



advance their own research and enrich the institute's environment. More generally, UKCMRI will develop a culture of support, with senior staff committed to active mentoring of their junior colleagues.

Particular attention will also be paid to the career needs of specialist technical staff. Junior and senior positions will be available. In keeping with its role as a national centre, UKCMRI will develop integrated training programmes to train a national workforce of technical specialists, as well as offering specific training in particular technologies for individuals.

With UKCMRI's emphasis on constant refreshment of ideas and personnel, it is likely that most research group leaders will be at the institute for perhaps only a third of their careers. This period is likely to be instrumental in laying the foundations of their future scientific achievements. Teams will deliberately

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UKCMRI will be brave and imaginative in its appointments, recognising that the unusual candidate with the unorthodox ideas may be the one who has most original insight and the greatest likelihood of success.

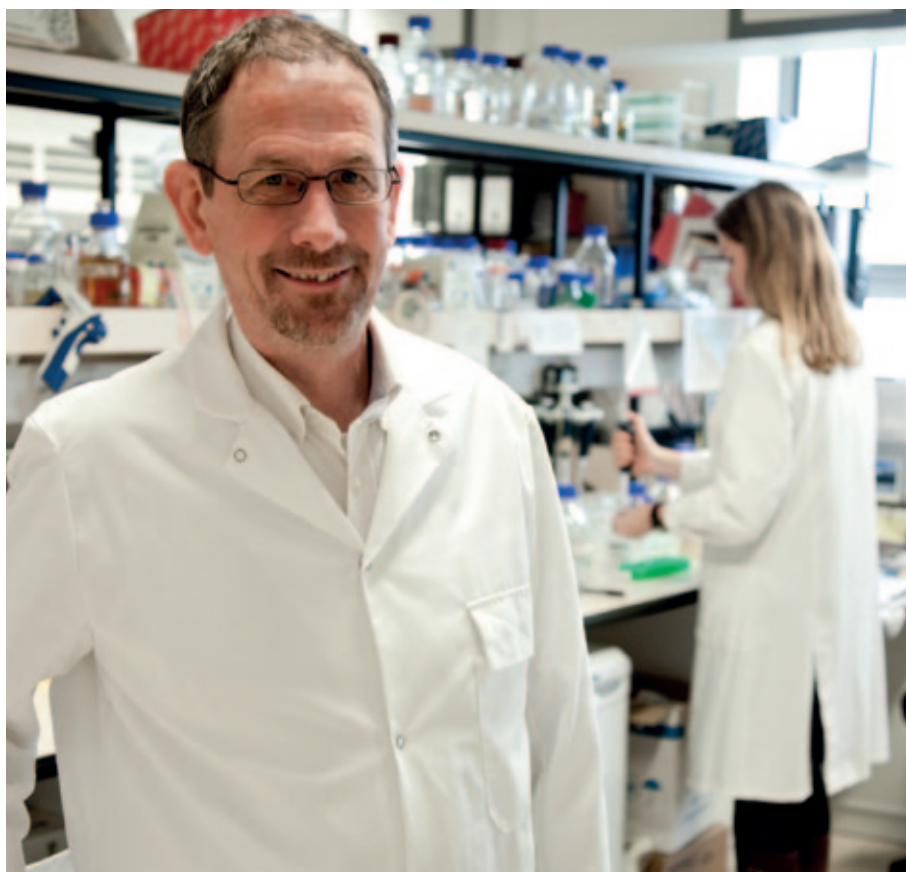
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be kept small so focus can be maintained on research rather than management and administration. Research group leaders will be encouraged to make their reputations at UKCMRI and then be supported in their career transitions to other major institutes. It is expected that many will be of a quality to move on from UKCMRI to take on leadership roles elsewhere in UK biomedical research – reinforcing UKCMRI's national role in training the next generation of scientific leaders.

The focus on individuals will extend to the highest positions. UKCMRI will be led by a dynamic and inspiring Director with a world standing in biomedical research, assisted by

a small leadership group of senior staff with international reputations.

With the emphasis on a flexible and dynamic workforce, senior staff will continually search for the brightest and the best potential new recruits. With the scope of UKCMRI's research being so broad, researchers could be recruited from almost any area of biomedical science, allowing recruitment of the best scientists available at a particular time.



## THE UKCMRI SCIENTIFIC CAREER STRUCTURE

Central to the UKCMRI scientific vision are three interlinked aims: to carry out the highest quality research to support the UK biomedical research endeavour; to maintain the institute's scientific vigour by continuous renewal of its research interests and skills; and to train and develop future scientific leaders.

The UKCMRI scientific career structure will therefore aim to develop world-class researchers, many of whom will go on to hold leadership positions in biomedical research institutions in the UK and across the world. One measure of UKCMRI's future success will be that a high proportion of its alumni hold such positions.

A majority of UKCMRI research group leaders will be joining the institute to establish their own independent research programmes after a period of postdoctoral research. To enable

its scientists to develop world-class research programmes attacking important biological questions pertinent to human health, UKCMRI will provide substantial long-term core support over a period of about 12 years, as well as a strong mentoring programme.

The UKCMRI group leader career structure will include the following:

- An initial research period of six years, towards the end of which the scientific programme will be subjected to external peer review. The review will assess whether the research programme is of high quality and is making significant impact internationally.
- Subject to the success of the initial review, an individual will progress to senior group leader status, and core support will be renewed for a further six years.
- At the end of this second six-year period, most group leaders will have become established as international leaders in their fields and will be expected to progress to scientific leadership positions in other institutions. UKCMRI will cultivate appropriate external relationships to facilitate such transitions, particularly within the UK. The group leader mentoring programme will be used to ensure that career transitions are made smoothly.
- Long-term group leader positions will become available at UKCMRI from time to time and recruitment for these positions will be on a worldwide competitive basis. Group leaders in the 'six plus six' career pathway will be free to apply for these positions.

## IMAGES

Top left: Doug Young, who leads research into tuberculosis and other mycobacterial infections at NIMR. Top right: A radiographer, preparing a volunteer for an MRI scan. Lower right: Teaching at UCL.



## PERFECTLY POSITIONED

UKCMRI is ideally placed as a hub of local, national and international networks. As well as being a substantial centre in its own right, it will also maintain wider influence as a flagship and asset for UK biomedical science more generally. Its physical space will provide opportunities for workshops, conferences and other events, while outreach activities and visitor space will provide a means to engage with local communities.

UKCMRI is in the enviable position of being located in the centre of one of Europe's leading academic cities, as well as one of its most diverse and dynamic. It will make a positive impact in the immediate area, within London more broadly, and across the UK as a whole.

London has a rich diversity of academic centres and clinical facilities. Many are already associated with UCL, but UKCMRI will also forge relationships with other institutions beyond its founding partners. Many potential partners are within easy walking distance. Transport links in London provide ready access to those not on its doorstep.

Further afield, the UK's national rail network makes UKCMRI accessible to most of the country's leading academic centres. Its location next to St Pancras International provides

rapid access to European centres, while London's international airports are within easy reach, providing gateways to Europe, North America and the rising academic centres of Asia.

Another near neighbour is the British Library, with which UKCMRI will work to develop bioinformatic and other information resources of value to the wider biomedical research community.

### The UKCMRI building

The UKCMRI building will be specifically designed to promote interdisciplinary working and to encourage collaboration. Laboratories will be grouped around communal space, with coffee and restaurant facilities for the entire centre. Laboratory space will be kept as open as possible; it will also be adaptable



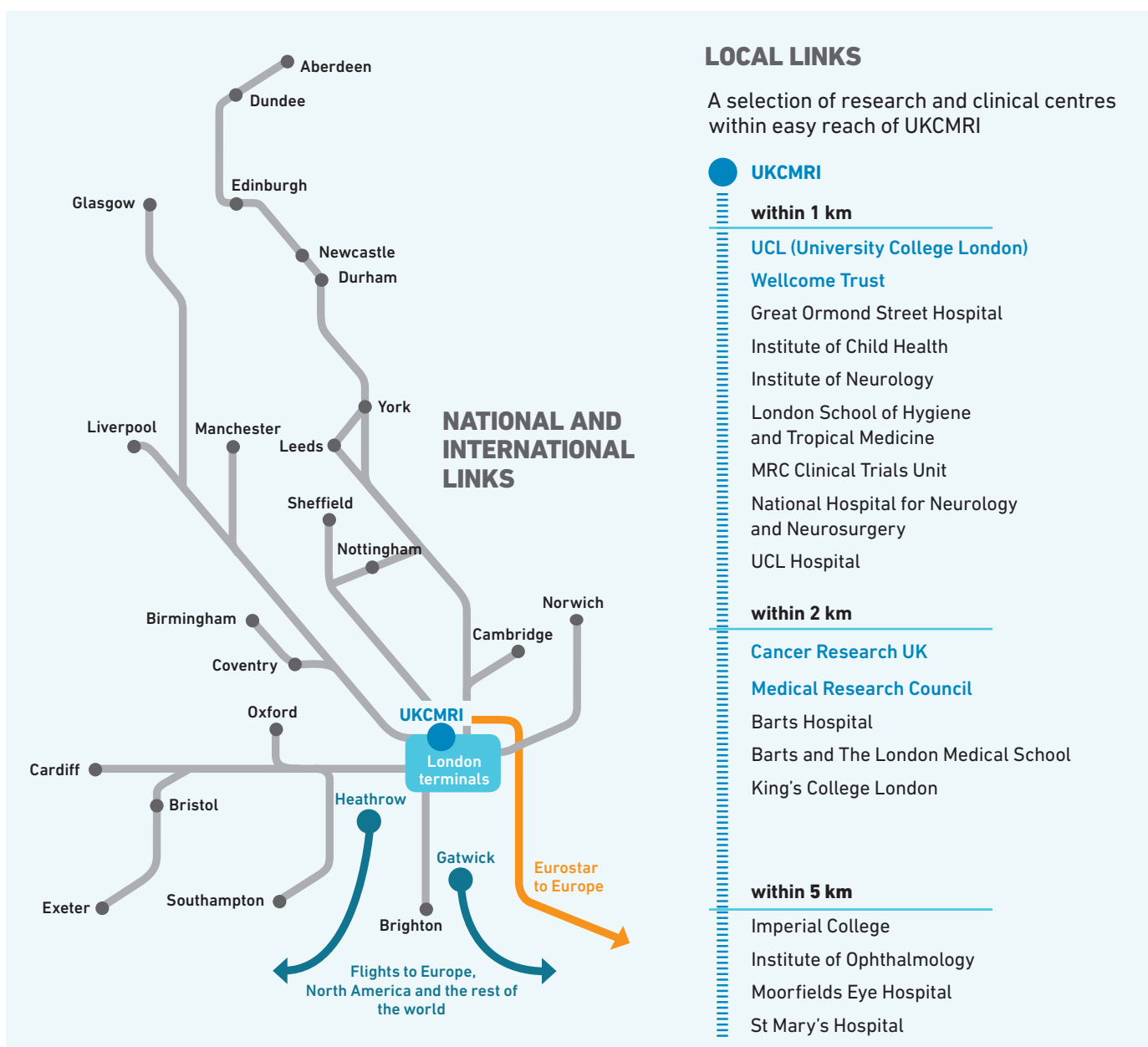
to allow conversion to new uses.

UKCMRI will include conference and workshop facilities, enabling it to host large international meetings as well as more informal small-scale workshops. In addition to a 450-seat auditorium, it will include seminar rooms and teaching laboratories, suitable for hosting a wide range of training courses and events.

#### IMAGES

Left: A computer-generated view of the Midland Road entrance to UKCMRI.

Right: View at the corner of Brill Place and Ossulston Street.



### Open doors

UKCMRI's research will have the potential to touch many people's lives, and it is important that its work is carried out with both public awareness and approval. Public outreach and community engagement will therefore be an important component of its work.

UKCMRI will be housed in a landmark building and will contribute to the regeneration of the area around King's Cross and St Pancras – already becoming a desirable place to work, live and socialise, with many cultural and intellectual attractions.

The building will be open to the public, with creatively developed visitor spaces drawing on a further aspect of multidisciplinary – a creative fusion of science, medicine, the arts and humanities.

Alongside these stimulating and entertaining diversions, the centre aims to establish a wider educational programme, opening up its facilities to schools across London and beyond, to bring young people into closer contact with biomedical research. It will host school visits, organise practical demonstrations and other activities, and offer summer

placements for students who are considering a career in science.

The development of the site, and the planning of visitor space and programmes of activities, is being and will be carried out with input from local residents, community groups and other interested parties, to ensure they have a chance to shape planned developments. The building is planned to form an integrated part of the local environment, hosting community events as well as ground-breaking research.

Various ways in which UKCMRI can support the local community