



**2015**  
**2016**  
**R E P O R T**

## MESSAGE FROM THE DIRECTOR

**In my last report I noted that the previous year had been a transitional one. This year we are still in transition. When is one not? But the reasons this time round are entirely different. Now we are having to face all the challenges thrown up by renewed ambition and success: an ambition to make IDEAS a world class outfit and success arising from the delivery of several discrete projects, one of the best Executive Masters courses that I know of, and the commitment of an extraordinary team here on the 9<sup>th</sup> floor of Tower One who have gone more than that proverbial mile to deliver the IDEAS brand.**

The year began with a major highlight when members of IDEAS (including myself and Dr John Collins) travelled to Bogota to participate in a jointly organised IDEAS conference with President Santos. It continued eight months later when the President himself delivered a moving speech at the School on the road to peace back in Colombia.

Meanwhile, Dr John Collins has been doing exemplary work in the associated field of drugs and drugs control. With a strong team behind him, now made all the more robust by the addition of several senior experts in the field, IDPP has in a very short space of time made itself one of the go-to places in the difficult but critically important field of drug policy.

Closer to home, IDEAS also hosted nearly 60 major events and public lectures dealing with a range of big issues from Russia's intervention in Syria and hybrid warfare, through to NATO, the politics of ISIS, Cold War economics, and a one day conference on China's views on Brexit organised by our very active China Foresight programme led by Dr Yu Jie.

IDEAS has also been actively involved in the hugely important Dahrendorf Forum project. Dedicated to and inspired by the memory of the School's eighth Director – Ralph Dahrendorf – the Forum has had a very busy year indeed organising many events, delivering several policy briefs and in May hosting a major conference in Berlin.

The year also saw the rebooting of our Executive Masters Alumni network, co-ordinated and directed by Adrianna Zajackowska, with some terrific breakfast meetings led by a range of star speakers including Gideon Rachman (one of our new Fellows at the LSE) and Anne Applebaum (who has been with us for some time).

We have moreover strengthened our group of IDEAS Fellows recently with some excellent new appointments from Sir Richard Barrons, who recently argued that NATO might not be able to deter Russia, through to Dr Linda Yueh, who has probably done more to inform a wider public about Asian economic prospects than anybody I know.

And if our Fellows line up is looking stronger than ever, then too so is the work which Professor Gordon Barrass and Professor Christopher Coker have carried forward over the past year. Several roundtable discussions and a couple of top public lectures – one by Sir Lawrence Freedman and another by John Kay – have shown us all why IDEAS remains a crucial School asset bringing together key academics and senior practitioners. And not only to discuss military matters. Indeed, only the Monday following the Brexit vote our Global Strategies project, supported by Sarasin & Partners, was able to host a half-day conference on what June 23rd might mean for the UK and the world.

Just a very brief mention too of just a few of the many other activities we have been involved in. First, we have been working with various partners – Princeton University included – on thinking about the role of intellectual networks in the making of the 20<sup>th</sup> century. A conference in 2015 in Geneva, followed by another one over here at LSE IDEAS and City University were two of the outcomes.

Making IDEAS a focus for the study of the United Nations is another of our ventures going forward, and we were therefore delighted to welcome Irina Bokova, Director-General of UNESCO, to speak under the IDEAS banner recently.

Another speaker who also did such a good job for us – throughout the whole year – was Professor Ian Morris, our Philippe Roman Professor who ranged over a mere 20,000 years of history! Talking of history, IDEAS was also delighted to host the launch with the British Academy and the Russian Academy of Science of a major archival resource covering the early years of British-Soviet Relations. As IDEAS began life as a Cold War Studies Centre back in 2004, it is perhaps appropriate that we continue the tradition with IDEAS publishing a leading Cold War journal – *Cold War History* – and continuing to support serious research on what still remains the defining 'moment' of the last century whose legacy we cannot seem to escape even today.

Finally, heartfelt thanks to the LSE, its students, the other LSE Centres, their Directors, and all the departments and Institutes who have supported us over the past year. We would like to think we did everything all by ourselves, the truth is we couldn't have done half of what we in the end did without all of you. Many thanks!



**Professor Michael Cox**  
Director, LSE IDEAS

**LSE IDEAS is an IGA centre that acts as the school's foreign policy think tank.**

Through sustained engagement with policymakers and opinion-formers, IDEAS provides a forum that informs policy debate and connects academic research with the practice of diplomacy and strategy. IDEAS hosts interdisciplinary research projects, produces working papers and reports, holds public and off-the-record events, and delivers cutting-edge executive training programmes for government, business and third-sector organisations.

*This report covers the period of the LSE Financial Year, August 2015-July 2016*

**57 Events**

- 18 Public Lectures
- 14 Seminars
- 13 Conferences and Workshops
- 12 Private events (strategic debates)

**20 Publications**

- 2 Journals (10 issues)
- 1 Blue Ribbon Report
- 3 Special Reports
- 4 Strategic Updates
- 6 Policy Briefs
- 4 Dahrendorf Analyses

**46 Fellowships/  
Scholarships**

- 15 Senior Fellows
- 7 Visiting Professors and Visiting Senior Fellows
- 1 Maurice Pinto Post-Doctoral Fellow
- 2 Sotirov Fellows
- 8 Visiting Fellows
- 2 Visiting Research Students
- 3 Dahrendorf Post-Doctoral Fellows
- 8 Associates

**2 Teaching Programmes**

- 1 Philippe Roman Chair in History and International Affairs
- 1 Executive Masters in International Strategy and Diplomacy

**6 Research Projects**

- British-Soviet Relations in the Cold War 1943-53 Documentary Evidence Project
- China Foresight
- Cold War Studies Project
- Dahrendorf Forum
- Global Strategies @ LSE
- International Drug Policy Project

**Social Media**

- 22,724 Twitter followers\*
- 2,475,000 Twitter Impressions in 2015
- 10,763 Facebook likes\*
- 733,869 Facebook events reach in 2015

**New Funding Awarded**

£484,119

**Total Income**

£1,379,128

\*As of 29 November 2016.

## DIRECTOR'S BIO



### PROFESSOR MICHAEL COX

**Michael Cox is Professor Emeritus of International Relations at the London School of Economics and is Director of LSE IDEAS.**

In 2004 he helped establish the Cold War Studies Centre, and in 2008 IDEAS, a foreign policy centre based at the LSE which aims to bring the academic and policy worlds together. Since joining the LSE he has also acted as Academic Director of both the LSE/ PKU Summer School and of the Executive Summer School. In 2011 he launched a new Executive Masters in Diplomacy and International Strategy designed to teach senior foreign policy practitioners.

Professor Cox has held several senior professional positions in the field of international relations including Chair of the European Consortium for Political Research (ECPR); member of the Executive Committee of the British International Studies Association and of The Irish National Committee for the Study of International Affairs; Associate Research Fellow Chatham House, London; Director of the David Davies Memorial Institute for the Study of International Politics, Aberystwyth; Senior Fellow Nobel Institute, Oslo; Chair of the United States Discussion Group at the Royal Institute of International Affairs; and Transatlantic Fellow at the Royal United Services Institute London. He also serves on the editorial board of several academic journals and has been editor of several leading journals in International Relations, including the *Review of International Studies*; *International Relations*; *Cold War History*; and *International Politics*.

Professor Cox is a well-known speaker on global affairs and has lectured in the United States, Australia, Asia, and in the EU. He has spoken on a range of contemporary global issues, though most recently he has focused on the role of the United States in the international system, the rise of Asia and whether or not the world is now in the midst of a major power shift.

Professor Cox is author, editor and co-editor of several books including:

- *Superpowers at the Crossroads* (1990);
- *US Foreign Policy after the Cold War: superpower without a mission?* (1995);
- *Rethinking the Soviet Collapse* (1998);
- *The Eighty Years Crisis: international relations, 1919-1999* (1998);
- *The Interregnum: controversies in world politics, 1989-1999* (1999);
- *American Democracy Promotion* (2000);
- *E.H Carr: a critical appraisal* (2000);
- *A Farewell to Arms: from long war to long peace in Northern Ireland* (2000; 2nd edition 2006);
- *E.H. Carr: The Twenty Years' Crisis: introduction to the study of international relations* (2001);
- *Empires, Systems and States: great transformations in international politics* (2002);
- *How Might We Live? Global ethics for a new century* (2002);
- *The International Relations of The Twentieth Century: 8 volumes* (2007);
- *Global 1989: Continuity and Change in World Politics* (2010);
- *Soft Power and US Foreign Policy* (2010);
- *Introduction to International Relations*, (2012);
- *US Foreign Policy* (2006; 2nd edition.2012);
- *US Presidents and Democracy Promotion* (2013);
- *International Relations of the Cold War* (2013);
- *The Rise and Fall of the American Empire: From Bush to Obama* (2013).

# FRIENDS OF IDEAS: AT HOME AND ABROAD

**Below we list at least a few of the many recent achievements of those who are, or have recently been, associated with LSE IDEAS and have contributed to its work as Associates, Fellows, or Visiting Professors since IDEAS was founded in 2008.**

In 2015 Jonathan Powell launched his new book *Terrorists at The Table: Why Negotiating is the Only Way to Peace*. The same year also saw the appearance of the first volume of Niall Ferguson's biography of Henry Kissinger, Chai Lieven's study, *Towards the Flame: Empire, War and the End of Tsarist Russia*, and (with Dr George Lawson) Barry Buzan's, *The Global Transformation History, Modernity and the Making of International Relations*. Arne Westad (now at Harvard) also completed his long-awaited and much anticipated Penguin History of the Cold War. Meantime, Gideon Rachman brought out his new study on the rise of Asia, *Easternisation: War and Peace in the Asian Century* and Jonathan Fenby published his *History of Modern France*. Dr Eirini Karamouzi also launched her book on Greece, *the EEC and the Cold War 1974-1979: The Second Enlargement* and Dr Effie Pedaliu saw the publication of her 'Human Rights and International Security: The International Community and the Greek Dictators' in *International History Review*. In the lead up to the UK referendum, Professor Iain Begg (together with Professor Kevin Featherstone) published their joint *LSE Commission on the Future of Britain in Europe*. In 2015, a former LSE Fellow,

Dr David Cadier bade farewell to IDEAS to be appointed Visiting Senior Fellow at The Finnish Institute of International Affairs, and a year on Professor Danny Quah – who will remain a Senior Fellow in IDEAS – departed to play a senior role in the Lee Kuan Yew School in Singapore. Meanwhile, Ramachandra Guha continued to write brilliantly on all matters Indian and Jamie Shea on the several security changes facing Europe and the West. At the same time, Anne Applebaum continued her regular column on world affairs with *The Washington Post* while heading up the Legatum Institute's Transitions Forum. Sir Robert Cooper attended several conferences on behalf of IDEAS and the Dahrendorf Forum. Munir Majid maintained his work with the ASEAN Business Advisory Council. Gilles Keppel published his eighteenth book, this one on the sources of jihad in France, *Terreur dans l'Hexagone: genèse du djihad français*, and Tim Snyder his eighth in the form of *Black Earth: The Holocaust as History and Warning*. Not to be outdone, Parag Khanna also asked us to rethink the world no less in his ambitious study, *Connectography: Mapping the Future of Global Civilization*. Finally, during the year we bade farewell to Matt Connolly - our eighth Philippe Roman Professor, said hello and good bye to our ninth (Ian Morris), and welcomed our new Professor In Practice, Dr John Hughes an alumni of LSE who after a distinguished career as a diplomat in Latin America will be taking over from Professor Gordon Barrass on the LSE IDEAS Executive Masters on Strategy and Diplomacy.

## Senior Fellows

Prof Anne Applebaum  
 Prof Barry Buzan  
 Prof Matthew Connelly  
 Prof Niall Ferguson  
 Prof Ramachandra Guha  
 Prof Chen Jian  
 Prof Gilles Kepel  
 Prof Paul Kennedy  
 Prof Dominic Lieven  
 Prof Margot Light  
 Prof Eve Mitleton-Kelly  
 Prof Ian Morris  
 Prof Danny Quah  
 Prof Timothy Snyder  
 Prof Arne Westad

## Visiting Professors and Visiting Senior Fellows

Prof Gordon Barrass  
 Sir Robert Cooper  
 Dr Tan Sri Munir Majid  
 Tom McKane  
 Prof Julian Miller  
 Prof Jamie Shea  
 Prof John Hughes

## Maurice Pinto Post-Doctoral Fellows

Dr Dayna Barnes  
 (2015-16)

## Sotirov Fellows

Sielke Beata Kelner  
 Hristo Berov

## Visiting Fellows

Dr Artemy Kalinovsky  
 Dr Effie Pedaliu  
 Dr Igor Pelliciarri  
 Professor John Ryan  
 Dr Geraldine Groite  
 Prof Chris Saunders  
 Prof Jeffrey Tulis  
 Prof Peter Harris

## Dahrendorf Post-Doctoral Fellows

Dr Olivia Gippner  
 Dr Cristian Nitoiu  
 Dr Tim Oliver

## Visiting Research Students

Turan Aslihan  
 Sabina Widmer

## Associates

Abel Martins Alexandre  
 Prof Iain Begg  
 Dr David Cadier  
 Jonathan Fenby  
 Guy de Jonquières  
 Dr Tanya Harmer  
 Andrew Hammond  
 Dr Eirini Karamouzi

# ADVISORY BOARD AND ACADEMIC MANAGEMENT COMMITTEE

The Advisory Board provides independent oversight and guidance on IDEAS' strategy from senior practitioners.

## **Sir David Manning**

### **CHAIR OF THE ADVISORY BOARD**

Sir David has wide-ranging experience of foreign affairs. He has served as British ambassador to Israel, NATO, and the United States. From 2001-2003 he was Foreign Affairs Adviser to Prime Minister Blair. Sir David is currently a non-executive director of several company boards and chair of the Advisory Board of LSE IDEAS.

## **Gordon Barrass**

Gordon Barrass is Visiting Professor at LSE IDEAS, where he specialises on strategy, assessments and perceptions. After more than 20 years in the British Diplomatic Service he served as Chief of the Assessments Staff in the Cabinet Office. He then spent nearly a decade helping PwC expand its business in China's rapidly growing financial services sector.

## **Sir Colin Budd**

Sir Colin is an expert on European affairs. He was in charge of European and Economic Affairs in the FCO and then served as Ambassador to the Netherlands. He has also held senior positions in the Cabinet Office. He currently advises governments that are preparing to take over the rotating presidency of the EU.

## **Dr Julian Miller**

Julian Miller has had a distinguished career in the Civil Service. At the FCO he served as First Secretary and then Counsellor, European Defence, at the UK Delegation to NATO. At the Ministry for Defence, he has been Head of Resources and Programmes and Director Strategy and Resources. He was Deputy National Security Advisor at the Cabinet Office, where he concentrated on Defence and Nuclear Issues.

## **Sir Richard Mottram**

Sir Richard is an expert on defence, security, strategy, and planning. He was one of Britain's top civil servants, heading several departments, including the Ministry of Defence, and Security and Intelligence in the Cabinet Office. His current roles include Chairman of the Defence Science and Technology Laboratory.

## **Jonathan Powell**

As a British diplomat Jonathan Powell was closely involved in negotiations with the Chinese over Hong Kong and German unification. As Chief of Staff to Prime Minister Blair he played a key role in reaching an agreement with the IRA on a political settlement in Northern Ireland. He is currently Director and Founder of Intermediate.

### Prof Patrick Salmon

Professor Salmon is Chief Historian at the Foreign and Commonwealth Office. His research focuses on the history of Scandinavia and twentieth-century international relations. He is the author of *Scandinavia and the Great Powers 1890-1940* and co-editor of *Documents on British Policy Overseas and Slavery, Diplomacy and Empire Britain and the Suppression of the Slave Trade, 1807-1975*.

### Susan Scholefield

Susan Scholefield held a distinguished career in the Civil Service. Roles in the Balkans Secretariat, Northern Ireland Office, and in the Cabinet Office as head of the Civil Contingencies Secretariat were followed by a series of top level positions in the MOD culminating in her most recent role as Director General, Human Resources and Corporate Services. In 1999 she was awarded a CMG in the New Year's Honours for her work on Bosnia.

### Cato Stonex

Cato Stonex graduated from the LSE, of which he is now a governor. In 1986, he joined the European government bond trading department at Morgan Grenfell. In 1989 he joined J. Rothschild Investment Management and began his association with Nils Taube and John Hodson. Together they formed THS Partners in 1997.

### Lord Wallace of Saltaire

Lord Wallace is an Emeritus Professor in the Department of International Relations at the London School of Economics and has a long distinguished record in British politics. He was made a peer in 1995 and became the Liberal Democrat spokesman on Foreign Affairs and Defence. He subsequently sat on the Select Committee on European Communities and was Chairman of the Sub-Committee on Justice and Home Affairs from 1997-2000. 2004 saw him elected Deputy Leader of the Liberal Democrat Peers.

### Emmanuel Roman

Emmanuel Roman has wide-ranging experience across the financial services sector. Emmanuel joined Goldman Sachs in 1987 where over the years he worked in the fixed income, investment banking and capital markets areas. In 2005, Emmanuel joined GLG Partners LP as co-CEO. In 2010 he also became the CEO of MAN, a group-wide role with prime responsibility for integrating its acquisition of GLG. He joined the Board of MAN Group Plc in 2011.

LSE IDEAS' operations are monitored by a **Management Committee** whose members are:

#### Prof Michael Cox

Director, LSE IDEAS

#### Prof Janet Hartley

Head of the Department of International History

#### Prof Christopher Hughes

Department of International Relations

#### Dr Emilia Knight

Centre Manager, LSE IDEAS

#### Dr George Lawson

Department of International Relations

#### Dr Piers Ludlow

Department of International History

#### Prof Danny Quah

Department of Economics

#### Dr Svetozar Rajak

Department of International History

# BRITISH-SOVIET RELATIONS IN THE COLD WAR 1943-1953 DOCUMENTARY EVIDENCE PROJECT

## Project Co-Directors:

Academician Alexander Oganovich Chubarian  
(Russian Academy of Sciences)  
Professor Arne Westad  
(LSE)

## Editors:

Professor Vladimir Olegovich Pechatnov  
(MGIMO)  
Dr Svetozar Rajak  
(LSE)



In July 2016 The British Academy, Russian Academy of Sciences, and LSE IDEAS published a collection of archival documents relating to the early Cold War, many of which have never been published or sufficiently researched before.

This unique online resource was created by two teams of Cold War historians in London and Moscow. It includes documents from multiple archives in the UK and Russia, including the National Archives at Kew and the Russian Presidential Archive.

Around 360 documents with editorial notes, totalling more than 1,150 pages, of telegrams, letters, records of meetings, memorandums and reports were published online, free and available for all to use, on the LSE IDEAS website.

These documents include Maxim Litvinov's notes from November 1944 on preparations of peace-treaties and post-war settlement, titled 'On prospects and possible foundation for Soviet-British cooperation', that envisioned "an amicable division of security spheres in Europe", Stalin's secret instructions to Molotov on how to handle Bevin and

Byrnes during the Council of Foreign Ministers meetings in 1945-1946, and accounts of meetings between Churchill and Stalin.

The documents demonstrate how Europe slid into the Cold War and, importantly, they reveal that post-war strategy making in Russia was as apparent as it was in the USA and the UK. The resource also reveals previously unknown details about the decision-making environment and a number of prominent Soviet diplomats who were involved.

The launch of the online collection took place in the British Academy, on Wednesday, 13 July 2016.

Speakers included Prof Ash Amin (Foreign Secretary of the British Academy), Academician Alexandr Chubarian of the Russian Academy of Sciences, Professor Michael Cox (LSE IDEAS Director), Professor Arne Westad (Former LSE IDEAS Co-Director and ST Lee Professor at Harvard), and Professor Vladimir Pechatnov (Moscow State Institute of International Relations).





**Dr Svetozar Rajak**, Academic Director, LSE IDEAS, who has led with Professor Arne Westad FBA, the UK side of the research collaboration:

“Through this exceptional collaboration, we can provide new avenues for understanding this key historical period.

These documents will be a valuable resource, made publicly available for researchers, scholars, students and policymakers all over the world. It will enrich scholarship and understanding for an academic audience and the wider public.”

**Professor Vladimir O. Pechatnov**, Chair in the Department of European and American Studies, Moscow State Institute of International Relations, who has led with Academician Alexander Chubariyan, the Russian side of the collaboration:

“What makes this project unique is the fact that this is the first bilateral collaboration of British and Russian historians in many years on the Cold War and its aftermath.

It is also special because it is an exercise in parallel international history with each side providing a documentary record of its own and then putting it in a joint comparative perspective against the evidence from the other side. This dual approach makes it possible to create a more rounded and comprehensive picture of Soviet-British relationship.”

**Professor Michael Cox**, LSE IDEAS Director:

“IDEAS began life at the LSE thinking creatively about the influence of the Cold War upon the modern world. It is wonderful to see this brilliant project on the early years of the Cold War finally coming to fruition.”

# CHINA FORESIGHT

**Project Manager:**

Dr Yu Jie (Cherry)

**Project Assistant:**

Gustave Lorient-Boserup



British Ambassador to China Barbara Woodward



China Foresight featured on BBC Radio 4 The World Tonight programme to discuss both the economic and political impact of Brexit on China.

The project also facilitated candid dialogue between LSE academics and senior European diplomats who are working on their respective countries' East Asia policy in a one-day closed door workshop 'China, Brexit, & the EU: Challenges, Uncertainties, & Opportunities' to explore the EU's updated China strategy.

Besides conventional media, the project had an active social media presence. China Foresight was the first IDEAS project to take part in an 'Ask Us Anything' public question and answer session with readers on Reddit's r/geopolitics community. Questions and answers on Chinese foreign policy included the South China Sea security dilemma to decision-making process inside Beijing's bureaucratic system.

## OVERVIEW

**The LSE IDEAS China Foresight Project analyses Chinese strategy and foreign policy from the inside out by understanding the domestic policymaking process and engaging with the ongoing debates among Chinese academics and senior policymakers.**

China Foresight was launched in 2015, continuing the work of the successful LSE IDEAS East Asia International Affairs Programme (EAIAP).

Despite China's growing interaction with the rest of the world, the country's foreign policy continues to be largely dictated by domestic requirements. To understand how China's foreign policy may develop over time, it is essential that the international community appreciates these internal drivers and the strategic thinking of the Chinese leadership. China Foresight takes on this challenge.

## RESEARCH

A hallmark of China Foresight is that it aims to look at China's foreign policy scenarios from the inside out, and follows debates that are unfolding among academics and practitioners within China itself.

In 2015-2016 academic year, the project was at the forefront of conducting research on the potential impact of Brexit upon China and how the pending Brexit process could shift the newly established the Sino-British comprehensive strategic partnership.



## ACTIVITIES

China Foresight is known for its events, both high-level and engaging public lectures, and policy-oriented private events.

It successfully held a series of lectures and seminars on the impact of Brexit on China. Participants at each of these events included high-level European policy practitioners, leading academics in the field, and influential journalists.

For example, speakers included the British Ambassador to China Barbara Woodward and other European senior diplomats in charge of their countries' relations with China. The entire 'China, the EU and Brexit' series was well attended and covered on LSE IDEAS social media channels including live-tweeting.

In addition to its own events, the project also frequently contributed to high-level conference panel discussions across the UK and Europe. For example, China Foresight's Yu Jie participated in 'China in Mediterranean' Conference hosted by the Italian Ministry of Foreign Affairs and Istituto Affari Internazionali (IAI). It was also well represented and spoke at major China-themed corporate conferences at ICBC Standard Bank and Bloomberg in London.

## IMPACT

With its frequent activities, the project has a loyal group of followers from both academia and the policy world. It has also been at the forefront of leading the debate on China's responses to Brexit across major English media outlets in Europe, the US, and China, including the BBC, National Public Radio, the Independent, and China National TV.

For example, China Foresight featured on BBC World News to give insight into China's responses to the UK's referendum to the EU. It also featured on China's National TV to comment on the G20 Summit and UK-China relations.

# COLD WAR STUDIES PROJECT



**Project Head:**  
Dr Piers Ludlow

**Deputy Head:**  
Dr Luc-André Brunet

**Project Assistant:**  
Bastiaan Bouwman

**LSE-Sciences Po  
Seminar Organiser:**  
Alexandre Dab

## OVERVIEW

The Cold War Studies Project (CWSP) maintains LSE IDEAS as the leading centre in Europe for the study of the Cold War, its historical origins and its repercussions for contemporary international issues. It continues the work of the Cold War Studies Centre founded in 2004, which became LSE IDEAS in 2008.

Some of the most crucial international challenges facing the world today, from transnational terrorism to tensions between NATO and Russia, have their roots in the international history of the twentieth century. The CWSP aims to improve our understanding of these crucial contemporary issues by placing them in their full historical context.

## RESEARCH

The CWSP remains focused on decentring the Cold War, going beyond narratives that reduce the Cold War to a simple struggle between the United States and the Soviet Union. As such, research activities this year focused on the Cold War in Latin America, the economic history of the Cold War, and the long-term influence of the Cold War on contemporary policy-making.

2016 also saw the publication of CWSP Head Piers Ludlow's book, *Roy Jenkins and the European Commission Presidency, 1976-1980: At the Heart of Europe*. This significant study looks at the only European Commission led by a Briton, a particularly relevant subject in the wake of the UK's recent decision to leave the EU.



## ACTIVITIES

The CWSP organised several international conferences this year. In December 2015, the project organised a conference on Cold War Economics, while 2016 saw two conferences on 'Transnational and Global Histories of Latin America's Revolutionary Left' organised in collaboration with the Instituta Mora and funded in part by the British Academy Newton Mobility Grant. The first conference, hosted at LSE, focused on 'Global Histories of Latin America's Revolutionary Left', with the second taking place in Mexico City dealing with 'Intellectual Cultures of Revolution in Latin America: A Transnational Perspective'.

The CWSP has also further developed its long-standing collaborations with other institutions. In September, the European Summer School on Cold War History was held in Rome, while October saw the beginning of the second year of our successful LSE-Sciences Po Seminar in Contemporary International History. The CWSP also co-organised the LSE-GWU-UCSB Graduate Student Conference on the Cold War, hosted this year by the George Washington University in Washington DC.

## IMPACT

The CWSP has provided expert commentary for a number of news outlets, on topics ranging from Brexit to the renewal of Trident. It has also provided historical advice to BBC Drama. Our public lectures were attended by academics and policymakers.

In 2016, the CWSP launched a lecture series in collaboration with the Cultures of the Cold War research centre at the University of Sheffield. The lecture series, entitled 'Rethinking the Cold War', invites leading international scholars who go beyond traditional diplomatic and military histories to provide innovative new perspectives on the Cold War.

The first lecture, by Penny Von Eschen of Cornell University, discussed how the Cold War is remembered today by current policymakers and how this affects contemporary policy. Several further lectures will take place during the next academic year.

**Project Co-Director:**

Dr Robert Falkner

**Senior Fellow:**

Sir Robert Cooper

**Chair, Working Group  
on EU and North  
America Relations:**

Prof Peter Trubowitz

**Chair, Working Group  
on EU and Russia and  
Ukraine Relations:**

Prof Vladislav Zubok

**Project Manager:**

Louise Ingledow

**Communications**

**Associate:**

Sasha Milonova

**Working Group**

**Members:**

Dr David Cadier

(Russia Working Group)

Dr Jie Yu (Cherry)

(China Working Group)

**Postdoctoral Fellows:**

Dr Olivia Gippner

(China Working Group)

Dr Tim Oliver

(North America Working Group)

Dr Cristian Nitoiu

(Russia Working Group)

**Research Associates:**

Julia Himmrich

Dr Cora Lacatus

Liza Ryan

Dr Natalia Telepneva



Dahrendorf Forum 2016 at the Akademie der Künste, Berlin

## OVERVIEW

The Dahrendorf Forum is a joint initiative by the Hertie School of Governance, the London School of Economics and Political Science, and Stiftung Mercator. Created in 2011 to honour the intellectual legacy of Lord Dahrendorf, former Director of the LSE, the Dahrendorf Forum provides a platform for debating Europe through original research and public engagement. Comprising a network of more than 50 researchers at the partner institutions and beyond, the Dahrendorf Forum explores future scenarios for European policy and external relations. The project seeks to go beyond conventional Eurocentric worldviews, putting non-European perspectives centre stage.

The current project cycle, running 2015-16, is entitled 'Europe and the World' and brings together five interdisciplinary working groups focusing on specific regions: Russia & Ukraine, Middle East & North Africa, China, North America, and Turkey. Each Working Group is led by a senior faculty member and supported by a Research Associate and affiliated post-doctoral fellow. Working Group Members include academics from LSE and other institutions of academic excellence as well as leading practitioners from relevant sectors.

Dr Robert Falkner (International Relations Department) is the Academic Co-Director of the project at LSE IDEAS and two of the Dahrendorf Working Groups are based at LSE:

- Europe and North America, chaired by Prof Peter Trubowitz (Department of International Relations)
- Europe, Russia, and Ukraine, chaired by Prof Vladislav Zubok (Department of International History)

Additionally, Dr Esra Özyürek (European Institute, LSE) is one of the two Co-Chairs of the Working Group on Europe and Turkey based at the Hertie School.

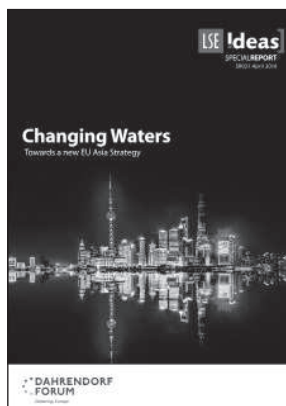
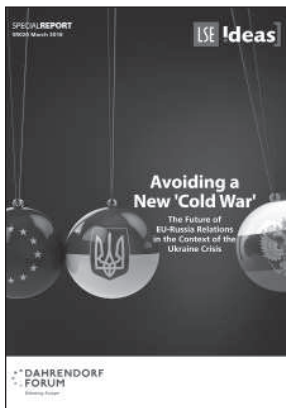
The project is also represented by two Senior Fellows, Ambassador Wolfgang Ischinger and Sir Robert Cooper, who act as public ambassadors for the project. LSE IDEAS hosts Sir Robert Cooper, a senior diplomat and current advisor to the OSCE Panel of Eminent Persons.



A pictorial representation of the Dahrendorf Symposium 2016 by Jorge Martin

## RESEARCH & PUBLICATIONS

In order to disseminate the research generated by the project, the Dahrendorf Forum publishes Analyses, Policy Briefs, and Reports on topical issues in international affairs (see Publications page), as well as regular cutting edge commentary on the Dahrendorf Forum blog.



### DAHRENDORF FORUM POLICY BRIEFS:

- The EU's Global Strategy: Three Quotations, Robert Cooper (May 2016)
- Bringing Academics Closer to Foreign Policy, Julia Himmrich (May 2016)
- Is the Transatlantic Century Over?, Cora Lacatus (December 2015)
- Towards an EU Global Strategy: A Revolution for External Action?, Monika Sus & Franziska Pfeifer (September 2015)
- European Neighbourhood Policy Review: Lessons from North Africa, Nikolas Scherer (April 2015)
- Taking Stock of Europe's Role in the World – After the year of crises 2014, Monika Sus & Franziska Pfeifer (April 2015)

### DAHRENDORF FORUM ANALYSES:

- European Union in the World 2025 – Scenarios for EU relations, eds. Monika Sus & Franziska Pfeifer (May 2016)
- Europe's underestimated Influence in Qatar's Foreign Policy, Nicolas Fromm (April 2016)
- What impact would a Brexit have on the EU?, Tim Oliver (March 2016)
- Forget about Fortress Europe – Why European migration policy needs a drastic change of perspective, Annette Jünemann (February 2016)

### LSE IDEAS-DAHRENDORF FORUM SPECIAL REPORTS:

- Avoiding a New 'Cold War' The Future of EU-Russia Relations in the Context of the Ukraine Crisis, ed. Cristian Nitoiu (March 2016)
- Changing Waters: Towards a new EU-Asia strategy, ed. Olivia Gippner (April 2016)
- New Challenges, New Voices: next Generation Viewpoints on Transatlantic Relations, ed. Tim Oliver (May 2016)

In addition to this, Dahrendorf Forum team members publish regularly in both academic journals and the mainstream media; they are frequently consulted as experts on current affairs by such outlets as the BBC. Links to all articles, interviews and TV appearances can be found on the project website.

“At the Dahrendorf Symposium it was great to hear such a range of opinions from different disciplines and different countries...I was really struck by the global outlook and the focus on what is going on in the rest of the world. This is a really positive development in terms of Europe’s own thinking on globalisation and public policy.”

**Linda Yueh**, Fellow in Economics at St Edmund Hall, Oxford University



A selection of images from Dahrendorf events in London and Berlin.

**25-27 MAY 2016**  
**Dahrendorf**  
**Symposium 2016**

The Dahrendorf Symposium 2016 ‘Europe and the World: Global Insecurity & Power Shifts’ took place at the Akademie der Künste in Berlin on 25-27 May 2016. Over the course of the three day event, the research findings of the current Dahrendorf cycle were presented to an audience of around 350 delegates and their policy implications debated in a series of varied panel sessions and roundtable discussions. The programme brought together 75 speakers and moderators from across a range of disciplines, sectors and 10 different countries, generating a broad, challenging and multifaceted debate. High profile participants included Stefanie Babst (Head of NATO Strategic Analysis Capability), Norbert Röttgen (Member of the German Parliament, Chairman of the Committee on Foreign Affairs), Kenneth Roth (Executive Director, Human Rights Watch, New York) and Radek Sikorski (former Minister of Foreign Affairs and Minister of Defence, Warsaw), as well as LSE IDEAS Director Professor Michael Cox and Dahrendorf Senior Fellows Sir Robert Cooper and Amb. Wolfgang Ischinger. The event also registered a significant social media presence and a number of outputs in terms of blog posts and online media coverage.

**ACTIVITIES**

The Dahrendorf Forum organises high-impact events in London, Berlin, and elsewhere including public lectures, expert workshops, and seminars; over 30 of these events have been hosted at LSE IDEAS throughout the course of the current project cycle. The programme culminated with the Dahrendorf Symposium in Berlin in May 2016.

News of all project research, outputs and events can be found on the Dahrendorf Forum website: [www.dahrendorf-forum.eu](http://www.dahrendorf-forum.eu)

**RECENT DAHRENDORF FORUM EVENTS AT LSE IDEAS**

- 3 February 2016** Public Lecture: Russia & the EU – back to realism? With Fyodor Lukyanov (Editor-in-Chief of Russia in Global Affairs and Chairman of the Presidium of the Council on Foreign and Defence Policy)
- 22 February 2016** Seminar: Russia’s Economic Policy & the Global Crisis with Vladimir Mau (Economist & Rector of the Russian Presidential Academy of National Economy and Public Administration)
- 10 March 2016** Workshop: China, Brexit & the EU: Challenges, Uncertainties & Opportunities
- 22 March 2016** Public Lecture: Europe & the Return of Geopolitics with Pierre Vimont (Senior Associate at Carnegie Europe and former Executive Secretary General to the European External Action Service)
- 4 May 2016** Public Lecture: Gaining Freedoms - Claiming Space in Istanbul and Berlin with Dahrendorf Visiting Fellow Berna Turam (Associate Professor of Sociology and International Affairs at Northeastern University)
- 18 May 2016** Seminar: Is Obama a transformative president? With Jeff Tulis (Associate Professor at the University of Texas)



# GLOBAL STRATEGIES @ LSE

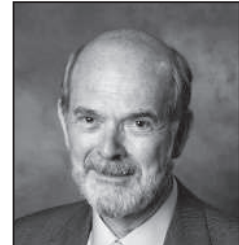
**Heads of Project:**  
Professor Gordon Barrass and  
Professor Christopher Coker

**Project Coordinator:**  
Tom Bailey

## OVERVIEW

The aim of Global Strategies is to provide sound practical advice on how strategy can be made more effective in this complex age. The focus of the project is on international strategic issues – not only military ones, but also political, diplomatic, economic, and business issues.

To this end, the project brings together a wide range of academics from LSE with senior practitioners past and present, from the UK and overseas. The core group of former practitioners all have close links with LSE IDEAS and have held important posts: Sir Robert Cooper, senior advisor to the EU Commission who did much to shape the EU's foreign and security policies; Tan Sri Munir Majid, Chairman of the Malaysian Securities Commission and Malaysia Airlines; Sir David Manning, Ambassador to Washington; Mr Tom McKane, DG International Security Policy at the Ministry of Defence; Mr Clovis Meath-Baker, Director of Intelligence at GCHQ, Mr Julian Miller, Deputy National Security Advisor; Sir Richard Mottram, Chairman of the Joint Intelligence Committee; and Mr Jonathan Powell, Chief of Staff to Prime Minister Blair and lead negotiator with the IRA.



### Gordon Barrass

Visiting Professor at LSE IDEAS. Formerly, a member of the Joint Intelligence Committee, Chief of its Assessments Staff and International Adviser to PwC. He works on global risks and threats, and ways of enhancing assessments and making strategy more effective in these challenging times.

## RESEARCH

Research is currently concentrated on two main themes. One is the military-political strategies pursued by Russia, ISIS, and China, and their implications for other countries; the other is ways to enhance decision making in foreign and security policy. The project has two upcoming reports, on ISIS and Chinese strategy respectively.

Immediately after the UK's EU Referendum, together with leading fund managers, Sarasin & Partners, we arranged a high-profile half-day conference on 'What Now?'. At this event, chaired by the School's director Craig Calhoun, LSE experts, politicians, leading economists, and military specialists examined the challenges ahead.



### Christopher Coker

Professor of International Relations specialising in strategy and the future of warfare. He teaches at defence academies around the world and has been a Visiting Fellow at several, including the National Institute for Defence Studies in Tokyo and the Swedish Defence College.

## ACTIVITIES

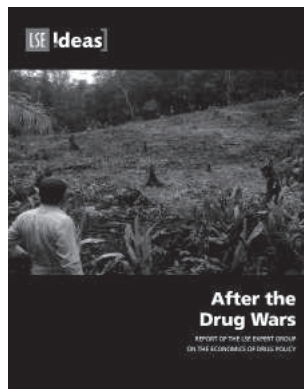
Every two months discussions take place with senior officials on the strategic aspects of major issues such as Russia, Ukraine, China, Syria/ISIS, North Africa, Turkey, and Iran.

In addition, in 2016, Sir Lawrence Freedman inaugurated our Strategy Now programme with a lecture on 'The Limits of Strategy'. In the second lecture John Kay, a distinguished commentator on economic and financial affairs, looked at the difficulties multinationals have in 'Sun Tzu meets Michael Porter: Military Strategy vs Business Strategy'. Future lectures will consider the impact of cyber on warfare, strategic issues facing the US following the presidential elections, and the likelihood of nuclear weapons being used in the years ahead.

## IMPACT

Our close links with Whitehall reflect the value senior officials attach to the discussions they have with us and the quality of our research. Our recent paper on ISIS has been much appreciated in Whitehall. This research and analysis has also been shared with senior officials and opinion makers abroad, and fed into the teaching of the Executive MSc on International Strategy and Diplomacy.

# INTERNATIONAL DRUG POLICY PROJECT



**Project Director:**  
Professor Michael Cox

**Expert Group Chair:**  
Professor Danny Quah

**Executive Director:**  
Dr John Collins

**Policy Associate:**  
Alex Söderholm

**Project Assistant:**  
Jay Pan

## OVERVIEW

The LSE IDEAS International Drug Policy Project (IDPP) is a large-scale, multidisciplinary, cross-regional research endeavour. It brings rigorous academic research and policy analysis to global policy discussions, with a particular focus on driving evidence based reform at the local and national levels. Its overarching mission is to help forge a new, effective global framework for drug control which is economically efficient and promotes public health, sustainable development, and respect for human rights.

## RESEARCH

In 2016 IDEAS launched its third special report, *After the Drug Wars*, endorsed by six Nobel Prize winners including the President of Colombia. In this report, the LSE Expert Group on the Economics of Drug Policy set out a new framework for the future of international drug policy based on the Sustainable Development Goals. The Report includes in-depth discussions on regulation, policing, public health, and the impacts of drug policy on women.

## ACTIVITIES

IDPP runs multiple, concurrent projects targeting national and international drug policy. In February 2016 *After the Drug Wars* was launched in Bogota, Colombia at an event which included President Juan Manuel Santos and an array of Ministers and senior officials. Its official London launch was accompanied by a policy planning workshop opened by the Colombian Ambassador to the United Kingdom.

IDPP has developed a major, British Council funded, institutional links project with the Universidad de los Andes looking at 'Drugs production, rural development and the search for peace in Colombia'.

Meanwhile, in November 2015 IDEAS hosted the Irish Drugs Minister Aodhán Ó Riordáin for a policy planning workshop on 'Shifting Drug Strategies in Ireland and the UK'. At the workshop the minister announced that Ireland would be opening a Supervised Injection Facility as a public health measure. The announcement received front page coverage in Irish press and was covered by hundreds of news sources around the world.



In addition, IDPP is breaking new ground in teaching. Led by its new Head of Teaching, Dr Michael Shiner, IDPP is educating the next generation of policymakers on the complexities of managing drugs and illicit markets globally. Teaching involves all second-year LSE undergraduates through LSE100, and the Executive MSC International Strategy and Diplomacy.

IDPP has also contributed to debates at Yale Law School, the International Drug Policy Reform Conference in Washington DC, and the International Society for the Study of Drug Policy conferences in Sydney, and led a panel for almost 100 delegates at the UN Commission on Narcotic Drugs in Vienna.

## IMPACT

The Expert Group's Report represents the contributions of twenty world-leading experts in the field of drug policy. Endorsed by Columbian President Juan Manuel Santos and five Nobel Prize winners, the report featured prominently in discussions on strategy during the April 2016 United Nations General Assembly Special Session (UNGASS) on the world drug problem.

In February 2016 John Collins presented a preview of *After the Drug Wars* to a meeting of UN delegations in Vienna during the closing stages of negotiations on the UN Resolution text for the UNGASS. This was the first time an academic institution has been invited to present in this way.

A synopsis of The Expert Group Report has been made available in five languages and has received major international press attention on TV, radio and in print publications in Colombia, Ireland, Mexico, Portugal, Spain, Chile, the US, and the Philippines.

"I have long believed a 'war on drugs' to be a simplistic and counterproductive response to a complex policy issue. I am delighted to see LSE IDEAS take a strong lead on developing a new generation of evidence in this field and harnessing it for use by policy makers as they move beyond the failures of the 'war on drugs' era."

**-George Shultz**  
Honorary Senior Associate, IDPP

"The Institutional Links we have developed with LSE IDEAS IDPP over these past years have proven invaluable to both institutions and will only continue to grow. Together we have developed new avenues for policy engagement and worked to ensure that drug policy remains at the top of national and international agendas in Colombia, at the UN and in other key countries."

**-Hernando Zuleta**  
Director del Centro de Estudios sobre Seguridad y Drogas (CESED)  
Unianandes, Colombia

"LSE IDEAS boasts a world leading multidisciplinary and strategic approach to policy design and implementation. Further, the Drugs Project has a superb expertise on the regional and Colombian context and an extensive network of experts and collaborators."

**-Ana Linda Solano**  
IDEAS IDPP Visiting Fellow;  
Advisor to the Prosecutor General, Colombia

"We are at a critical juncture in Ireland in terms of designing new policies which reflect the realities of some of our most vulnerable populations. IDEAS IDPP has been a tremendously important academic voice in helping drive policy discussions in Ireland by convening academics, service providers, experts, policy makers and politicians to help develop a new national approach to this complex issue."

**-Tony Duffin**  
Director, Ana Liffey Drug Project, Ireland

"We believe that the cooperation between GIZ GPDPD and LSE IDEAS is setting a precedent on how to bridge the still wide gap between research and implementing agencies in the field of drugs."

**-Daniel Brombacher**  
Head of the GIZ Global Partnership on Drug Policies and Development (GPDPD), Germany

# INTERNATIONAL STRATEGY AND DIPLOMACY



“The LSE has built its global reputation by encouraging vigorous intellectual argument and informed debate.

For a century or more the School has tried to remain true to its motto – understanding the causes of things.”

**-Professor Michael Cox**  
Academic Programme Director

## STAFF

**Head of Practitioners:**  
Professor Gordon Barrass

**Executive Programme Convener:**  
Dr Luca Tardelli

**Executive Programme Administrator:**  
Craig Smith

**Executive Programme Alumni Assistant:**  
Adrianna Zajęzkowska

**Executive Programme Teaching Faculty:**  
Professor Michael Cox  
Professor Gordon Barrass  
Dr Nicholas Kitchen  
Dr Luca Tardelli

## SUMMARY

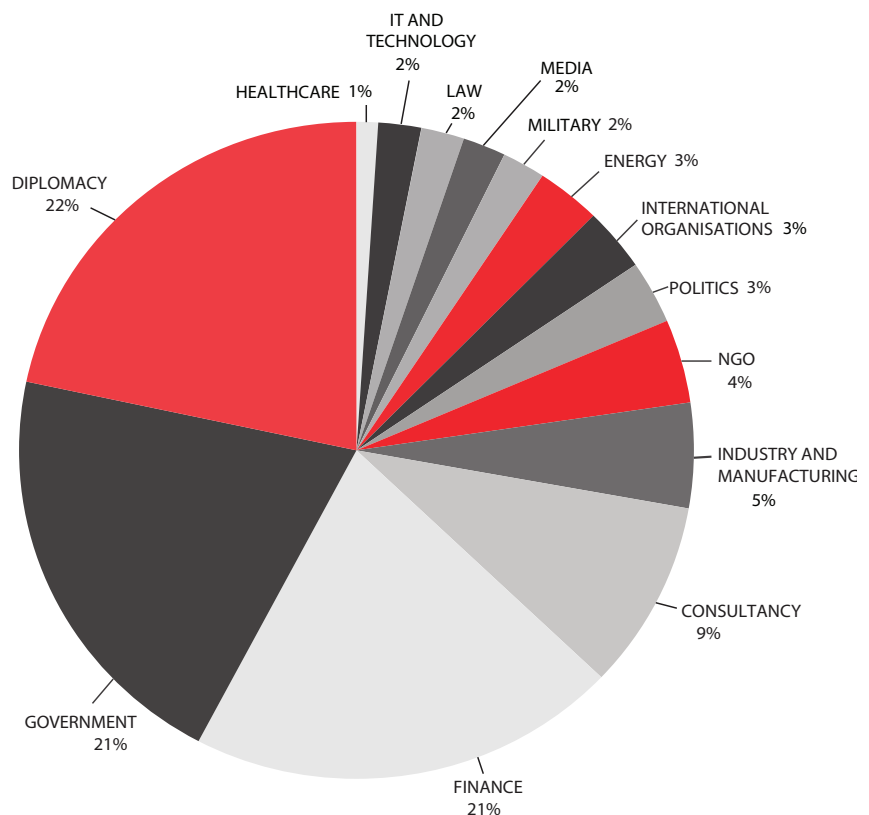
Since its inception in 2011, the Executive Masters Programme has attracted the highest calibre of professionals in international affairs, defence, international business, and finance. The programme is tailored for those who operate in high-pressure environments and with few time resources to spare. With the fifth intake of students graduating in December 2016, the Masters in International Strategy and Diplomacy has quickly gained a reputation as one of the leading courses in strategic thinking in the world.

## STUDENTS

The 32 admitted in 2015-2016 come from both the public and the private sector. This balance is most important in stimulating group discussion with a variety of views and perspectives.

The group of past and current students cover a wide range of professions and sectors including international affairs, defence, finance, international business, and NGOs. See below for a breakdown of previous and current participants' backgrounds.

Average Age: 36  
Range: 28-60



\* Percentages include both the 2015-16 cohort and previous cohorts (2011-2015). Ages refer to the 2015-2016 cohort only



## STRUCTURE

The year-long programme consists of 4 intensive weeks of lectures and seminars spread throughout the year, 2 weekend policy workshops, and 22 evening seminars. A vast range of highly experienced and well known academics and policymakers from the LSE, other universities, think tanks, international organisations, and government departments both in the UK and abroad keep the course intellectually stimulating, topical, and highly relevant.

## CONTENT

The programme begins by taking a fresh look at the nature of strategy, explaining why new approaches are needed and offering a rigorous assessment of the assumptions that underpin strategy. This is followed by modules analysing the changing nature of strategic trends and 'power shifts' with regard to different regions and institutions. The next modules focus on the different types of risks and threats that may occur in the decades ahead. Finally, there are a series of exercises aimed to transform strategy into practice.

## ALUMNI

Once students have graduated from the Executive programme, they join the international LSE IDEAS Alumni Network.

Alumni of the executive MSc International Strategy and Diplomacy are part of a diverse global network of leaders and professionals as well as the dynamic LSE IDEAS community.

The exclusive opportunities provided by the IDEAS Alumni Network allow students to enhance their professional network and connect with IDEAS expertise through current affairs discussions, public lecture invitations, and social events.

With well over 100 professionals now members of the LSE Alumni Network the group is planning to become more active in the next year.

Alumni are also part of our private group on LinkedIn: Executive MSc in International Strategy and Diplomacy @ LSE IDEAS. This group is intended as a networking platform, to connect or to stay in touch and exchange ideas. Currently over 60% of Alumni are members of the group.

## QUOTES

**The impact that the executive programme has had on the group is best expressed in students' own words:**

"Right from the first week, I was able to apply the lessons I had learnt to our operational and policy work and to coach my teams to look at issues differently."

**The British Ambassador  
to the UN in Geneva**

"The course helps people from multinational firms to understand the significance of the changes taking place in the world as well as how to become better strategic thinkers and risk managers."

**Senior Country Risk Analyst  
Standard Chartered Bank**

"The course strikes an excellent balance between theory and practice, bringing together notable academics and eminent current and former practitioners."

**Head of Defence  
Strategy and Priorities, UK MoD**

"The programme's innovative and extremely successful approach has been of particular benefit to my work with global multinational corporations."

**Vice President,  
Corporate Governance and  
Responsible Investment, BlackRock**

"It gave me new perspectives that will play a catalytic role in my career."

**Department of International  
Organizations and Conferences  
Ministry of Foreign Affairs of PR China**

"The richly provocative insights into geopolitics and international strategy have transformed my perspective on how my industry operates."

**Senior Business Development  
Manager, BG Group**

"In my current position, working towards U.S. hosted 2016 Nuclear Security Summit, I find myself constantly drawing on strategic concepts introduced in the programme to examine policies through a new lens."

**Coordinator for  
Threat Reduction Programs  
U.S. Department of State**

# PHILIPPE ROMAN CHAIR IN HISTORY AND INTERNATIONAL AFFAIRS

**Academic Officers:**  
Bastiaan Bouwman  
Dr Luc-André Brunet

LSE IDEAS is proud to host the Philippe Roman Chair in History and International Affairs. Made possible by a private donation, the Philippe Roman Chair is a one-year distinguished visiting professorship for leading scholars based outside the UK. The Philippe Roman Chair is awarded to a scholar and public intellectual of international repute, whose presence at the LSE will enhance the institution's standing in the competitive world of global higher education. In addition to conducting research and representing IDEAS and the LSE more broadly in public engagements, the Philippe Roman Chair teaches a unique postgraduate course of his/her design at the LSE.



## **IAN MORRIS** (2015-16 PHILIPPE ROMAN CHAIR)

Professor Morris is the Jean and Rebecca Willard Professor in Classics and Professor in History in the Department of Classics at Stanford University. He has authored a number of wide-ranging and award-winning books including *Why the West Rules...For Now* and *War! What Is It Good For?: Conflict and the Progress of Civilization from Primates to Robots*, a provocative study of how war has changed human society for the better named a Book of the Year by the Financial Times in 2014.

During his time at LSE IDEAS, Professor Morris gave four public lectures in which he applied long-term history – looking at the last 20,000 years – to analyse particular issues.

**Postgraduate Course:** 'Long-term History: The Patterns of the Past and the Shape of Things to Come'

## **PREVIOUS PHILIPPE ROMAN CHAIR HOLDERS:**

**Matthew Connelly** (2014-15)  
**Timothy Snyder** (2013-14)  
**Anne Applebaum** (2012-13)  
**Ramachandra Guha** (2011-12)  
**Niall Ferguson** (2010-11)  
**Gilles Kepel** (2009-10)  
**Chen Jian** (2008-09)  
**Paul Kennedy** (2007-08)

# PUBLICATIONS

As LSE's foreign policy think tank, IDEAS publishes high-quality analysis of contemporary issues, drawing on the expertise of academics and practitioners. Shorter, topical analyses are published as Strategic Updates, while longer, in-depth studies produced by several authors are released as Special Reports. Blue Ribbon Reports are policy-oriented analyses designed for greater impact. These publications have been a vehicle for knowledge exchange and impact with significant reach and significance. All IDEAS publications are made freely available online.

Dahrendorf Forum Policy Briefs and Analyses offer cutting-edge commentary and policy recommendations on issues of EU foreign affairs.

## BLUE RIBBON REPORT

- After the Drug Wars: Report of the LSE Expert Group on the Economics of Drug Policy (February 2016)

## STRATEGIC UPDATES

- Brexit: What Happens Next? (June 2016)
- A EU without the UK: The Geopolitics of a British Exit from the EU (February 2016)
- The Long Road to Tehran : The Iran Nuclear Deal in Perspective (December 2015)
- Paving the Road to Paris? How the EU Can Facilitate a Climate Deal (October 2015)

## LSE IDEAS - DAHRENDORF FORUM SPECIAL REPORTS

- Avoiding a New 'Cold War' The Future of EU-Russia Relations in the Context of the Ukraine Crisis, ed. Cristian Nitoiu (March 2016)
- Changing Waters: Towards a new EU-Asia strategy, ed. Olivia Gippner (April 2016)
- New Challenges, New Voices: next Generation Viewpoints on Transatlantic Relations, ed. Tim Oliver (May 2016)

## DAHRENDORF FORUM POLICY BRIEFS

- The EU's Global Strategy: Three Quotations, Robert Cooper (May 2016)
- Bringing Academics Closer to Foreign Policy, Julia Himmrich (May 2016)
- Is the Transatlantic Century Over?, Cora Lacatus (December 2015)
- Towards an EU Global Strategy: A Revolution for External Action?, Monika Sus & Franziska Pfeifer (September 2015)
- European Neighbourhood Policy Review: Lessons from North Africa, Nikolas Scherer (April 2015)
- Taking Stock of Europe's Role in the World – After the year of crises 2014, Monika Sus & Franziska Pfeifer (April 2015)

## DAHRENDORF FORUM ANALYSES

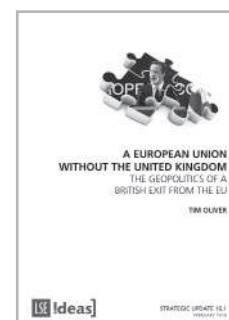
- European Union in the World 2025 – Scenarios for EU relations, eds. Monika Sus & Franziska Pfeifer (May 2016)
- Europe's underestimated Influence in Qatar's Foreign Policy, Nicolas Fromm (April 2016)
- What impact would a Brexit have on the EU?, Tim Oliver (March 2016)
- Forget about Fortress Europe – Why European migration policy needs a drastic change of perspective, Annette Jünemann (February 2016)

### Editors:

Dr Luc-André Brunet  
Alexander Söderholm  
Joseph Barnsley

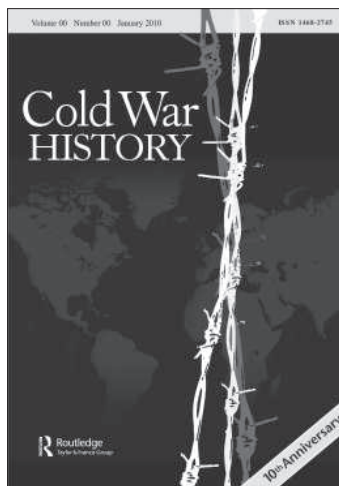
### Layout and Design:

Indira Endaya



# JOURNALS

LSE IDEAS proudly houses two leading academic journals.



## COLD WAR HISTORY

Founded in 2004, *Cold War History* is now recognised as the leading journal in its field. Publishing ground-breaking articles by leading scholars as well as by emerging talents, the journal draws on the wide range of expertise amongst its editors to select the best articles for publication. In August 2015 the journal released a special issue on Nuclear history and the Cold War, edited by Professor Leopoldo Nuti and Dr Christian Ostermann, to coincide with the 70th anniversary of the bombings of Hiroshima and Nagasaki. In 2017, the journal will publish a special issue on Deng Xiaoping and a special section on Japan and the Cold War.

### Editors:

Prof Michael Cox  
Dr James Ellison  
Prof Jussi Hanhimäki  
Dr Tanya Harmer  
Prof Beatrice Heuser  
Prof Matthew Jones  
Dr Ann Lane  
Prof Lori Maguire

Prof Leopoldo Nuti  
Dr Olav Njølstad  
Dr Piers Ludlow  
Dr Sue Onslow  
Dr Christian Ostermann  
Dr Svetozar Rajak  
Prof Arne Westad  
Prof Vladislav Zubok

### Book Review Editors:

Dr Luc-André Brunet  
Dr Arne Hofmann

### Managing Editor:

Lindsay AQUI



## INTERNATIONAL POLITICS

*International Politics* is a leading peer reviewed journal dedicated to transnational issues and global problems.

It subscribes to no political or methodological identity, and welcomes any appropriate contributions designed to communicate findings and enhance dialogue.

### Editor:

Prof Michael Cox

### Managing Editor:

Dr Fiona Stephen



# COMMUNICATIONS

Communications Officer:  
Joseph Barnsley



**22,724**

TWITTER FOLLOWERS

**2,475,000**

TWITTER IMPRESSIONS  
IN 2016



**10,763**

FACEBOOK LIKES

**733,869**

FACEBOOK EVENTS  
REACH IN 2016

**New communications activities** this year included creating printed promotional materials, such as fundraising information and an 'About LSE IDEAS' introductory leaflet. Printed publications were also taken online, with the first digital editions of LSE IDEAS reports published. A new e-mail newsletter was also launched, with a focus on reports and podcasts to complement the existing events invitations list.

**Communications project support** was provided to all teams, most notably for the Launch of the *After the Drug Wars* report in February which involved coordinating a global press release, live broadcast interviews in both English and Spanish, a social media campaign, and coverage of both a policy planning workshop and public launch event.

**The LSE IDEAS website** was developed with the Cold War Studies Project pages replaced by a brand new section, including new visual branding, so the public could explore LSE IDEAS' role as Europe's leading centre for the study of the Cold War. The largest website addition was the creation of an online archive of declassified Cold War documents for the new British Academy-Russian Academy Project. Other major work included significant expansion of Dahrendorf Forum and International Drug Policy Project content.

Notes:

Impression figures are for the LSE Financial Year 1 August 2015-31 July 2016. The previous Annual Report showed figures 1st January 2015-3rd December 2015, so there is some overlap in these two figures.

Impressions track views of tweets. Facebook reach refers to people shown event in Newsfeed. Follows and likes as of 29 November 2016.

## SOCIAL MEDIA

LSE IDEAS continued to expand its social media presence across several channels with a focus on Twitter, where impressions were more than doubled from 2015 and the LSE IDEAS account was verified.

The highlight was without doubt the Dahrendorf Forum Symposium. Live coverage from Berlin including Facebook Live videos, an interactive on-site Q&A application, and live-tweeting on the #dsym2016 hashtag. A huge response on Twitter saw the symposium trending across Germany and the LSE IDEAS account alone gaining 106,247 impressions across the 3 days.

Also notable was the aftermath of the UK's EU referendum, where IDEAS was able to join in the global conversation about the result. With content ranging from the *Brexit: What Happens Next?* Strategic Update, to comment on Chinese reaction, and our 'EU Referendum: What Now?' conference with Sarasins & Partners, LSE IDEAS gained 128,166 Twitter impressions in the week following the vote.

Elsewhere, IDEAS ran a successful advertising campaign on LinkedIn and hosted several 'Ask Us Anything' policy Q&As on Reddit's r/geopolitics community.

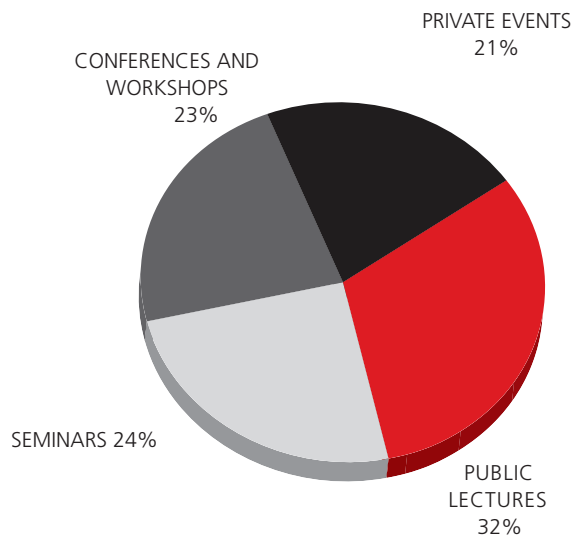
# EVENTS SUMMARY

**Events Coordinators:**  
Lena Poleksic  
Adrianna Zajęzowska

**Events Assistant:**  
Marta Kozielska

## 2015-16 EVENTS BREAKDOWN

Public Lectures	18
Seminars	14
Conferences and Workshops	13
Private events (strategic debates and alumni events)	12
<b>TOTAL EVENTS</b>	<b>57</b>



### TSAR ALEXANDER I AND THE EUROPEAN ORDER

IDEAS AND PRACTICES 1804-1825

**14 January 2016**  
Thursday, 12.30-2.00pm  
Rothbaron Theatre  
New Academic Building

**Speaker:**  
Professor Maria Pia Ray  
University of Turin

**Discussion:**  
Dr Anna Giacominelli

**Chair:**  
Professor Janet Harding

**LIVE ON WE**  
LSE IDEAS  
10.15-11.00am

**FOLLOW US ON TWITTER**  
@LSEIdeas

### THE CRISIS IN EUROPEAN SECURITY

LSE IDEAS PUBLIC DEBATE

**8 October 2015**  
Thursday 10.00am - 12.00pm  
LSE Thomas Corneil Building

**Speakers:**  
Sir Robert Cooper, Ambassador Wolfgang Ischinger  
Dr Robert Salomon, Ambassador Wolfgang Ischinger

**Discussant:**  
Professor David E. Smith

**Chair:**  
Dr Robert Fildes

**LIVE ON WE**  
LSE IDEAS  
10.15-11.00am

**FOLLOW US ON TWITTER**  
@LSEIdeas

### POWER & PRAGMATISM

LSE IDEAS PUBLIC LECTURE

**25 July 2016**  
Monday 12.30pm  
Henry Kissinger Lecture  
Lecture Theatre, LSE

**Speaker:**  
Sir Michael O'Riordan  
Professor Michael Cox

**Chair:**  
Professor Michael Cox

**LIVE ON WE**  
LSE IDEAS  
10.15-11.00am

**FOLLOW US ON TWITTER**  
@LSEIdeas

### AFTER THE REFERENDUM

What Now?

Monday, 27 June, at 3.30 pm at LSE

**SKREEN**  
LSE IDEAS

### UK-CHINA: STOCKS, SHAKESPEARE, AND SATELLITES

**17 March 2016**  
Thursday, 6.30 - 8 pm  
TWC 1 (UK Tower Theatre)  
LSE Campus

**Speaker:**  
Sir Robert Woodhead

**Discussant:**  
Professor Chris Hughes

**Chair:**  
Professor Mick Coe

**LIVE ON WE**  
LSE IDEAS  
10.15-11.00am

**FOLLOW US ON TWITTER**  
@LSEIdeas

### THE KEY TO THE SUCCESS OF THE SUSTAINABLE DEVELOPMENT GOALS

PUBLIC LECTURE

**19 May 2016**  
Tuesday 12.30-2.00pm  
6.30-8pm

**Speakers:**  
Paul Polman  
Anna Wintour  
Françoise Chazotte

**Chair:**  
Prof Michael Cox

**LIVE ON WE**  
LSE IDEAS  
10.15-11.00am

**FOLLOW US ON TWITTER**  
@LSEIdeas

# PUBLIC LECTURES

## **BLACK EARTH: THE HOLOCAUST AS HISTORY AND WARNING**

14 September 2015  
Speaker: Professor Timothy Snyder

## **DOES EUROPE HAVE A FUTURE?**

1 October 2015  
Speaker: Professor Stephen M. Walt

## **THE CRISIS IN EUROPEAN SECURITY**

8 October 2015  
Speakers: Sir Robert Cooper, Ambassador Wolfgang Ischinger and Professor Michael Cox

## **A THEORY OF EVERYTHING: EVOLUTION, HISTORY AND THE SHAPE OF THINGS TO COME**

27 October 2015  
Speaker: Professor Ian Morris

## **WILL THE 21ST CENTURY BE ASIAN?**

2 November 2015  
Speakers: Professor Danny Quah, Professor Michael Cox and Dr Leslie Vinjamuri

## **RUSSIAN FOREIGN POLICY AS AN EXERCISE IN NATION-BUILDING**

3 November 2015  
Speaker: Dr Dmitri Trenin

## **EACH AGE GETS THE GREAT POWERS IT NEEDS: 20,000 YEARS OF INTERNATIONAL RELATIONS**

8 December 2015  
Speaker: Professor Ian Morris

## **TSAR ALEXANDER I AND THE EUROPEAN ORDER, IDEAS AND PRACTICES, 1804-1825**

14 January 2016  
Speakers: Professor Marie-Pierre Rey and Professor Dominic Lieven

## **RUSSIA AND THE EU: BACK TO REALISM?**

3 February 2016  
Speaker: Fyodor Lukyanov

## **EACH AGE GETS THE BLOODSHED IT NEEDS: 20,000 YEARS OF VIOLENCE**

9 February 2016  
Speaker: Professor Ian Morris

## **REBOOTING THE COLD WAR: A GLOBAL HISTORY OF TRIUMPHALISM AND NOSTALGIA**

1 March 2016  
Speaker: Professor Penny Von Eschen

## **EACH AGE GETS THE INEQUALITY IT NEEDS: 20,000 YEARS OF HIERARCHY**

15 March 2016  
Speaker: Professor Ian Morris

## **UK-CHINA: STOCKS, SHAKESPEARE, AND SATELLITES**

17 March 2016  
Speaker: Ambassador Barbara Woodward

## **EUROPE AND THE RETURN OF GEOPOLITICS**

22 March 2016  
Speaker: Ambassador Pierre Vimont

## **CHANGING WATERS: TOWARDS A NEW EU ASIA STRATEGY**

28 April 2016  
Speakers: Sir Robert Cooper, Olivia Gippner, Dr Thomas Henökl, Dr Michael Reiterer, Dr Jie Yu, Dr Robert Falkner

## **GAINING FREEDOMS: CLAIMING SPACE IN ISTANBUL AND BERLIN**

4 May 2016  
Speaker: Berna Turam

## **THE KEY TO SUCCESS OF THE SUSTAINABLE DEVELOPMENT GOALS?**

19 May 2016  
Speakers: Alaa Murabit, Professor Funmi Olonisakin, Paul Polman

## **POWER AND PRAGMATISM**

25 July 2016  
Speaker: Sir Malcolm Rifkind

## EVENTS SUMMARY

### SEMINARS

#### **EUROPEAN CLIMATE LEADERSHIP AND COP21: ASSESSING EU RELATIONS WITH CHINA AND INDIA**

10 November 2015

Speakers: Dr Diarmuid Torney, Dr Olivia Gippner and Fergus Green

#### **IMAGINING EUROPE: CULTURE, LEGITIMACY AND THE EU CRISIS**

16 November 2015

Speakers: Professor Kathleen R. McNamara and Professor Kevin Featherstone

#### **EU-US WORKING GROUP RESEARCH SEMINAR**

18 May 2016

Speaker: Professor Jeffrey Tulis

#### **CHALLENGES FOR SDG IMPLEMENTATION: A EUROPEAN PERSPECTIVE**

1 July 2016

Speakers: Stephan Contius, Michael Gerber, Achim Steiner; Olivia Gippner

### WORKSHOPS/ CONFERENCES

#### **EMERGENCE OF A MULTIPOLAR CURRENCY REGIME**

28 October 2015

#### **RUSSIA'S INTERVENTION IN SYRIA**

2 November

Speaker: Dr Dmitri Trenin

#### **SHIFTING DRUG CONTROL STRATEGIES IN IRELAND AND THE UK**

2 November 2015

Keynote Speaker: Minister Aodhan O'Riordain

#### **COLD WAR ECONOMICS: THE THEORY AND PRACTICE OF DEVELOPMENT IN HISTORICAL PERSPECTIVE**

14-15 December 2015

#### **GLOBAL STRATEGY: HYBRID WARFARE WORKSHOP**

22 January 2016

#### **THE EVOLUTION OF FOREIGN POLICY IN THE POST-SOVIET SPACE**

25 February 2016

#### **GLOBAL STRATEGY: HYBRID WARFARE WORKSHOP**

26 February 2016

#### **GLOBAL HISTORIES OF LATIN AMERICA'S REVOLUTIONARY LEFT**

26-27 February 2016

#### **BREXIT AND EU-CHINA RELATIONS: MANY STRATEGIC WAYS FORWARD**

10 March 2016

#### **GLOBAL STRATEGY: WORKSHOP WITH THE CABINET OFFICE**

5 April 2016

#### **GLOBAL STRATEGY: HYBRID WARFARE WORKSHOP**

15 April 2016

#### **REFORMING UKRAINE: A DISCUSSION OF PROGRESS**

20 April 2016

#### **DAHRENDORF SYMPOSIUM 2016: EUROPE AND THE WORLD - GLOBAL INSECURITY & POWER SHIFTS**

25-27 May 2016, Berlin

**CLOSED EVENTS****THE FUTURE OF UK FOREIGN POLICY, INVESTING FOR INFLUENCE: THE REPORT OF THE LSE DIPLOMACY COMMISSION**

9 November 2015

Speakers: Michael Cox, Gideon Rachman and Susan Scholefield

**ALUMNI NETWORK: UNDERSTANDING AND CONFRONTING ISIS**

2 March 2016

Speakers: Professor Jean-Pierre Filiu, Professor Michael Cox

**THE LIMITS OF STRATEGY**

7 April 2016

Speaker: Sir Lawrence Freedman

**ALUMNI NETWORK: BREXIT – BRITAIN AT THE CROSSROADS: EUROPEAN CONSEQUENCES, GEOPOLITICAL RISKS?**

3 May 2016

Speakers: Gideon Rachman, Steven Erlanger, Dr Tim Oliver, Dr Yu Jie, Professor Michael Cox

**GLOBAL STRATEGY: SUN TZU MEETS MICHAEL PORTER: MILITARY STRATEGY VS BUSINESS STRATEGY**

9 June 2016

Speakers: John Kay, Lord Anthony Giddens

**THE REFERENDUM: WHAT'S NEXT?**

27 June 2016

Speakers: Prof Craig Calhoun, Prof Simon Hix, Dr Tim Oliver, Mr Guy Monson, Dr Swati Dhingra, Prof Karen Smith, Gen Sir Richard Barrons, Dr Susan Liautaud

**ALUMNI NETWORK: CONFRONTING PUTIN - SURVIVING TRUMP? NATO AT THE CROSSROADS**

29 June 2016

Speakers: Anne Applebaum, Dr Jamie Shea, Professor Michael Cox

**BRITISH-SOVIET RELATIONS IN THE COLD WAR PROJECT LAUNCH**

13 July 2016

**HY510****WAGING THE INTER-GERMAN COLD WAR IN AFRICA: THE FRG, THE GDR, AND THE STRUGGLE FOR INFLUENCE IN TANZANIA, C. 1965-1969**

21 October, 4-6pm

Speaker: George Roberts (Warwick)

**FROM COLONY TO STATE: HAWAI'I STATEHOOD, THE COLD WAR, AND GLOBAL DECOLONIZATION**

11 November, 4-6pm

Speaker: Sarah Miller-Davenport (Sheffield)

**MILITARY CULTURE IN CZECHOSLOVAKIA BETWEEN LOCAL, TRANSNATIONAL AND SOVIET MODELS IN THE EARLY COLD WAR, 1942-1950**

25 November, 4-6pm

Speaker: Paul Lenormand (Sciences Po)

**SOUTH VIETNAM, AUTHORITARIAN DEVELOPMENT, AND THE ANTI-COMMUNIST GLOBAL SOUTH, 1967-1975**

9 December, 4-6pm

Speaker: Simon Toner (Dartmouth College)

**HELMUT SCHMIDT AND ANGLO-GERMAN RELATIONS, 1974-1982**

20 January

Speaker: Mathias Haeussler (Cambridge)

**CONFLICTING ORDERS: INTERNATIONAL ORGANISATIONS AND THE SANITARY REGULATION OF MARITIME COMMERCE IN THE INTERWAR PERIOD**

3 February

Speaker: Jakob Vogel (Sciences Po)

**STRATEGIC DISCUSSION DINNERS****GLOBAL STRATEGIES @ LSE**

19th January

22nd March

10th May

28th June

**PEACEMAKER OR TROUBLEMAKER? ANDREAS PAPANDEOU AND THE GREEK PEACE MOVEMENT DURING THE EUROMISSILE CRISIS**

24 February

Speaker: Eirini Karamouzi (Sheffield)

**YOUTHFUL MILITARISM AND SELF-MOBILISATION IN THE FORMER JAPANESE WARTIME EMPIRE, CA. 1945-1950**

9 March

Speaker: Victor Louzon (Sciences Po)

**THE 'BLUE-EYED BOYS': BRITISH POLICY TOWARD THE VIETNAM WAR AND THE ROAD TO THE PARIS PEACE AGREEMENT, 1970-73**

23 March, TW2.9.04

Speaker: Matthew Jones (LSE)

# DIRECTOR'S DIARY 2015-2016

- Government
- Chatham House
- Private Sector
- Summer Schools
- Media
- Visiting Professorships
- Public Lectures
- LSE 120th anniversary / Public engagement

Year	Month	Event
2016	JUL	ASERI. Catholic University, Milan, Italy
		LUISS School of Government, Rome, Italy
		FCO: Advisory roles (a) Panel of Experts (b) Full Spectrum Academic Network; (c) Post-Brexit advisory group.
	JUL	Member of the of the Chatham House North American Advisory Board
		Regular Speaker and Chair at Chatham House events
	JUNE	1st July 2016. HEC Public Lecture. Brexit and After. Paris, France.
		June 27th 2016. Sarasin: Public Forum on Brexit
	MAY	June 2016. Bulgarian National Radio. Brexit
		25-27 May 2016. 'Europe's Future in the Context of Global Insecurity'. Dahrendorf Symposium 2016, Berlin, Germany.
	APRIL	24 May 2016. British Council: The Path to Peace in Colombia
May 2016. RAI National Radio. Rome. Italy. Brexit and the EU.		
APRIL	12th May 2016. 'BREXIT? The British Referendum and the Future of Europe'. LUISS School of Government, Rome, Italy	
	22nd April 2016. Professor Michael Cox, 'The Role of Think Tanks and Technical Experts in Foreign and Security Policy'. The Institute of International Affairs, Rome, Italy	
	20 April 2016. LSE IDEAS and the Dahrendorf Forum 'Reforming Ukraine: A Discussion of Progress', organised in partnership with Carnegie Europe. London School of Economics.	
MAR	7th and 8th April 2016. Transatlantic Forum. "Dialogue and Partnership in a Global Context: Transatlantic Relations: Current Challenges and Opportunities" German Atlantic Society, the Konrad Adenauer Foundation and the Hanns Seidel Foundation. Berlin, Germany.	
	March 2016. Interview for Franco-German film Company. Documentary History of the LSE (Valéry Gaillard and Antoine de Gaudemar).	
	25th March 2016. Professor Michael Cox roundtable. Debate. With Nicholas Baverez and Celestine Bohlen 'Is the United States Still a Model?' Theatre Croix de Rousse. Villa Gillet, Lyon, France.	
	22nd March 2016. Professor Michael Cox (with Dr Nick Kitchen, LSE): "Investing For Influence": The Purpose of British Foreign Policy? Global Strategy Forum. The National Liberal Club. Chair: Michael Ancram. Lord Lothian	
FEB	21st March 2016. Professor Michael Cox (with Xenia Wickett, (Chatham House), John Owens (University of Virginia) and Professor Peter Trubowitz (LSE) Dahrendorf Forum: 'US: The Foreign Policy Debate: Bluster or Bellweather?' London School of Economics .	
	March 2016. BNP Paribas Investment Partners (London): 'Global Prospects in uncertain times'	
	25th February 2016. LSE Literary Festival. "Utopias - one School; Two Traditions".	
JAN	25th February 2016. LSE Literary Festival "George Bernard Shaw" (before a performance of "The Millionairess").	
	8 February 2016. Debate: Professor Ian Morris. Jewish Book Week, Kings Place, London.	
2015	25-28th January 2016. Colombia, Bogota. Meet UK Ambassador and British Council. Lecture to LSE Alumni Association.	
	Keynote Address with President Santos at National Conference on the Peace Process.	
DEC	December 2015. Historical advisor. BBC2 Film 'Dance to Freedom' (Nureyev defection)	
	11 December 2015. 'The Early History of Anthropology at LSE' .	
NOV	December 2015. THS partners (Cato Stonex)::Keynote Speaker: 'US politics before the presidential year'.	
	9th November 2015. 'Red Flag Over Houghton Street: Myth, Reality and Fact'. Miliband Lecture.	
SEPT	2nd September 2015. BBC Radio 3.Proms Extra "LSE 1895". Interview Stephanie Flanders .	
AUG	August 2015. Academic Director of LSE-PKU Summer School (Beijing)	
	July 2015. LSE Summer School (London)	

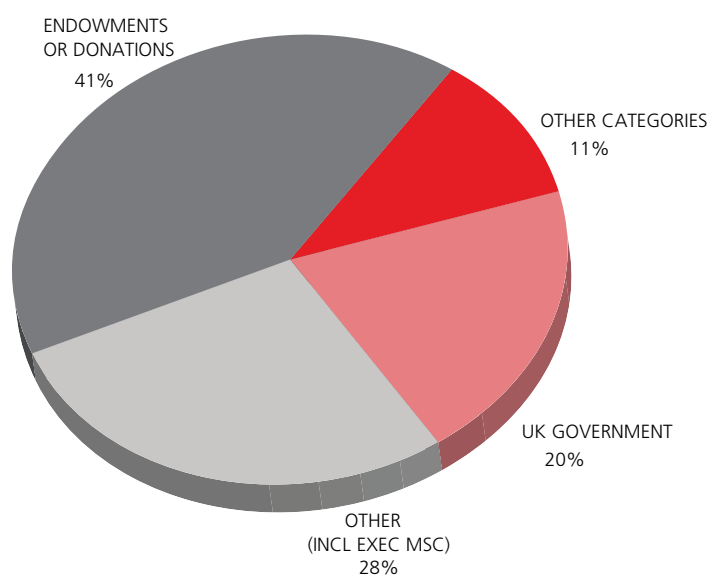
# FUNDING SUMMARY

Finance Administrator:  
Mireia Franch

NEW FUNDING FOR CENTRE	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
	£	£	£	£	£
Charities	5,450	500	2,250	6,980	0
Endowments or Donations	226,200	270,484	200,405	180,848	197,295
HEIF	0	0	140,186	0	0
LSE Funding	12,250	81,769	8,883	24,578	0
Other (incl. Exec. MSc)	23,000	51,000	147,838	89,371	138,642
Overseas Foundations	156,819	162,346	273,980	1,094,622	0
Publications and Subscriptions	16,000	17,077	21,422	20,378	27,990
UK Government	24,500	28,500	98,569	5,100	97,692
UK Industry and Commerce	1,857	5,280	33,310	19,182	22,500
<b>TOTAL</b>	<b>466,076</b>	<b>616,956</b>	<b>926,843</b>	<b>1,441,059</b>	<b>484,119</b>

## NEW FUNDING % OF TOTAL INCOME

FISCAL YEAR 2015-16	
<b>ENDOWMENTS OR DONATIONS</b>	41%
Emmanuel Roman	
Maurice Pinto	
Mladena Sotirov	
Global Strategies	
US Foundation	
<b>UK GOVERNMENT</b>	20%
British Council	
<b>OTHER CATEGORIES</b>	11%
<b>OTHER INCOME</b>	28%
Includes: Executive MSc International Strategy and Diplomacy	



# FISCAL YEAR 2015 - 2016

## FUNDING RECEIVED

(amount awarded)

CONTRACT RESEARCH FUNDING	
	AMOUNT £
Charities	£0
UK Government	£97,692
UK Industry & Commerce	£22,500
Overseas Foundations	£0
Endowments or Donations	£197,295
<b>SUB-TOTAL</b>	<b>£317,487</b>
NON-CONTRACT RESEARCH FUNDING	
LSE Funding	£0
HEIF	£0
Publications & Subscriptions	£27,990
Other (incl. Exec. MSc)	£138,642
<b>SUB-TOTAL</b>	<b>£166,632</b>
<b>TOTAL FUNDING RECEIVED</b>	<b>£484,119</b>

## INCOME & EXPENDITURE STATEMENT

INCOME FROM	
	AMOUNT £
Charities	£0
UK Government	£118,753
UK Industry & Commerce	£22,500
Overseas Foundations	£492,449
Endowments & Donations	£197,295
Opening Balance	£380,499
<b>SUB-TOTAL</b>	<b>£1,211,496</b>
NON-CONTRACT RESEARCH INCOME	
LSE Funding	£0
HEIF	£0
Publications & Subscriptions	£27,990
Other (incl. Exec. MSc)	£138,642
<b>SUB-TOTAL</b>	<b>£166,632</b>
<b>TOTAL INCOME</b>	<b>£1,378,128</b>
EXPENDITURE	
Staff Costs	£596,616
Non-Staff Costs	£210,943
<b>TOTAL DIRECT COSTS</b>	<b>£807,559</b>
<b>OVERHEADS</b>	<b>£48,462</b>
Opening balance 16-17	£522,107





## THE LONDON SCHOOL OF ECONOMICS

The **London School of Economics and Political Science** (LSE) is one of the world's foremost universities dedicated to the social sciences and has an outstanding reputation both for academic excellence and global outlook.

LSE was founded in 1895 with the mission to address the major social challenges of the day, and understand how the world around us works.

The School's research and teaching focuses on major global issues, including the economic threat of climate change, social and economic inequality across the world, economic growth and development, risk in financial markets and structures, global health, and the future of our cities.

To date LSE has 18 Nobel prize winners who graduated from LSE or are current or former members of staff. In total, around a quarter of all Nobel prizes in economics have been awarded to LSE graduates, or current or former staff. Also, 37 current and past world leaders have attended LSE, along with a large number of other senior figures from business, civil society and government.

Though based in the heart of London – equally close to the Houses of Parliament and the financial centre of the City – LSE is a truly global university. 70% of our students are from overseas, coming here to study from over 150 countries worldwide. We also have a network of more than 160,000 alumni in over 190 countries.

In terms of staff, the School attracts top talent from around the globe, with nearly half coming from outside the UK.

In addition to the cosmopolitan faculty and students, LSE has academic links to a number of high-quality overseas universities. The School has particularly strong ties to Columbia University, Peking University, University of Cape Town, Sciences Po and the National University of Singapore – operating double degrees, PhD student exchanges and summer school programmes.

## INSTITUTE OF GLOBAL AFFAIRS

The **Institute of Global Affairs** (IGA) aims to build a vibrant intellectual environment for original, rigorous and significant thinking and broader impact in London, but also to form an alliance of centres of excellence in research and policy thinking in emerging economies. By employing multidisciplinary approaches and encouraging evidence-based policymaking, it also aspires to promote deeper understanding and peer-to-peer transfer of knowledge across emerging and developing economies. The IGA wants to offer a 'safe space' that is open, fair and transparent and where students, government, private sector and civil society from all around the world can meet to address the challenges of the 21st century.

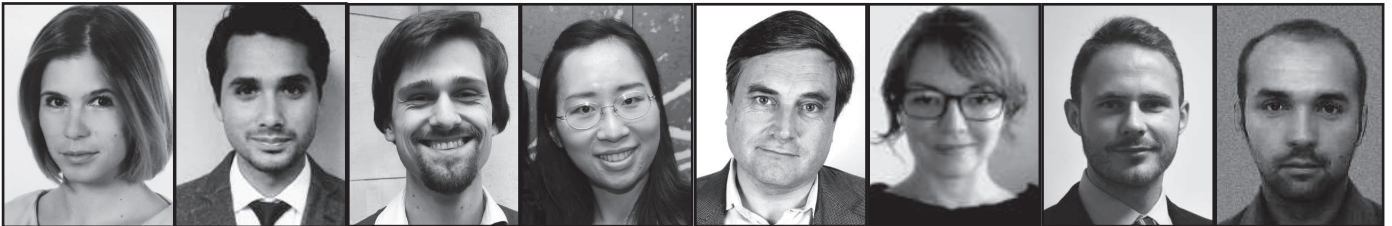
IGA engages ten LSE departments and currently has eight constituent centres. The longest-established of these is LSE IDEAS, which has played a central role in the development of the IGA. The IGA also includes six regional centres, five of which originated as regional programmes within IDEAS. The IGA also includes the Centre for Women, Peace and Security, recently established through a grant from the UK government.

# TEAM IDEAS

**LSE IDEAS**  
9th floor, Towers 1 & 3  
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OLIVIA



PIERS

ROBERT

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EXECUTIVE MASTERS PROGRAMME

# INTERNATIONAL STRATEGY AND DIPLOMACY



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This one year **EXECUTIVE MASTERS PROGRAMME** is at the heart of that endeavour. While studying in a world-leading university you will be able to learn from top LSE academics and senior policy practitioners.

The programme will sharpen your ability to challenge conventional thinking, explore new techniques for addressing risk and threats, and coach you in devising effective strategies to address them.

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“Right from the first week I was able to apply the lessons I had learnt to our operational and policy work and to coach my teams to look at issues differently.”

-Karen Pierce  
British Ambassador to Afghanistan

## CONTACT US

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