

Vitae Annual Report 2016/2017



Global leader in supporting
the professional development
of researchers







FOREWORD

In the past year, Vitae has gone from strength to strength. Through our passion to maintain the worldwide pipeline of researcher talent, we have made good progress working and collaborating internationally - sharing practice, experiences and challenges with our global community.

Consequently, Vitae's membership has grown as more organisations realise the full benefits of being part of an innovative vibrant community, and the impact it can have on researcher development within their institution and the research environment. Vitae membership enables over 200 organisations with a stake in realising the potential of researchers to build capacity in developing excellent researchers, bringing benefits to research outputs, innovation, society and the economy.

This report highlights the impact of Vitae's contribution via its extensive member support and resources that support researcher developers and help researchers realise and maximise their potential.

Vitae is often told it's ahead of the curve and in the changing political and research landscape, it is even more important for us to maintain this position and help support and equip researcher developers for the possible future challenges and responsibilities ahead. The 10-year review of the UK Concordat to Support the Career Development of Researchers provides a platform for the community to consider its achievements and whether it remains fit for purpose or requires updating.

We look forward to working together to make a positive and impactful start to the new research era that is unfolding.



Indi Sehra

Chairman of the Board of Trustees
Careers Research and Advisory Centre (CRAC)

Director of Human Resources
London School of Economics and Political Science



ABOUT US

Vitae is the global leader in supporting the professional development of researchers, experienced in working with institutions as they strive for research excellence, innovation and impact

We are a non-profit programme, part of **the Careers Research & Advisory Centre (CRAC) Ltd** with over 45 years' experience of enhancing the skills and careers of researchers. We strengthen our members' institutional provision for the professional development of their researchers through research and innovation; training and resources; events; consultancy and membership.

Vitae has four aims:

- Influence the development and implementation of effective policy relating to researcher development
- Enhance higher education provision to train and develop researchers
- Empower researchers to make an impact on their careers
- Evidence the impact of professional and career development support for researchers

Our partners include governments, funders of research, academies, professional bodies, trusts and foundations, universities and research institutes.

CRAC provides research intelligence and innovation for all those who support career development for people of all ages and in all sectors. We work in partnership with government agencies, education organisations and providers and employers and professional bodies.

CRAC is a registered charity No 313164 established in 1964.

CRAC
The Career Development Organisation

VITAE MEMBERSHIP HIGHLIGHTS 2016/17

SUPPORTING RESEARCHERS

Communicating research

- 1,000+ researchers took part in the Vitae Three Minute Thesis Competition 3MT® 2017, up 133% since 2014



Sponsored by:



CROS and PIRLS biennial survey results

- 11,627 respondents to the Careers in Research Online Survey (CROS) & Principle Investigators Research leaders Survey (PIRLS)
- 97 HEI's taken part in CROS at least once since 2009



Training and online resources

- Many off-the-shelf training courses online
- 20,000+ researchers access professional development resources
- 16,000 users of the RDF Planner
- Popular Focus-on pages ~5,000 views and ~30,000 tweet impressions per topic

Managing Career

- Top downloaded content from the Vitae website was CV, cover letter and interview examples which reached 400,000 views



SUPPORTING RESEARCHER DEVELOPERS

Member engagement

- 183 members including 23 from outside the UK
- Delivered 8 free member regional seminars



Arts & Humanities researchers' professional development survey and publication

- Vitae and CHASE published findings and recommendations from 540 survey responses of doctoral researchers



Member networking:



- Participants up 12% at the Vitae Researcher Development International Conference 2016 including participants from Europe, Japan, South America and Australasia

Vitae Researcher Developer Mentoring Pilot started

- 21 pairs of mentors/mentees involved in nationwide cross-institutional peer-to-peer mentoring

SUPPORTING INSTITUTIONS

Concordat review and shaping policy

- 10 year independent review being conducted starting with review panel selection
- Provided responses to Consultations and Inquiries:
 - Postgraduate Doctoral Loans
 - Closing the STEM skills gap
 - NEWDLHE: The Future of Graduation Outcomes Data
 - REF2021
 - Industrial Strategy



HR Excellence in Research Award

- 2 new award holders brings total to 97 UK member HEIs
- more than a third more than any other country
- Supported 43 institutions this year



Capacity building



- All 29 Sub-Saharan institutions from 9 countries, in the CIRCLE programme now submitted action plans
- Building capacity in Spain disseminating doctoral training via Virtual Graduate Schools (VGS)
- Vitae, ARMA and ACU building capabilities of research leadership globally

European partnership

- Vitae are co-ordinating EURAXIND with six European partners to encourage academic community and employers' intersectoral mobility





“ I have become more aware of some of the current challenges in the development of doctoral training programmes which will help in my future work”



“ Excellent day, with a range of speakers across EU which made it more interesting than just UK centric”

ENGAGE

Vitae membership enables over 200 organisations with a stake in realising the potential of researchers to build capacity in developing excellent researchers, bringing benefits to research outputs, innovation, society and the economy

“ We will definitely use the knowledge gained during the event to improve our services and we will conduct a mapping exercise against the Vitae Researcher Development Framework (RDF) and see how we can implement more sustainable approaches to development”

Vitae membership provides access to a wide range of member only services and exclusive access to high quality resources, online advice and generous discounts on event attendance, often as much as 50% less than the standard price. Members are part of a collaborative and innovative network committed to developing researchers to their full potential. Membership supports researchers and those who support their professional development.

workshops and special interest sessions - the innovative outcomes of which have provided a springboard for the development of new and existing projects and ideas in the field of researcher development.

We know from feedback that the keynote elements influence both what institutions prioritise and how they organise their researcher development activities and policy globally. Many elements from the conference influence institutions' provision.

VITAE RESEARCHER DEVELOPMENT INTERNATIONAL CONFERENCE

The Vitae Researcher Development International Conference 2016 saw a 12% increase in participant numbers compared to 2015 with representation from Australia, Austria, Belgium, Denmark, Germany, Iceland, Ireland, Italy, Japan, Mexico, the Netherlands, New Zealand, Portugal, Spain, Sweden, Switzerland and the UK. Over half the attendees were new to the conference and it boasted a variety of 48 practical

INCLUSIVE RESEARCHER DEVELOPMENT VITAE EVENT

Over 80 participants attended our event in January featuring perspectives from different parts of an institution, considering both practice and policy and exploring different models of researcher development.

We received great feedback on the excellent range of speakers and on the practical information provided, as well as 'quick wins from the presentations that could be easily implemented.

“ Some of the dissemination ideas were really useful. I will recommend some new suggestions to appropriate projects”

MEMBER NETWORKING SEMINARS

During the spring of 2017, Vitae held eight member networking seminars around the UK. Free to members, the aim of these annual seminars is to facilitate networking and practice-sharing amongst the staff based at Vitae member organisations.

The seminars were generously hosted and Chaired by our regional representatives and member organisations.

Each seminar was divided into two sections - one around a priority theme providing some particularly thought-provoking and stimulating discussions, the other involved a Vitae

update and session to identify the key areas of interest and the needs of members. These sessions have helped to shape the Vitae 2017/18 programme.

The seminars held were:

- Establishing parity for Black, & Minority Ethnic researchers: Midlands
- Supporting the well-being of researchers: South East
- Enabling flexible pedagogies: South West and Wales
- Responsible, research and innovation (RRI): Scotland and Northern Ireland
- Engaging different stakeholders: London
- Developing researcher's public engagement skills: North West
- New approaches to developing researchers: East of England
- Supporting interdisciplinary researchers: Yorkshire and North East



3MT® winner 2016, Nazira Albargothy

3MT® MEMBER COMPETITION

The 3MT® competition, a highlight of the Vitae Researcher Developer International Conference, has really gained momentum in terms of registered entrants - over 1,000 participants - up 133% since 2014 with expected entrants from outside the UK soon.

The six finalists held us in suspense whilst they articulated their thesis live on the main stage and competed for the coveted trophy and prize money to spend on conducting a public engagement activity.

The importance of researchers being able to articulate their work to a non-specialist audience is pertinent to all researchers whatever their future career path. Our thanks go to Taylor & Francis, our official 3MT® sponsor, as well as RCUK for providing prize level support. Speakezee supported the 'People's prize' which was to speak at the revered Royal Institution.

PRESS-READY BOOKLETS AND PUBLICATIONS FOR MEMBERS

Vitae provided thousands of free hard copy publications to members.

Some of the more popular titles, such as the researcher booklets, are available to members as PDF downloadable documents www.vitae.ac.uk/get-press-files and some titles are also available as print-ready documents.

ADDITIONAL WEB-BASED RESOURCES FOR MEMBERS

Access to #Vitaehangouts, #Vitaechats, webinars, podcasts and resource archives from our Focus-on series on hot topics of importance for researchers and researcher developers, are available for members to freely use. Presentation slides from events are also available to members post event.

Members reported that they found the themes compelling and that working towards similar goals and facing related challenges meant they could share valuable experiences and practice. Hearing the Vitae update and understanding how other institutions incorporate Vitae materials was also considered beneficial.

WEB RESOURCES

The number of registered users of the Vitae website increased by 34% in the last year to over 50,000, and exclusive member only resources were available to download. The most popular pages related to CVs, covering letters and interview examples, which alone received 400,000 views in 2016/17.



MEMBERSHIP, PROFESSIONAL RECOGNITION AND LEADERSHIP

BESPOKE MEMBER PROFESSIONAL DEVELOPMENT AND TRAINING

Vitae delivered a variety of different training courses within member institutions this year to help both researchers and researcher developers. The extensive list of courses available can be found in Vitae's 'professional development and training for researchers' brochure and fall under the following themes:

- Supporting the first weeks and months of new doctoral researchers
- **Enabling researchers to make effective progress in the middle stages of a doctorate**
- Ensuring researchers successfully complete their doctorate and move on in their career
- **Getting started as research staff**
- Moving on and career development for research staff
- **Supporting diversity in research careers**
- Open research

- **Exploring and developing leadership skills**
- Supervision and mentoring
- **Managing research**
- **Professional development planning**
- Professional and career development webinars
- **Career development plans**

Many of the courses are also available for members to download and deliver as in-house training, such as Effective Researcher, Every Researcher Counts (ERC) and Careers in Academia.

Throughout the year Vitae visited and held webinars with many members, providing support on how to get the most out of their membership, and highlighting the many different resources, training options and support available.



VITAE RESEARCHER DEVELOPER MENTORING PILOT

The Vitae Researcher Developer Mentoring pilot started in July 2017 and boasts 21 pairs of mentors/mentees involved in peer to peer mentoring across institutions nationwide.

Its purpose is to enable researcher developers, or those with a role in developing researchers, to:

- enhance continuing professional development opportunities
- consider their careers in a broader context
- focus on particular areas they would like to develop further

The mentoring pilot is based on the Vitae Career Framework for Researcher Developers (CFRD) www.vitae.ac.uk/cfrd. An inspiring training session took place in July for participants to meet and understand expectations.

SUPPORTED SERVICES FOR MEMBERS

Vitae supported 43 members during 2016/17 to understand the process and implications of gaining and retaining their HR Excellence in Research Award. Two new institutions gained the Award this year: Leeds College of Art and University of Suffolk bringing the UK total to 100.

7,657 researchers from 67 member institutions were involved in the biennial Careers in Research Online Survey (CROS) and 3,970 from 78 member institutions in the Principal Investigators and Research Leaders Survey (PIRLS) – results of which will be launched in September 2017. 97 UK HEIs in total have taken part in CROS since 2009.

“ I am looking forward to benefitting from the knowledge and experience of someone who has been working in the area for longer

To setting the time aside to really concentrate on my development, taking actions to achieve this and getting support from an external person who has voluntarily given up their time to help who will bring in new perspectives”

“ I hope to feel more confident in myself and my creativity when putting together the researcher development programme for research staff”



www.vitae.ac.uk



INFLUENCE

Policy, Advocacy and Consultancy

“ Vitae are uniquely placed to provide insight into policy initiatives and direction”

CONCORDAT REVIEW

The Concordat to Support the Career Development of Researchers (the agreement between funders and employers of research staff to improve the employment and support for research careers in UK higher education), was launched in 2008.

Significant progress has been made since then, however our research environment has moved on. We now have a broader understanding of our research community and 2017 marks the start of an independent Concordat review, which will report in June 2018:

- To review the impact of the Concordat, building on the outputs from previous reviews and evaluations, and evaluate progress in implementing the Concordat principles
- To consider the extent to which the Concordat has achieved its aims, and whether it remains fit for purpose or requires updating

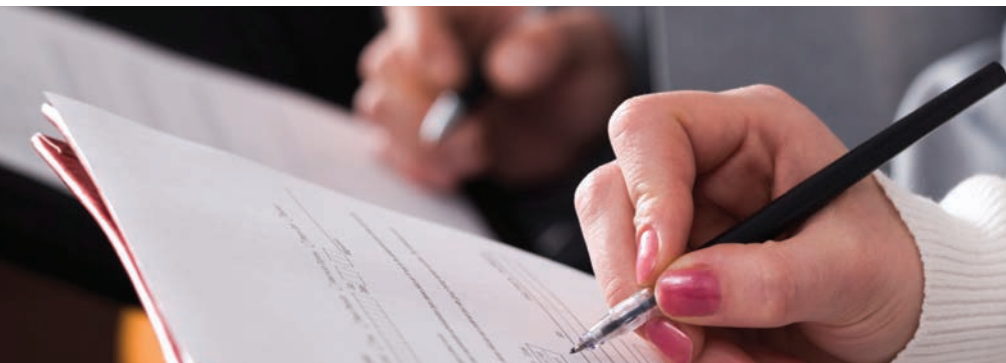
- To provide advice and priorities to the Concordat Strategy Group on the required policy interventions relating to researcher career development to ensure an effective UK research system

Since 2011 Vitae has led on the management of the Concordat, with the Concordat Strategy Group (CSG) overseeing strategy and implementation.

STRUCTURES, POLICIES AND CHANGE IN RESEARCHER DEVELOPMENT VITAE EVENT

This event examined the changing context for researcher development, in terms of the different policies, structures and types of organisation, the demographics and directions of the researcher population, and the broader policy landscape. 88% of participants rated the keynote speakers excellent.

Feedback showed that getting a sense of shared views among the participants regarding the Concordat and having a strategic update was very helpful.



ACADEMIC APPRENTICESHIPS

The Apprenticeship Levy presents an opportunity for HEIs in England and came into effect in April 2017. The UUK Higher Education Employer Trailblazer Group has been consulting with Vitae, whilst developing the Academic Professional Standard and End Point Assessment and incorporation of the Researcher Development Framework (RDF).

The Standard brings together the teaching and research aspects of the academic role, enabling academic staff who are research only and teaching only to undertake the apprenticeship, as well as those in a combined teaching and research role.

Vitae is working closely with the Higher Education Academy (HEA) to co-ordinate our joint input into developing the Standard. The RDF and UK Professional Standards Framework (UKPSF) are central to the Standard. The RDF Teaching Lens is especially valuable in understanding the interrelationship and commonalities of competencies for both research and teaching.

www.vitae.ac.uk/teaching

When the Apprenticeship has been approved by the Institute for Apprenticeships Vitae will announce a programme of support for the community, developing the research aspects of the apprenticeships, and working closely with the HEA in a jointly coordinated programme.

SHAPING POLICY

Vitae gathered evidence and expert opinion to inform a response to the following government consultations and Select Committee Inquiries on behalf of the researcher development community:

- **Department for Education: Consultation on postgraduate doctoral loans**
 - House of Commons Science & Technology Committee: Consultation on closing the STEM skills gap
 - **Higher Education Statistics Agency: Consultation on New-DLHE - The future of graduation outcomes data**
 - Higher Education Funding Council for England: Consultation on the second Research Excellence Framework (REF 2021)
 - **Department for Business, Energy and Industrial Strategy: Consultation on Building our industrial strategy**
 - European Commission: Public stakeholder consultation - interim evaluation of Horizon 2020
- Vitae is recognised as a key stakeholder organisation in researcher careers and provided input to two recent European Commission funded projects:
- **MSCA Research Careers in Europe, Directorate-General for Education and Culture**
 - Fostering Industrial Talents through the Intersectoral Mobility of Researchers, Directorate-General for Research and Innovation



“ Thank you so much for helping develop our career development strategy. It was truly inspiring and thought provoking”

“ This opportunity brought us new insights toward researcher development”

ADVOCACY

Vitae acts as an advocate on behalf of researchers with UKRSA and the researcher developer community, helping change and influence policy.

Expressing views, concerns, championing coherent policy initiatives and exploring options that might be available is an important part of ensuring that the world of researcher development operates under the best conditions possible. Vitae has representation on many influential and strategic international boards and groups including:

- Postgraduate Advisory Group, Quality Assurance Agency (QAA), UK
- **Surveys Advisory Group, Higher Education Academy, UK**
- Marie Skłodowska-Curie Actions Advisory Group, European Commission
- **Expert member of the Steering Group for Human Resources and Mobility Working**
- Group on Rewards in Open Science, European Commission
- **EURAXESS TOP III Advisory Board**

EURAXIND

Vitae are co-ordinating EURAXIND with six other European partners. This project aims to encourage the inter-sectoral mobility of researchers between academia and other employment sectors. This will be done through greater understanding of the needs of stakeholders (employers, researchers and institutions), targeted online resources, research and briefings, and encouragement of employers to engage with research networks.

Surveys were conducted during 2017, gauging perspectives and opinions from employers, institutions and researchers in all employment sectors. The findings of which will enable practical and useful resources to be developed and promoted through project-specific workshops taking place later in 2017 and which will be made available to EURAXESS Service Centres through the EURAXESS portal.

“ The keynote elements will influence both what we prioritise and how we organise our researcher development activities. It is likely that many nuggets gleaned from the conference will influence our provision, especially around equality issues pertaining to gender and unconscious bias”





ENHANCE

Professional Development, Courses and Resources and Building Capacity

“ Embedding the RDF into our Doctoral Development Programme has enabled us to engage PGRs in a dialogue about their professional development”

VITAE RESEARCHER DEVELOPMENT FRAMEWORK AND PLANNER

The Vitae Researcher Development Framework (RDF) provides a significant strategic and sophisticated approach to developing world class researchers.

129 organisations representing over 16,000 researchers have used the Vitae RDF Planner during 2016/17. The highly professional and internationally acclaimed tool maps the knowledge, behaviour and attributes of researchers to enhance their success and can be used as an effective way to form a professional and career development plan.

A combination of open access and member only, online resources support the use of the RDF and RDF planner by institutions and researchers.

Over 40 RDF Planner demonstrations and workshops were provided for Planner subscribers during 2016/17 in Europe, Asia, Malaysia and Africa. Vitae has also produced very comprehensive online tutorials of how the RDF Planner works, from the perspective of a researcher and institutional administrators.

OUR MOST POPULAR PROFESSIONAL DEVELOPMENT ONLINE RESOURCES

- **Professional Development Planning for Researchers Online Course (PDP ROC)** is an online course which takes researchers through the various activities required to undertake professional development planning, including identification of current skill level, prioritisation of areas to develop, action planning and provision of evidence.
- **Career Framework for Researcher Developers (CFRD)** is another example of Vitae’s online professional development resources. It is designed to support the aspirations of all who work in the area of researcher development, including professional services staff, trainers and academics. It is available to all our members and is currently being used in conjunction with with Vitae’s Researcher Developer Mentoring Pilot.

CONNECTIONS VITAE EVENT – SUPPORTING THOSE NEW TO RESEARCHER DEVELOPMENT

Vitae's series of Connections events are always popular and in the summer of 2017 we held our Connections 'Getting to grips with the role' event. At the event 20 new researcher

developers, who have been in their role for 18 months or less, shared researcher development ideas and practice, going on to set up a peer support forum on the Vitae Community.

ARTS AND HUMANITIES RESEARCHERS' PROFESSIONAL DEVELOPMENT SURVEY

Vitae, together with the Consortium for the Humanities and the Arts South-East England (CHASE), have conducted a survey shedding light on arts and humanities researchers' professional development behaviours, gaining an understanding of key motivations and barriers and identifying ways of better supporting arts and humanities doctoral researchers.

Workshops were conducted with doctoral researchers and Early Career Researchers' (ECRs) and in addition the survey received 540 responses. Findings revealed that 52% of respondents reported having had a 'previous career', 40% of which had 10+ years experience. Challenges and barriers identified included caring responsibilities, access requirements and mode of study. The published findings and recommendations can be found in Vitae's 'One size does not fit all' inequalities in researcher development in Arts and Humanities publication. www.vitae.ac.uk/one-size-does-not-fit-all

FOCUS-ON

Our 'Focus on' series continues to provide valuable resources for both researchers and researcher developers through online materials as well as #Vitaehangouts, #Vitaechats and webinars. The year started with a #Vitaehangout on New Year's Goals: Successful career planning for researchers, which was well attended and was followed in the spring by Coping with stress and anxiety; Health and well-being for researchers and a #Vitaehangout for staff supporting researchers called Supporting researcher well-being.

In June our #Vitaehangout tackled Navigating a Digital Profile and Creating a Digital Identity and how to effectively use online platforms to promote research.

CAPACITY BUILDING

Vitae continues to drive capacity building work for CIRCLE in 29 institutions in sub-Saharan Africa. Supported by the Association of Commonwealth Universities (ACU) and the African Academy of Sciences, the programme aims to develop and retain the pipeline of researchers through institutional capacity building within the continent of Africa to reduce the amount lost to the global market. Now in the fifth year of the programme, we are delighted that all 29 institutions have submitted an action plan to enhance the development capacity within their institutions by developing their researcher working conditions and environment as well as their institutional training capabilities.

COURSES AND RESOURCES

In the summer of 2017 Vitae ran a Leadership in Action course as well as a GRADschool for the Barcelona Institute of Science and Technology (BIST). There are plans for rolling-out more GRAD-School style events within Spain over the next two years.

GRADschools have been a Vitae flagship training and development programme for doctoral researchers over the last 40 years and have evolved to support researchers in the current research environment.

'Preparing for academic leadership' - a one day interactive workshop for tenure track academics - was successfully held at Kyoto University, Japan in November 2016 and a workshop on the 'Importance of professional development for researchers' as well as a seminar on 'The doctorate for the development of university-industry cooperation' took place at the Centre of Innovation, Catholic University of Chile in April 2017.

Vitae's presence and provision has definitely become more prevalent on a global scale with a noticeable increase in the amount of international training requests being received.





INNOVATE

Research, Intelligence and Thought Leadership

Vitae is part of CRAC (the Careers Research & Advisory Centre), a charity registered in 1964 whose interests are exclusively career-related.

CRAC provides research, intelligence and innovation across the careers sector. Areas of specialism include career decision making, graduate employment outcomes and employability, work experience and internships, STEM careers, transitions into and out of higher education, and evaluation and impact studies. CRAC are experts in designing and implementing quantitative and qualitative investigations, as well as secondary data analysis, knowledge reviews and desk research.

During 2016/7 CRAC has worked with governments, EU, academies, professional bodies, other charities and employers.

The Higher Education Funding Council for England (HEFCE) has recently published research by CRAC into equality and diversity (E&D) activity

reported at Unit of Assessment level in the environment submissions to the 2014 Research Excellence Framework (REF 2014) 'Exploring equality and diversity using REF2014 environment statements'.

The research revealed trends between the reporting of specific E&D activities and REF2014 environment outcomes, and recommendations were made for REF2021.

Other recent work has included data analysis for an evaluation of a Research Council's Doctoral Training Partnerships scheme, and a literature review of employability for the Higher Education Academy.

Research and intelligence-gathering activity is incredibly beneficial to Vitae, as it feeds into the evidence base that helps influence policy as well as understanding emerging trends.

By spotting trends early Vitae can respond effectively and help provide appropriate support for researchers and researcher developers.



PROFESSIONAL RECOGNITION

Vitae has taken steps towards providing professional recognition in three key areas: researchers, researcher developers including associate trainers, and institutions for researcher development capacity building. Each key area has an established framework: the Vitae Researcher Development Framework (RDF), Vitae Careers Framework for Researcher Developers (CFRD) and the HR Excellence in Research Award, respectively.

The Vitae International Researcher Award (VIRA) has been successfully piloted with the University of Strathclyde, using the RDF and an evidence based approach to recognition. The proposed Academic Apprenticeship standard presents a timely opportunity to use this model to explore researcher recognition in more detail. Interest in a further pilot project is invited from members.

WORK WITH THE RDF AND PROFESSIONAL CHARTERS

Chartered status demonstrates a commitment to professional development and recognition of competence in skills, knowledge and experience, recognised by peer groups and highly regarded by employers. Vitae has been working in collaboration with the Royal Society of Biology (RSB), Institute of Physics (IoP) and Royal Society of Chemistry (RSC) to develop an RDF Professional Pathways Lens that provides a bridge between researchers' professional development using the Vitae RDF and the competence and commitment for professional pathways to achieve recognition as Chartered Biologist (CBiol), Chartered Chemist (CChem) or Chartered Physicist (CPhys). The new RDF lens enables researchers to use their professional development to work towards chartered recognition and consider career progression in a broader professional context.

“Chartered status demonstrates your commitment to your professional development which is valued by both individuals and employers helping to shape your future career”





THE FUTURE

PROGRAMME 2017/18:

The Annual Programme is developed through consultation with our members, considering emerging challenges in researcher development and the wider policy landscape.

The Vitae Annual Programme, to be launched at the Vitae Researcher Development International Conference 2017, will feature a new 'Focus-on' theme each quarter which will include advice, information and online events for researchers at all career stages and staff supporting researchers, including topics on:

- **Getting started**
- An inclusive researcher environment
- **Realising your potential**
- Research leadership, independence and management
- **Careers beyond academia**

The Programme also boasts a range of resources and events for staff supporting researchers to keep up to date with current trends and policy including a practice sharing event in January 2018 and a policy forum to take place in May 2018. A 'Getting to Grips' event from our Connections series will also take place in the summer of 2018.

The Programme aims to present a well-balanced and thought out combination of online and live events with plenty of new content available on the Vitae website.

LOOKING TO THE FUTURE

In the ever-changing higher education landscape Vitae must remain relevant to all its members and the wider community. In the UK the Independent Review of the Concordat to Support the Career Development of Researchers will inform future policy and practice. We must ensure we feed in evidence and best practice from the last 10 years. Globally, as the research culture shifts, we must support researcher developers and researchers navigate uncertain times, ensuring the supply of highly talented researchers. Current priorities, emerging trends and hot topics for 2017/18 include:

- Measuring impact and demonstrating the value of researcher development
- **Inclusive researcher development**
- Innovative researcher development
- **Researcher careers and employability**
- Supporting research staff

Vitae supports over 200 organisations globally to build capacity in developing excellent researchers to grow research intensity and impact, bringing tangible benefits to research innovation, society and the economy.



We are a non-profit programme, part of the
Careers Research & Advisory Centre (CRAC) Ltd
with over 45 years' experience of enhancing
the skills and careers of researchers

www.vitae.ac.uk



Global leader in supporting
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