: s.mardar@lse.ac.uk

Dipika Patel – Alumni Relations Assistant

Email: alumni@lse.ac.uk

Other Advancement Contacts

Cath Baldwin – Interim Director

Email: c.r.baldwin@lse.ac.uk

Shona Aitken – Deputy Head of Principal and Major Gifts

Email: s.aitken@lse.ac.uk

Dr Sarah Flew – Head of Foundation and Business Partnerships

Email: s.flew@lse.ac.uk

Derek Winterbottom – Head of Annual Fund

Email: d.winterbottom@lse.ac.uk

School Updates

Centre Buildings Redevelopment (CBR) and Alumni Centre

LSE is creating a new landmark building and public square at the heart of our campus on Houghton Street.



Building and Square

Opening in 2019, architects Rogers Stirk Harbour + Partners have designed a world-class home for the political sciences. The 13-storey addition to our campus will be packed with spaces and facilities that will inspire LSE people and their ideas to carry on transforming the world through specialist social-science research and education.

The new building and square replace a number of poor-quality buildings that were no longer fit for purpose – the East Building, the Anchorage, Clare Market and the core and eastern wing of the St Clement's Building. These buildings, known collectively as the Centre Buildings, were demolished during 2015 and 2016, and their redevelopment makes a major contribution towards creating a forward-looking, flexible and innovative campus that is informed by our students and academic staff, and that will effortlessly adapt to their aspirations and needs for many years to come.

A campus home for students

Our new building provides our students with the flexible spaces they have told us that they need to maximise their educational experience: innovative lecture theatres, adaptable seminar rooms and flexible space for study and downtime.

It also gives students a home on campus, a place where they can come when they arrive in the morning, where they can remain between lectures and classes, and where their needs throughout the course of the day can be met.



Teaching and Learning Commons

A new home for the political sciences

The Departments of Government and International Relations, the European Institute, and the International Inequalities Institute will be housed over the ten upper floors of the building, along with a new School of Public Policy. This means, for the first time in LSE's history, there will be a composite home for the political sciences.

The layout of the academic floors will encourage greater collaboration between students and staff at all levels. Their connection via a large, open staircase that runs across the length of the building and back will increase opportunities for closer working between the departments and institutes in the building, enabling collaboration on a variety of issues including social mobility and migration.



5th Floor

A campus that matches our world-class education and research

The redevelopment is a critical step in creating a more effective and integrated campus, with a better flow, a stronger identity, and a more dynamic and engaging appearance. The new public square will enable us to achieve greatly enhanced levels of permeability and connectivity that our campus currently lacks, and will provide it with a clear central landmark.



Aerial View

A front door to the campus for our alumni

A key element within the new building is the LSE Alumni Centre, which provides the first-ever dedicated space on our campus specifically for you, our 142,000-strong global community of alumni.

Located on the ground floor, the Centre faces out onto the new public square, which is set to become one of the most well-known and well-used spaces on campus. Its central campus location within our new, landmark building mirrors the central place that you and your fellow alumni occupy within the School's community.



Alumni Centre

The Centre reflects the regard and respect that you are held in by the School. It is a key opportunity for us to give something back, particularly to the many hundreds of you who give your time, talent and philanthropy to LSE.

We know that our alumni return to the School's campus often, and that you do so for a number of different reasons: to attend alumni events and public lectures, to use the library and careers service, to visit your departments, old haunts and former teachers, or to catch up with developments at the School. Some, like yourselves, come back to give your time and expertise to the School.

We hope that the Centre will improve the experience of returning to campus for all of our alumni, as well as provide an additional incentive to do so. Our greatest wish is that it will be well used by visiting alumni as a campus base, a place to relax and spend time in where you can meet friends and associates, and obtain information and support from the School.



Alumni Centre

The space will be staffed to deal with enquiries and requests, and will provide

- business centre facilities
- bookable meeting space
- free Wi-Fi access
- computer terminals/space for using laptops
- facilities for charging devices
- complimentary tea, coffee, cold drinks, newspapers, maps and LSE information
- accompanied campus tours
- daytime left luggage facility

The Centre will also have a space for events and meetings. We envisage it becoming a primary venue for meetings with and events for our alumni volunteers.



Alumni Centre

Careers

How to get involved with LSE Careers

You may remember from your time as an LSE student how valuable it is to meet alumni, learn from their experiences, and receive their encouragement. At LSE Careers we're keen to support this and have developed a number of ways you can get involved.

Post an internship, job or volunteering opportunity

You can post your organisation's opportunities for free on our jobs board LSE CareerHub. It's incredibly popular with 81% of students regularly logging on and applying for positions. Recent graduates also have access for up to five years after their course ends. Please contact our Employer Engagement Team for more: careers.employers@lse.ac.uk

Attend a careers fair or breakfast event as an employer

Our careers fairs cover most of the typical sectors LSE students go into and are held in the UK and globally. They are a great way to meet large numbers of LSE students and raise your organisation's profile. Our breakfast events are more niche networking events for up to 100 students on areas such as think tanks, private equity, and policy and research. Please contact our Employer Engagement Team to get involved: careers.employers@lse.ac.uk

Run a student skills seminar as an employer

We're keen to involve more employers in our events programme and organise seminars focusing on areas such as consultancy case studies, technical interview skills, and mock assessment centres. Please contact our Employer Engagement Team to get involved: careers.employers@lse.ac.uk

Participate in our Meet an Alum programme

If you're based in or near London (or passing through) we run a weekly 'Meet an Alum' programme where students can talk to alumni about what it's like to work in particular field or organisation in small groups. We aim to include a diverse range of alumni, especially from areas such as the not-for-profit sector, international development, creative industries, political risk, and sustainability. Please email careers.lse.ac.uk if you're interested in taking part.

Be part of a careers panel

We run a number of specialist panels each year in areas such as political risk and security, creative industries, and international development. We're always looking for alumni to sit on these panels and talk candidly about their career path, the pros and cons of their sector, and their advice for current students. Please email careers.lse.ac.uk if you're interested in taking part.

Come to a networking event at your academic department

We run career networking events in most academic departments. It's a chance to talk to students in an informal setting and have interesting conversations about career paths, sector knowledge, and often candid chats about the pros and cons of particular careers. Please email careers.lse.ac.uk if you're interested in taking part.

Write a blog post

We welcome contributions to the LSE Careers blog (blogs.lse.ac.uk/careers) from alumni on any careers topic including your career path and advice for current students, industry and sector insights, and application and interview tips. Please email careers.lse.ac.uk if you're interested in taking part.

Supporting you

We're here to help you develop your career too. If you graduated within the past five years you can attend all our careers events and book one-to-one appointments. For those of you who graduated three to five years ago we also run specialist events around topics such as changing careers. Login to LSE CareerHub (careers.lse.ac.uk) for more.



lse.ac.uk/careers



[/LSECareers](https://www.facebook.com/LSECareers)



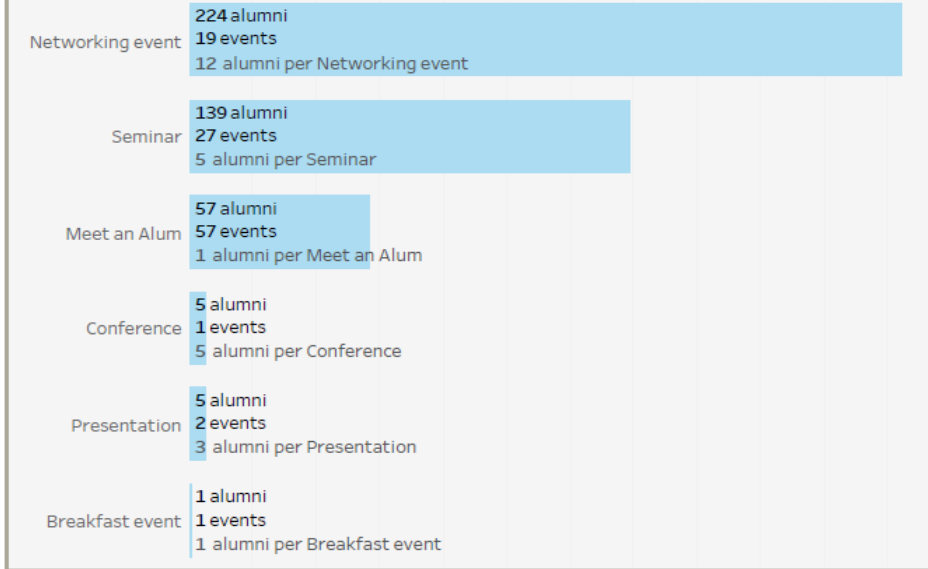
[@LSECareers](https://twitter.com/LSECareers)



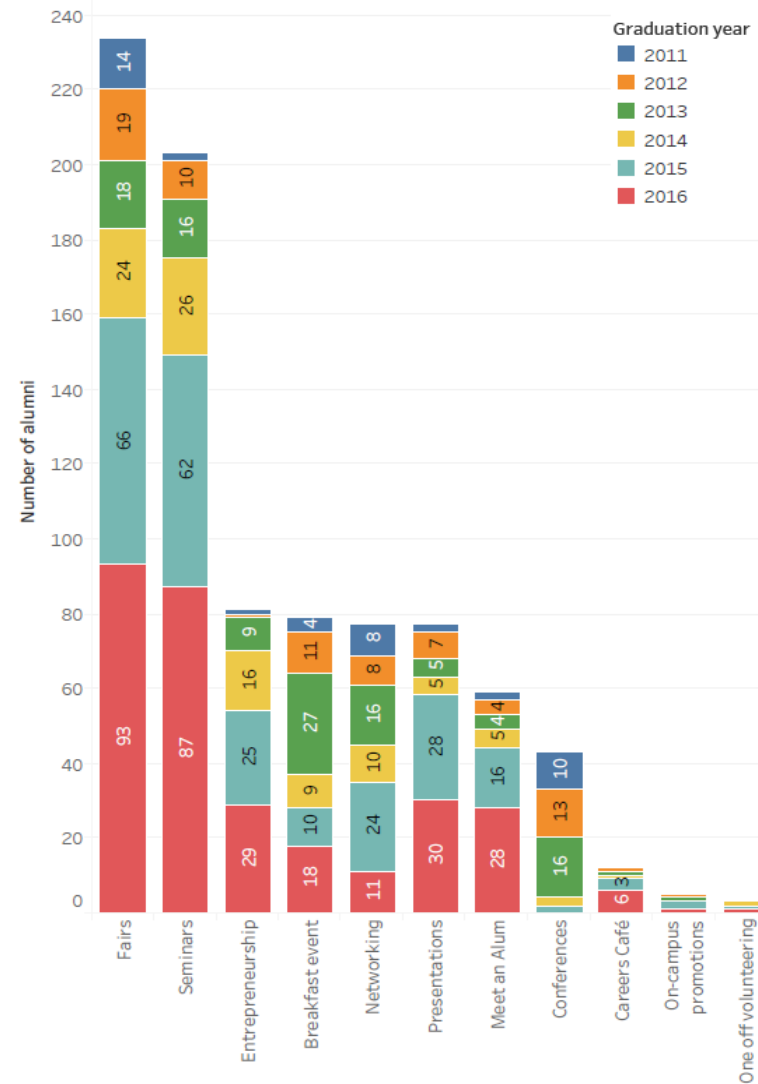
[LSE Careers](https://www.linkedin.com/company/lse-careers)

Alumni volunteers at careers events

At least **431** LSE alumni volunteered at **107** careers events in 2016

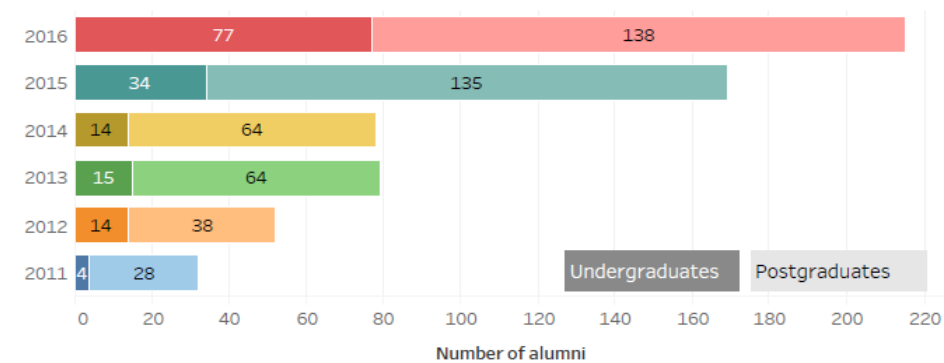


Event bookings by type of event and graduation year



Event bookings

602 alumni made **1,665** careers event bookings in 2016



Student Marketing and Recruitment

LSE Student Marketing and Recruitment (SMR) markets the School to ensure it is the first choice for the world's most academically able students who seek a quality education in the social sciences. This is undertaken in increasingly uncertain conditions, influenced by national and international political and economic factors, increased competition, and the widespread use of a variety of league tables and rankings.

On campus, SMR organises two undergraduate open days each year; the annual Offer Holders' Day; University of London Taster Courses; the Advising the Advisers conference (for college counsellors); Student Shadowing; monthly campus tours and ad-hoc visits for school and university groups.

In the UK, SMR visits schools across the country, with a focus on increasing recruitment from outside the South East of England, and attends both undergraduate and graduate recruitment fairs.

Overseas, SMR counsels and assists students and their advisers in schools and universities; attends education exhibitions, and delivers public information sessions. We also meet with the School's alumni; British Council colleagues; funding bodies, and government departments.

SMR is also responsible for LSE's year-long study abroad programme, the General Course (GC), including all aspects of its marketing; institutional liaison; admissions process, and the bespoke orientation and social calendar.

SMR activity is underpinned by the gathering of market intelligence, which allows the team to produce marketing plans for academic departments; run targeted email and newsletter campaigns, and produce promotional videos and blogs for online consumption. SMR also produce the undergraduate and graduate prospectuses (print and online) and other promotional materials.

The team works with Alumni Relations to organise and fund the annual global series of 'Destination LSE' pre-departure events for offer holders. In 2017 over 100 events were held in 62 countries.

SMR also manages LSE's 'Email an Alum' service, which connects recent LSE graduates with prospective students to answer queries about student life at LSE, graduate careers, etc. We currently have 188 Alumni Ambassadors signed up to deliver the service, based in 58 countries.

Further information on any and all of the above can be obtained from Mr. Will Breare-Hall, Student Recruitment and Study Abroad Manager, at w.s.breare-hall@lse.ac.uk.

Further Readings

Alumni Association Constitution



The London School of Economics and Political Science Alumni Association Constitution

1. Preamble:

- 1.1. In order to promote a beneficial relationship between the School, its alumni and other members of the academic and the professional world and society in general, The Council of The London School of Economics and Political Science (**Council**) agreed in 2005 to create the London School of Economics Alumni Association (the **Alumni Association**).
- 1.2. The Alumni Association will receive financial and administrative support from the School and will not itself raise funds.
- 1.3. The School's alumni relations team and the Alumni Association are expected to work closely together.
- 1.4. The Alumni Association will have an ex-officio representative on the School's Court of Governors.
- 1.5. The activities of the Alumni Association will be carried out having regard to this Constitution.

2. Name:

The Name of the Alumni Association shall be the 'London School of Economics and Political Science Alumni Association'.

3. Definitions:

- 3.1. **LSE and School** means the London School of Economics and Political Science.
- 3.2. **Alumni Group Electoral College** means the electoral college established by the Alumni Association for the purposes of facilitating the participation by Recognized Groups in approving the appointment of Elected EC Alumni and for the amending, repealing or adding to of this Constitution.
- 3.3. **Alumnus/a** and **Alumni** means a former student of the LSE as defined in the LSE General Academic Regulations and who has completed at least one continuous term of a course of study.
- 3.4. **Elected EC Alumni** means Executive Committee members other than ex-officio School members.
- 3.5. **Executive Committee** means the body referred to in Article 6.
- 3.6. **Recognized Group** means any LSE Alumni group recognized as such at the relevant time by the Alumni Association.
- 3.7. **Retired member of Staff** means an individual who has been directly employed by the School to work full-time at the School for at least one continuous term, and who no longer works full-time at the School.
- 3.8. **Student** means an individual who has registered on a course of Higher Education at the School.

4. Objectives:

- 4.1. The objectives of the Alumni Association, shall be (but not limited to):
 - 4.1.1. To promote a beneficial relationship for academic, professional and social reasons, between the School, Alumni and other key stakeholders.
 - 4.1.2. To strengthen and support the effectiveness, membership and activities of Recognized Groups and promote their activity for the benefit of the School and the School's wider objectives.
 - 4.1.3. To promote and strengthen the relationship between the School, LSE alumni and friends, for the benefit of the School and the School's wider objectives.
 - 4.1.4. To promote the School's presence nationally and internationally to key stakeholders for the benefit of the Alumni Association, the School and the wider community and to promote and protect the academic reputation of the School.
 - 4.1.5. To represent the views of Alumni and to assist and advise the School in key activities including student recruitment and career development.
 - 4.1.6. To promote, encourage and assist in effective communications between the School, Alumni groups and individual Alumni.
 - 4.1.7. To work in partnership with the School's alumni relations team to promote the objectives of the Alumni Association and those of the School.

5. Membership:

- 5.1. The Alumni Association shall have three types of members:
 - 5.1.1. Individual
 - 5.1.2. Recognized Group
 - 5.1.3. Honorary
- 5.2. Individual members:
 - 5.2.1. Individual membership shall be automatic to every Alumna and Alumnus.
 - 5.2.2. External Degree holders, International Programme Degree holders, Summer School and Language Course attendees, and Occasional students are not counted as Alumni as they do not register as students at the School.
 - 5.2.3. The Alumni Association is not empowered to expel an Alumna or an Alumnus from the Alumni Association. This does not prevent the Executive Committee, for cause, from requiring an Alumna or Alumnus to step down from an Alumni leadership role or being barred by the Executive Committee from holding an Alumni leadership role.
- 5.3. Recognized Groups:

The Alumni Association shall determine the basis on which groups of Alumni are to be approved as Recognized Groups and the basis on which such groups may, for good cause be derecognized.
- 5.4. Honorary members:
 - 5.4.1. Holders of an Honorary LSE degree.
 - 5.4.2. Retired staff of the School will be granted honorary membership subject to approval by the Alumni Association.
 - 5.4.3. The Alumni Association may grant honorary membership to any individual who has been recommended by an Alumna or Alumnus or by the School for his or her long-term support of the School, its aims and activities and its wider objectives.
 - 5.4.4. The Alumni Association is not empowered to expel an Honorary member from the Alumni Association.
- 5.5. No charge for membership:
 - 5.5.1. Membership of the Alumni Association shall be free of any fee or charge. This does not prevent a Recognized Group from requesting a fee from or making a charge on its members.

6. The Executive Committee:

- 6.1. Responsibility and Power
 - 6.1.1. The Executive Committee is responsible for the management of the Alumni Association and shall exercise all powers of the Alumni Association.

- 6.1.2. The Executive Committee may delegate any of its powers or functions (including any of the functions given to the Alumni Association under this Constitution) to such committee, working group or individual as it thinks fit.
 - 6.1.3. The Executive Committee shall make and maintain byelaws for the better administration of the Alumni Association.
 - 6.1.4. The Executive Committee and anyone with delegated responsibility shall be accountable to the Alumni Association membership.
- 6.2. The Executive Committee Composition
- 6.2.1. The Executive Committee shall comprise:
 - 6.2.1.1. Elected EC Alumni
 - 6.2.1.2. Ex officio School alumni relations representatives.
 - 6.2.2. The number of ex officio School alumni relations representatives shall not exceed one quarter of the total number of Executive Committee members for the time being.
 - 6.2.3. Elected EC Alumni shall serve on a voluntary basis..
- 6.3. The process for electing Elected EC Alumni shall be determined by the Alumni Association and set out in published byelaws.

7. Annual Report to Council:

- 7.1. The Chair of the Alumni Association shall provide an annual report to Council.

8. Terms of the Constitution:

- 8.1. The provisions of this Constitution may be amended, repealed or added to by resolution of a two-thirds majority of the votes cast by the Alumni Group Electoral College.
- 8.2. No alterations of the Constitution of the Association shall be effective without the consent of Council.

Approved by requisite two-thirds vote of Alumni representatives on 1st August 2016 and by Council on 10th January 2017.

Alumni Association Byelaws



The London School of Economics and Political Science Alumni Association Byelaws

1. Preamble:

- 1.1. These Byelaws are made to facilitate the efficient and effective operation of the London School of Economics and Political Science Alumni Association (**Alumni Association**).
- 1.2. Where there is a conflict between these Byelaws and the Alumni Association Constitution (**Constitution**) the Constitution have precedence.

2. Definitions:

- 2.1. Definitions used in the Constitution apply to these Byelaws.
- 2.2. **“Alumni Association Region”** means each of the regions agreed from time to time by the Executive Committee and Alumni Relations for the purposes of these Byelaws.
- 2.3. **“Alumni Relations”** means that department, group or team within the School responsible for the School’s alumni relations programme.
- 2.4. **“Conduct subcommittee”** is the committee described in Section 9.
- 2.5. **“Nominations Committee”** is the committee described in Section 6.
- 2.6. **“Recognition subcommittee”** is the committee described in Section 8.
- 2.7. **“Recognized Groups”, “Special Interest Groups”, “Country Groups”, “Contact Networks”** and **“Regional Groups”** are all defined in Section 7.

3. Objectives:

- 3.1. The objectives of the Association are set out in Article 4 of the Constitution

4. Rights of Membership:

- 4.1 The Individual and Honorary members of the Alumni Association will subject to Section 9 (Recognized Group Derecognition) be entitled to:
 - a) Participate in the Recognized Groups around the world in accordance with the rules of the particular Recognized Group.
 - b) Participate in academic and social activities organized by the Alumni Association subject to any restrictions applying to the event
 - c) Stand for election to the Executive Committee and to any other Alumni Association post.

5. The Executive Committee:

- 5.1. The Executive Committee has delegated power to act on behalf of and to be responsible for the management of the Alumni Association’s business.
- 5.2. The activities of the Alumni Association and of the Executive Committee are subject to the provisions of the Constitution and of these Byelaws.
- 5.3. The Alumni Association and the Executive Committee are accountable to the Alumni community and should therefore strive to be transparent in the conduct of Alumni Association business.
- 5.4. *The Executive Committee - appointment:*
 - 5.4.1. Elected EC Alumni shall be appointed following recommendation by the Nominations Committee, and subject to approval by the Alumni Group Electoral College. Provided that casual vacancies may be filled following appointment by the Executive Committee.

- 5.4.2. The Executive Committee shall serve a term of 3 years; Each 3-year term will start on a date that is within one month of the start of the School's academic year.
- 5.4.3. Subject to Sections 5.4.4 and 5.4.5, Elected EC Alumni shall serve a maximum of 6 years in any one post.
- 5.4.4. A casual vacancy appointment where a period of 2 years or less is left to run in the 3-year term shall not count towards the maximum of 6 years in Section 5.4.3.
- 5.4.5. For the purposes of calculating the maximum in Section 5.4.3 where a person has held a post prior to the 2017/2018 academic year, the period served (rounded up or down to the nearest year) if not a multiple of 3 shall be rounded down to the nearest multiple of 3 (or to zero in the case of a period of less than 3 years).

5.5. *The Executive Committee – composition*

- 5.5.1. The Executive Committee shall comprise the following members:
 - (a) Chair
 - (b) Vice Chair
 - (c) Chair of the Regional Liaison subcommittee
 - (d) Vice Chair of the Regional Liaison subcommittee
 - (e) Between 6 and 8 further elected members.
 - (f) ex-officio members from the School provided that the number of ex-officio members shall not exceed one quarter of the total Executive Committee membership from time to time.

5.6. *The Executive Committee - duties:*

- 5.6.1. Represent to the School the views of the Alumni Association and the Alumni community.
- 5.6.2. Promote the objectives of the Alumni Association
- 5.6.3. Work in partnership with Alumni Relations.
- 5.6.4. Define the roles, parameters and functions of the committees and working groups to whom functions may be delegated and initiate, monitor and encourage their activity to meet the objectives of the Alumni Association.
- 5.6.5. Support and promote the membership, work and activities of the Recognized Groups.
- 5.6.6. Make proposals and recommendations on amendments to the Constitution.
- 5.6.7. Keep these Byelaws up to date.
- 5.6.8. Meet in person or through technological means such as telephone or videoconference, at least six times a year and aim to have at least one of those meetings as an in person meeting on the School's campus.
- 5.6.9. Fill vacancies on the Executive Committee. The Executive Committee should seek to fill any Elected EC Alumni post vacancy from the most recent list of applicants for Elected EC Alumni positions.

5.7. *The Executive Committee – powers and exercise of powers:*

- 5.7.1. The Executive Committee may delegate any of the powers conferred on them by these Byelaws to such committee, working group or individual and on such terms and conditions as the Executive Committee sees fit.
- 5.7.2. Subject to Section 17 (Amendments to the Byelaws) the Executive Committee has the power to make, repeal and amend these Byelaws and any other Alumni Association policies or rules as it may from time to time consider in the best interests of the Alumni Association.

5.8. *The Executive Committee – volunteers:*

- 5.8.1. Save for ex-officio members, membership of the Executive Committee and any committee or person taking on a function delegated by the Executive Committee will be on a voluntary basis.

5.9. *The Executive Committee – removal of members:*

- 5.9.1. A member of the Executive Committee may be removed by the Executive Committee by a three-quarters (75%) majority, for any breach of the integrity, objectives and principles of the School or the Alumni Association.

6. Nominations Committee

- 6.1. *Convening the Nominations Committee*

- 6.1.1 The Nominations Committee shall be convened in, or prior to, May of the year in which a 3-year term of the Executive Committee commences.
- 6.2 *Composition of the Nominations Committee*
- 6.2.1 The Nominations Committee shall be composed of an equal number of representatives from the Executive Committee and the School, including:
- The Chair of the Executive Committee;
 - Elected EC Alumni who are not seeking reappointment;
 - The Director of Advancement;
 - The Deputy Director of Advancement, Constituency Relations; and
 - The Head of Alumni Relations.
- 6.2.2 In order to ensure an equal number of representatives from the Elected EC Alumni and the School, the following individuals may also serve on the Nominations Committee, if necessary:
- The Vice-Chair of the Executive Committee;
 - Alumni Relation's International Alumni Executives; and
 - Other relevant representatives of the School.
- 6.2.3 The Chair of the Executive Committee shall serve as Chair of the Nominations Committee.
- 6.2.4 In the event the Chair of the Executive Committee has re-applied for an additional term, he or she shall not take part in the Nominations Committee's discussion regarding the applications for the Chair.
- 6.2.5 In the event the Chair of the Executive Committee has re-applied for an additional term and he or she is not recommended for re-appointment by the Nominations Committee, he or she shall continue as a member of the Nominations Committee, but the Director of Advancement or the Deputy Director of Advancement, Constituency Relations, shall serve as the Chair of the Nominations Committee.
- 6.3 *Elected EC Alumni - Appointment and voting*
- 6.3.1 The Nominations Committee shall be responsible for preparing a list of recommended candidates to serve as the Elected EC Alumni.
- 6.3.2 The Executive Committee shall specify the number of Elected EC Alumni posts and any specific subcommittee or working group for which members for the next term are to be appointed.
- 6.3.3 The School shall in collaboration with the Executive Committee, invite all interested individuals to submit applications for the Elected EC Alumni posts and for subcommittees and working groups (see Section 15 – Subcommittees and working groups). The Nominations Committee shall in particular communicate with Recognized Group leaders and encourage them to identify individuals who may be interested in submitting applications.
- 6.3.4 The Nominations Committee shall meet no later than in June of the year in which the current 3-year term ends to consider all submitted applications for the Elected EC Alumni posts and produce a list of candidates for recommendation to Recognized Groups.
- 6.3.5 In carrying out its mandate, the Nominations Committee shall first determine their recommended candidate to serve as Chair of the Executive Committee and then consider their recommended candidates for the remaining positions on the Executive Committee.
- 6.3.6 Once the Nominations Committee has produced the list of candidates, the Head of Alumni Relations shall, on behalf of the Nominations Committee, inform each candidate and ensure that he or she wishes to have his or her name proposed to the Alumni Group Electoral College for consideration. In the event a candidate does not wish to have his or her name proposed or otherwise withdraws his or her candidacy in advance of the start of the voting period, the Nominations Committee shall propose an alternate candidate.

6.3.7 In the event a candidate withdraws his or her candidacy following the start of the voting period, the appointment shall be made by the Executive Committee in accordance with Section 5.6.9.

6.3.8 Recognized Groups shall be given at least 4 weeks in which to send their votes to the Executive Committee. Voting shall be “for”, “abstain” or “against” the slate of Nominations Committee recommended candidates.

6.4 Guiding Principles

6.4.1 In carrying out its mandate, the Nominations Committee shall:

- Consider the duties of the Executive Committee, as set out in Section 5.6 .
- Consider a prospective candidate’s commitment and ability to carry out the relevant role and, in this regard, be guided by the role descriptions adopted by the Executive Committee.
- Recognize the profile of the School’s Alumni base and, in this regard, give attention to geographic representation, age, gender, ethnicity, degree programme, and other factors that may be relevant.
- Seek input from the members of the Executive Committee, Regional Liaison subcommittee members, and the Recognized Group leaders by requesting comments on submitted applications, as appropriate.
- Seek to strike a balance between Country Groups and Special Interest Groups, large groups and small groups, and experienced and new Alumni volunteers.

Produce a list of balanced and mixed candidates who will support the roles and functions of the Alumni Association and who will ensure that the Alumni Association is successful in its efforts to support the School’s strategic aims and objectives.

7. Groups – General

7.1 Background

7.1.1 A key part of LSE Alumni Relations’ goal is to build strong, lifelong and mutually beneficial relationships between the School and the alumni community. LSE’s volunteer-led alumni groups and contact networks are at the heart of and play a vital role in achieving this goal. Their leaders and committees are international ambassadors and advocates for the School, enhancing its global reach and reputation. Alumni groups and contact networks enhance the School’s global alumni community and provide opportunities for alumni in a particular area (geographical or otherwise) to engage with the School and to remain connected with each other.

7.1.2 The Alumni Association was created in 2005 with the founding principle to recognise all existing alumni groups. The Executive Committee agreed Key Guidelines for Alumni Groups and Contact Networks and delegated to the Group Establishment, Recognition and Obligations subcommittee responsibility for ensuring the day to day operation of the Key Guidelines and for advising and recommending to the Executive Committee ways in which the Key Guidelines should over time be enhanced.

7.2 Definitions

7.2.1 There are two types of organizational units for Alumni activity within the Alumni Association: (i) Recognized Groups and (ii) Contact Networks.

7.2.2 Recognized Groups comprise (i) Country Groups and (ii) Special Interest Groups.

7.2.3 Country Groups and Contact Networks are together referred to as Regional Groups.

7.3 Country Groups

7.3.1 Country Groups include all alumni groups that represent a country or nation, or in exceptional circumstances that represent a city or region within a country that submit a successful application to the Recognition subcommittee and adhere to the obligations for Recognized Groups set out below.

7.3.2 A Country Group may have an internal chapter structure, but the Country Group (and not its chapters) is the representative, and holds the Recognized Group’s voting rights.

7.3.3 Chapters and geographic sub-units of a nation or country (e.g., a city, province, state, or territory) may not, subject to 7.3.4 below, be recognized as a separate Country Group. The aim is for the recognized unit in each case to be a nation or country unit.

7.3.4 In exceptional circumstances the Recognition subcommittee, with the prior approval of the Executive Committee, may consider and grant applications from groups not conforming with Section 7.3.3.

7.4 Special Interest Groups

7.4.1 Special Interest Groups include all alumni groups that represent a business sector (e.g., legal, media, or real estate), course of study (e.g., development studies), or member characteristic (e.g., gender) that have international aspirations and submit a successful application to the Recognition subcommittee and adhere to the obligations for Recognized Groups set out below.

7.4.2 Special interest activity may take place within Country Groups (e.g. as a chapter of a Country Group or as a local chapter of a Special Interest Group), but the Country Group and/or Special Interest Group is the representative, and holds the Recognized Group votes.

7.4.3 Special interest chapters of a Country Group and local chapters of a Special Interest Group may not be separately recognized as a Special Interest Group (or other Recognized Group).

7.5 Contact Networks

7.5.1 Contact Networks include all alumni networks that represent a country or nation that adhere to the obligations for Contact Networks set out below.

7.5.2 Other alumni group activity will, of course, take place. This sporadic or private activity, however, will not result in formal recognition by the Alumni Association

8. Groups – Recognition

8.1 Contact Networks and other groups may apply to the Executive Committee to become a Recognized Group at any time by submitting a proposal to Alumni Relations office and to the Executive Committee or to such subcommittee as the Executive Committee shall nominate for this purpose (the “**Recognition subcommittee**”). Historically the Group Establishment, Recognition and Obligations subcommittee has been the Recognition subcommittee.

8.2 The template for such a proposal is to be kept up to date by Alumni Relations and the Recognition subcommittee and made available on the LSE Alumni website.

8.3 All proposals will be reviewed by the Recognition subcommittee. The Recognition subcommittee will determine whether the proposal is complete and, if so, will grant provisional recognition to the applicant group.

8.4 In addition to a dedicated Alumni Relations member of staff, the Executive Committee following the recommendation of the Recognition subcommittee will appoint a mentor to work with the applicant group as it takes the necessary steps to become a Recognized Group.

8.5 Within four months of being granted provisional recognition, the applicant group will submit a status report to the Recognition subcommittee and Alumni Relations outlining how the group has met (or plans to meet) the obligations for Recognized Groups. The Recognition subcommittee will review the status report and within 25 working days will: (i) recommend to the Executive Committee that formal recognition be granted to the applicant group, or (ii) grant continued provisional recognition to the group.

8.6 If continued provisional recognition is granted, the applicant group will submit a further status report within three months of such recognition having been granted. This process will continue until the Recognition subcommittee is either satisfied that formal recognition should be granted or the group withdraws its application for formal recognition.

8.7 The Recognition subcommittee may withdraw provisional recognition from the applicant group if the subcommittee thinks that the group is unable to satisfy the obligations associated with formal recognition.

9. Groups - Derecognition

9.1 Derecognition of a Recognized Group for good cause pursuant to Article 5.3 of the Constitution shall be achieved by a three-quarters majority vote of the Executive Committee following a report and recommendation by the committee appointed by the Executive Committee for the purposes of considering derecognition under this Section 9 and barring under Section 13 (the “**Conduct subcommittee**”). Historically the Group Establishment, Recognition and Obligations subcommittee has been the Conduct subcommittee.

9.2 Any person wishing to cause such a derecognition vote to be taken shall submit a written request for derecognition to the Conduct subcommittee specifically laying out the case for derecognition. If the request is not made by the School, then that request shall include a statement as to the School's position on the request.

9.3 The Conduct subcommittee will consider the written request and seek a written reply from the subject Recognized Group.

9.4 The Conduct subcommittee will solicit written submissions from the School and from any other interested parties wishing to be heard. The Conduct subcommittee may also, at its discretion, request that interested parties make oral submissions to the subcommittee.

9.5 After considering these submissions, the Conduct subcommittee will report its findings to the Executive Committee and make its recommendation for or against derecognition.

9.6 The Conduct subcommittee's recommendation must be made with three-quarters majority support.

9.7 Following the Conduct subcommittee's report and recommendation, the Executive Committee may, in its discretion, solicit additional submissions, either written or oral, from interested parties before voting on the matter.

9.8 Having voted in favour of derecognition the Executive Committee shall in its discretion decide on the best way to communicate and give effect to the decision, having regard in particular to underlying reasons for the derecognition request.

10. Groups – Rights

10.1 All Recognized Groups have the right to vote. Votes will be allocated according to the Electoral College rules set out in Section 16 (Alumni Group Electoral College).

10.2 Representatives from Recognized Groups are entitled to attend the Alumni Leadership Forum in accordance with the Alumni Leadership Forum guidelines.

10.3 Contact Network representatives may, subject to the Alumni Leadership Forum guidelines, attend the Alumni Leadership Forum, but do not have the right to vote at the Alumni Group Electoral College.

10.4 All Recognized Groups are supported by Alumni Relations including:

- having a designated Alumni Relations contact (or School contact identified by Alumni Relations) for advice and support on alumni and School issues;
- inclusion in the list of alumni groups on LSE Alumni website;
- group leaders (or a designated publicity or communications officer) are granted permission to use the LSE Alumni website's email marketing tool to contact all Alumni in a Country or Special Interest Group;
- guidelines on and assistance with the use, creation and design of alumni group logos;
- the ability to promote their group and its events on the LSE Alumni Association Facebook and LinkedIn pages; and
- Alumni Relations will assist a group in publicising all the group's events.

10.5 All Recognized Groups are also entitled to support from their designated Regional Liaison subcommittee member for informal, volunteer guidance and support on group issues.

11. Groups – Obligations

11.1 All Recognized Groups and Contact Networks must:

11.1.1 support the objectives and safeguard the reputation of the LSE and the Alumni Association.;

11.1.2 be led by one or more Alumni living in the relevant country;

11.1.3 undertake in the case of Recognized Groups at least three events per year, one of which should be:

- In the case of a Country Group, this to be a pre- departure event for LSE offer holders.
- In the case of a Special Interest Group, an annual event (e.g., AGM, dinner, or new graduates event);

11.1.4 undertake in the case of a Contact Network at least one event per year;

- 11.1.5 maintain a presence on the LSE Alumni website and keep its pages updated. If a group has its own website, this obligation may be satisfied by linking through to the group's website and posting the website's URL and a contact email address for the group on the LSE Alumni website;
- 11.1.6 be representative and inclusive, and membership/activities must be open to all LSE alumni that: (i) in the case of a Country Group or Contact Network, are citizens of or living in the relevant country or are travelling through and (ii) in the case of a Special Interest Group, meet the membership criteria set out by the relevant Special Interest Group;
- 11.1.7 provide reasonable opportunities for new volunteers to participate in the activities of the group and regularly consider leadership succession;
- 11.1.8 submit an annual report to the Executive Committee (by completing the Annual Alumni Group Leaders' Survey). The Annual Alumni Group Leaders' Survey is administered by Alumni Relations and made available on the LSE Alumni website;
- 11.1.9 respond to all reasonable requests for information from the Executive Committee and the School;
- 11.1.10 sign a copy of the LSE's Data Confidentiality Agreement and ensure that the group adheres to the UK Data Protection Act, regardless of where the group is based. Alumni Relations will provide advice on what this entails; and
- 11.1.11 assist Alumni Relations in keeping the School's records on alumni up-to-date; this includes using and updating the School's database.

12. Groups - finances

- 12.1 The School bears no responsibility for the financing or finances of alumni groups. The School recommends that groups do not levy member fees but that decision is ultimately a matter for each group.
- 12.2 The School's insurance policy does not cover group activities, officers or members of the group.
- 12.3 The School cannot advise alumni groups in relation to insurance needs, but groups are encouraged to seek independent advice as to whether insurance would be beneficial for their activities.
- 12.4 LSE Advancement is the main source of fundraising for the School. Groups are encouraged to promote the LSE Annual Fund to group members should they wish to support the School's fundraising efforts.
- 12.5 Groups should not fundraise for the School but if a group is considering fundraising they should in advance contact Alumni Relations.
- 12.6 There may be legal or financial benefits to a group registering as a legal entity in some jurisdictions. If a group wishes to do so, it should consult in advance with Alumni Relations.

13. Barring from Leadership position

- 13.1 Subject to the group obligations set out in Section 11 and the right to bar in Section 13.2 each group may determine the nature and size of its leadership team.
- 13.2 An Alumni leader may, for good cause, be required to stand down from and/or not be eligible to take up a leadership position in a Recognized Group, a Contact Network, the Executive Committee or any other Alumni Association leadership role (**'Barring'**).
- 13.3 Barring pursuant to Section 13.2 shall be achieved by a three-quarters (75%) majority vote of the Executive Committee following a report and recommendation by the Conduct subcommittee.
- 13.4 Any person wishing to cause such a Barring vote to be taken shall submit a written request for Barring to the Conduct subcommittee specifically laying out the case for and extent of the Barring. If the request is not made by the School, that request shall include a statement as to the School's position on the request.
- 13.5 The Conduct subcommittee will consider the written request and seek a written reply from the individual concerned.
- 13.6 The Conduct subcommittee will also solicit written submissions from the School and from any other interested parties wishing to be heard. The Conduct subcommittee may also, at its discretion, request that interested parties make oral submissions to the Conduct subcommittee.
- 13.7 After considering these submissions, the Conduct subcommittee will report its findings to the Executive Committee and make its recommendation for or against Barring and if for, its recommendations as to the extent of the Barring.

13.8 The Conduct subcommittee's recommendation must be made with three-quarters majority support.

13.9 Following the Conduct subcommittee's report and recommendation, the Executive Committee may, in its discretion, solicit additional submissions, either written or oral, from interested parties before voting on the matter.

13.10 Having voted in favour of Barring the Executive Committee shall in its discretion decide on the best way to communicate and give effect to the decision, having regard in particular to underlying reasons for the Barring request.

14. Alumni Leadership Forum

14.1.1. The Alumni Leadership Forum is jointly organized by the School and the Alumni Association. The Alumni Leadership Forum brings together alumni volunteer leaders from around the world for an on-campus programme of networking as well as knowledge and best practice exchange and discussion.

14.1.2. The Alumni Leadership Forum is further intended to:

- a) Seek to strengthen the quality and quantity of connections between Alumni volunteer and the School
- b) Promote, strengthen and support Recognized Groups and promote activity between them.
- c) Seek to advance, support and promote the partnership between the Alumni Association and Alumni Relations.
- d) Act as a sounding board for and provider of suggestions and feedback to the Executive Committee and the School on matters identified by the Executive Committee.

14.1.3. The Alumni Leadership Forum shall be held biennially at a venue and time decided by the Executive Committee in conjunction with the School.

14.1.4. The composition of Alumni Leadership Forum delegates shall reflect the diversity of the School's alumni community, Regional Groups and Special Interest Groups and Alumni Association's committees.

14.1.5. Alumni Leadership Forum delegates shall consist of:

- a) Outgoing and incoming officers of the Executive Committee and other Alumni Association subcommittees and working groups.
- b) Representatives of the Recognized Groups.
- c) Volunteer Award Recipients.
- a) Representatives of the School's academic departments and professional services.
- d) Any other members of the Alumni or wider LSE community invited jointly by the Executive Committee and Alumni Relations.

14.1.6. Delegate places for Recognized Groups shall be allocated according to the total number of contactable Alumni in that group. The data shall be drawn from the School's Alumni database held and maintained by Alumni Relations. The most recent data available at the end of June in the Alumni Leadership Forum year shall be used.

14.1.7. The number of delegate places per group shall be determined as follows:

- up to 500 alumni = 1 place.
- 501-1,000 alumni = 2 places.
- 1,001-2,000 = 3 places.
- over 2,000 alumni = 4 places

14.1.8. It is for each Recognized Group to decide on who will be their delegate or delegates.

14.1.9. The cost of the Alumni Leadership Forum programme shall be met by the School.

14.1.10. Delegates shall not be charged to attend.

14.1.11. The cost of accommodation for Alumni delegates (other than for those from the Greater London area) shall be met by the School. The booking process for delegate accommodation shall be managed by the School.

14.1.12. Delegates shall meet their own travel costs.

15. Subcommittees and working groups

15.1. Subcommittees and working groups - members

15.1.1.1. If the Executive Committee in accordance with Section 5.7.1 delegates to a subcommittee or working group that subcommittee or working group shall be chaired by an Elected EC Alumni.

15.1.1.2. The Executive Committee shall appoint the members of each subcommittee or working group.

15.1.1.3. In appointing members the Executive Committee shall draw from a list of applicants and shall in deciding between candidates have regard to the guiding principles set out in Section 6.4. In deciding on the size of the subcommittee or working group the Executive Committee have regard to the subcommittee or working group's effective and efficient operation and to the possibility of members resigning during the term.

15.1.1.4. A person may serve for a maximum of 6 years on any one subcommittee or working group.

15.1.1.5. For the purposes of calculating the maximum period in this Section 15.1, where a person has held a subcommittee or working group position prior to the 2017/2018 academic year, the period served (rounded up or down to the nearest year) if not a multiple of 3 shall be rounded down to the nearest multiple of 3 (or to zero in the case of a period of less than 3 years).

15.2. Subcommittees and working groups – designation

15.2.1.1. Prior to the invitation for Alumni applications (see Section 6.3.3) the Executive Committee shall decide which subcommittees and working groups are required for the next term.

15.2.1.2. Members of those subcommittees and working groups shall be appointed in time for the members to be invited to the Alumni Leadership Forum (see Section 14.1.5 a)).

15.2.1.3. The subcommittees for each term shall include a Regional Liaison subcommittee. The regions to be represented by members of the subcommittee shall be agreed in advance by the Executive Committee and Alumni Relations.

15.2.1.4. The subcommittees for each term shall include a subcommittee whose function is or includes that of the Recognition subcommittee.

15.2.1.5. At the beginning of each term the Executive Committee shall identify the composition of the Conduct subcommittee. It is not expected that this subcommittee will need to meet frequently (or at all).

15.2.1.6. The following subcommittees and working groups were used in the 2015 – 2017 term:

- Communications subcommittee
- Group Establishment, Recognition and Obligations subcommittee
- Group Leaders Support subcommittee
- Lifelong contacts subcommittee
- Mentoring subcommittee
- Regional ambassadors subcommittee
- Constitution working group

16. Alumni Group Electoral College

16.1. The Alumni Group Electoral College is the mechanism by which contactable Alumni are able, through Recognized Groups, to vote “for” or “against” proposed changes to the Constitution and proposed Elected EC Alumni candidates.

16.2. The administrative functions of the Alumni Group Electoral College shall be carried out by the Executive Committee.

16.3. Alumni Group Electoral College votes shall be allocated in accordance with this Section 16 (Alumni Group Electoral College).

16.4. For the beginning of each academic year Alumni Relations shall produce for the Executive Committee, and make available to Recognized Groups, a chart (the “**Annual Voting Chart**”) showing: the number of contactable Alumni in each Recognized Group, and the percentage of all contactable Alumni falling within each Alumni Association Region (the “**Regional Percentage**”).

16.5. Each Recognized Group shall be entitled to one vote for each 500 contactable Alumni as shown in the most recent Annual Voting Chart. Where the “remaining” Alumni for that group exceed 200 an additional vote shall be assigned. Each Recognized Group shall be entitled to a minimum of one vote.

16.6. Each recognized Group shall be responsible for getting its votes to the Alumni Group Electoral College. It is up to each Recognized Group to decide on how to allocate its votes between “for”, “against” and “abstain”.

16.7. The Regional Percentage shall be taken from the most recent Annual Voting Chart.

16.8. The Executive Committee shall for each Alumni Association Region multiply the votes received “for”, the votes received “against” and the votes received as “abstain” by that Alumni Association’s voting fraction.

16.9. The voting fraction referred to in Section 16.8 shall have as its numerator the relevant Regional Percentage expressed as a number, and as its denominator the total number of votes received for that Alumni Association region.

17. Amendment to the Byelaws

17.1. Save as set out below, these Byelaws may be amended by simple resolution of the Executive Committee and the amendment shall take effect at the time specified by the Executive Committee.

17.2. The Executive Committee may amend the following provisions of these Byelaws with a two-thirds majority vote of Executive Committee members and provided there has been prior consultation with Recognized Groups and provided that the change does not take effect until at least 6 weeks after the publication of the Executive Committee vote and the change on the LSE Alumni website:

- changing the composition of the Executive Committee (Section 5.5)
- changing the composition of the Nominations Committee (Section 6.2)
- changing the procedure for or percentage vote needed to derecognize a Recognized Group (Section 9)
- changing the procedure for or percentage vote needed to bar an Alumni Group leader from a leadership position (Section 13)
- changing the basis on which the Alumni Group Electoral College voting rights are allocated (Section 16)
- any material change to the arrangements for the Alumni Leadership Forum (Section 14)

Final Draft June 2016

These Byelaws were approved by the Executive Committee on 1 August 2016 and posted on the Alumni Association website on 18th January 2017.

Nominations Committee and Guidelines

Mandate

Pursuant to the provisions of the Alumni Association Constitution, the mandate of the Nominations Committee is to produce a short-list of candidates for the Executive Committee and Sub-Committees of the Alumni Association.

Responsibilities of the Committee, the School, and the Forum

The Nominations Committee shall consider all prospective candidates and produce a short-list of candidates for recommendation to the Forum.

Once the Nominations Committee has produced its short-list, the Head of Alumni Relations shall, on behalf of the Committee, inform each candidate and ensure that he or she wishes to have his or her name proposed to the Forum for consideration.

Consistent with the principles set forth in the Alumni Association Constitution and the conventions adopted by the Alumni Association, approval of the short-list by the Forum shall be undertaken using a slate ('all or none') system.

Guiding Principles

Consistent with the School's policies regarding the selection of volunteers, the Nominations Committee shall:

- Above all, consider a prospective candidate's commitment and ability to carry out the relevant role and, in this regard, be guided by the Role Descriptions adopted by the Executive Committee and as amended from time to time.
- Recognise the profile of the School's alumni base and, in this regard, give attention to geographic representation, age, gender, ethnicity, degree programme, and other factors that may be relevant.
- Seek to strike a balance between Recognised Groups and Special Interest Groups, large groups and small groups, and experienced and new alumni.
- Produce a list of balanced and mixed candidates who will support the roles and functions of the Alumni Association and who will ensure that the Alumni Association is successful in its efforts to support the School's strategic aims and objectives.

2017 Nominations Committee

Patrick Mears (LLB 1979) – Chair of Nominations Committee
Chair, LSE Alumni Association 2013-2017

Outgoing members of the LSE Alumni Association Executive Committee 2015-2017

Thomas Kern (MSc Public Policy and Administration 1979)
Vice Chair, LSE Alumni Association 2015-2017

George Wetz (BSc International Relations 2009)
Chair, Lifelong Contacts Subcommittee 2011-2017

LSE Advancement Staff

Catherine Baldwin, Interim Director of LSE Advancement

Zoe Povoas, Head of Alumni Relations

Sveta Mardar, International Alumni Executive

Tricia Coyle, Director of Alumni Relations & Events, LSE Foundation and American Fund for LSE

Notes









