SciLifeLab

The national board of Science for Life Laboratory

Minutes from board meeting nr 20
2016-09-07 (Uppsala)

Present members: Carl-Henrik Heldin (chair), Staffan Edén (GU) (via telephone), Henrik Grönberg (KI) (left after point 9), Sophia Hober (KTH), Anders Karlhede (SU), Margareta Olsson Birgersson (industry representative), Stellan Sandler (UU), Marianne Sommarin (UmU), Gunilla Westergren-Thorsson (LU) (via telephone).
Other participants: Olli Kallioniemi (Director), Lena Claesson-Welsh (Co-Director), Annika Jenmalm-Jensen (Infrastructure Director), Fredrik Sterky (secretary), Eva Molin

Appendices:
1. The life cycle of SciLifeLab facilities and the evaluation process
2. Description of the co-Director position
3. Preliminary description of the SciLifeLab data office

1. **Introduction**
   Carl-Henrik Heldin opened the meeting.

   Decisions:
   - The board approved the minutes from meeting nr 19 with a small comment on appendix 2 in that protocol; the date mentioned should be June 30.
   - The board appointed Marianne Sommarin to adjust the minutes in addition to the chair.

2. **Update from the Director**
   Olli Kallioniemi presented an update about SciLifeLab and current work within the management group. The financial result after the first half-year of 2016 was presented as well as updates on the infrastructure.

3. **Discussions with Vetenskapsrådet (VR)**
   Olli Kallioniemi informed the board about ongoing discussions with VR in order to reach optimal collaboration and mutual agreements on infrastructure initiatives.

4. **Evaluation of SciLifeLab platforms and facilities**
   Annika Jensen presented the process for how platforms and facilities have been evaluated and how the evaluation will lead to decisions. The plan is to launch the new platform structure on July 1, 2017 but start funding from January 1, 2017.

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5. **Preliminary suggestion on new structure for SciLifeLab platforms and facilities**

   Annika Jensen presented a preliminary plan for phase out and start of facilities and how they will form new platforms. A life cycle for facilities was presented (appendix 1) where new facilities enter and funding for existing ones may be terminated (will still receive 80% funding for 18 months). A major evaluation is performed every fourth year but the funding is usually following a two plus two-year cycle. After two years, a checkup, small evaluation, or strategic consideration is done which may influence funding. However, the budget plan may follow another timeline if there are reasons for that. An agreement will be written with all facilities and their host departments and criteria for steering and deliveries by the facilities will be included.

   Decision:
   The board decides to approve the model for the SciLifeLab facility life cycle according to appendix 1.

6. **Preliminary budget**

   Olli Kallioniemi presented a preliminary budget for the new facilities and platforms. The basic principle is to base funding allocations to the facilities on the results from the evaluations, as well as on strategic considerations. A proposal for funding allocation will be presented to the board in November 2016. The principles for distribution of costs for management and operational support were discussed..

7. **User fees**

   Olli Kallioniemi presented the work to enable facilities to use user fees as a way to achieve a stable long-term funding for the facility. All facilities will be asked to present a model of user fees that is suitable for them. The legal aspects of user fees are under investigation by the management of SciLifeLab.

8. **Scientific resources**

   Olli Kallioniemi initiated a discussion about if SciLifeLab should support funding of scientific resources in order to facilitate data retrieval or scientific development for a broader (global) community. This could be of strategic importance or for marketing reasons.

   Decision:
   The board discussed the concept and definition of scientific resources and suggested that case examples should be brought to the board for discussion. Decisions would be taken on a case by case basis.

9. **Rules of procedure ("Arbetsordning")**

   Lena Welsh initiated a discussion about the preliminary document Rules of procedure that was presented to the board. It describes the suggested new organization of the leadership of SciLifeLab in detail. The board commented

on a few paragraphs and asked Olli Kallioniemi to update the document and present it to the vice Chancellors of KTH, KI, SU and UU. The document can be provided to the legal teams of each host University for comments.

10. Leadership for administration and support

Fredrik Sterky and Eva Molin left the room after an initial introduction of the subject. Lena Welsh presented a new model for leadership of the management and operational support (MOS) organization. It involves personnel mainly at KTH and UU and the suggested organization aims to bring the integration between the two nodes further. Two new positions are created, head of operations (verksamhetschef) and vice head of operations (vice verksamhetschef). The details of the positions will be finalized in the Rules of procedure.

Decision:
The board decides to approve the new model with the two new positions as head of operations and vice head of operations and asks Olli Kallioniemi to finalize practical issues in contact with KTH and UU in order to create the positions.

Decision:
The board decides to appoint Fredrik Sterky as head of operations and Eva Molin as vice head of operations, both on an interim basis until the final appointments have been made. The division of responsibilities between the two needs to be discussed.

11. Recruitment of co-Director

Olli Kallioniemi presented the plans for recruitment of a co-Director since present appointment ends on June 30, 2017, and the description of the position.

Decision:
The board decides to approve the process of starting the recruitment of the co-Director with a mandate according to appendix 2. The board and Uppsala University will collaborate in this recruitment, selection and appointment process.

12. Data office

Olli Kallioniemi presented the plans to start a "data office" for SciLifeLab, described in more detail in appendix 3.

Decision:
The board decides to appoint Johan Rung as head of SciLifeLabs data office and to ask him to initiate recruitment of personnel and do necessary investments. The final budget for 2017 will be decided in the November meeting and costs for 2016 will be covered by unused funding of the infrastructure grant 2016.

13. National projects

Olli Kallioniemi presented the status of the National projects for sequencing that are co-funded by SciLifeLab and KAW. Preliminary suggestions of two new calls were presented. The first one to be defined together with the platforms (NGI, NGD, NBIS, Data Office) to facilitate implementation of clinical genomics, the other one within biodiversity and similar as last call. The board was in favor of the idea and a complete proposal will be presented in an upcoming board meeting.

14. National fellows

Lena Welsh presented the status of the three positions as National Fellows that was initiated 2015. These are four-year appointments with a funding of three million kronor per year. The cost per year per person is split between the home university, KAW and SciLifeLab (1,5 MSEK, 0,5 MSEK, 1,0 MSEK, respectively). The KAW funding only cover the first round of position. The board will discuss at its next meeting if it is strategically motivated to continue the initiative according to the original decision.

15. Next meeting

The optional meeting planned in October 2016 will not take place. During 2017, meetings will be held in February, May, September and November. Proposed dates for the February meeting are the 7th or 8th. A questionnaire will be sent out to the board members regarding suitable dates for the meetings during 2017.

16. Other issues

No other issues.

Upcoming meetings:

November 15, 2016 at 10.00-15.00 in Stockholm (Gamma 6)
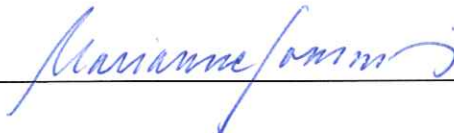February 8, 2017 at 10.00-15.00 in Stockholm (Alfa 5)

Fredrik Sterky, secretary_____

Minutes approved by:

Carl-Henrik Heldin_____

Marianne Sommarin_____

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Appendix 1: The life cycle of SciLifeLab facilities and the evaluation process

National facilities.
SciLifeLab national platforms and facilities should be evaluated with help of international expertise every 4th year. Based on the outcome of the evaluation, SciLifeLab national board decides funding for the next 2+2 years with the possibility to make changes after 2 years.

Candidate facilities.
New potential SciLifeLab facilities, "candidate facilities", are evaluated at the same time as the national facilities. SciLifeLab candidate facilities are nominated by Swedish universities and originate either from host university-supported pilot facilities or technology facilities also at other universities.

Pilot facilities.
Every 2-4 years, as initiated by the SciLifeLab board, the host universities may make a call for pilot facilities that are funded by the SFO-grants. Pilot facilities have the potential to become national facilities after evaluation and nomination by the Host University as a candidate facility.

Phasing out of facilities.
If decisions are taken on phasing out SciLifeLab funding to a national facility, individual agreements for funding over the next two years are made. As a general principle, funding is decreased to 80% the first fiscal year after the decision (compared to the previous funding year). In the second fiscal year, funding is decreased to 40% of that of the previous funding year.

Facility agreements.
Criteria for funding are defined in an agreement between SciLifeLab and the Host Department of the facility.

Below is illustrated the overall life cycle of SciLifeLab facilities.
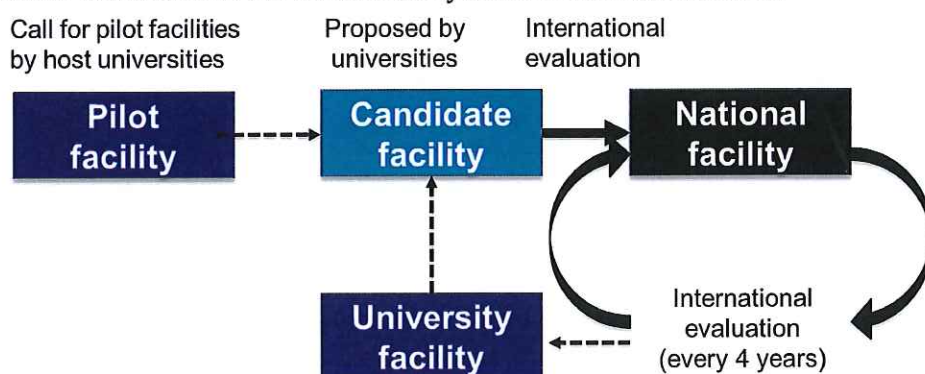
Suggested decision
The board decides to approve the suggested life cycle for national SciLifeLab facilities according to the suggestion, which will be placed in an appendix to the protocol.

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Appendix 2: Description of the co-Director position

Science for Life Laboratories, Co-Director tasks
Science for Life Laboratory (www.scilifelab.se) is a center with four host universities in Stockholm and Uppsala, Sweden: Stockholm University, Karolinska Institutet, KTH Royal Institute of Technology and Uppsala University. SciLifeLab is a national resource for large-scale life sciences with a focus on health and environment.
The center provides a multi-disciplinary research environment with strong technology platforms, where advanced techniques and analytical expertise enable both hypothesis-driven and large-scale research in molecular biosciences and translational research. The center has built nine national technology platforms including genomics, proteomics, bioinformatics and drug development. The platforms offer service and education for all Swedish researchers in the respective fields as well as for researchers within industry and health care.
SciLifeLab is now seeking a Co-Director who can facilitate continued scientific, technical and structural development of the center. The selected candidate must be highly motivated to help create a scientifically strong, interdisciplinary and national center. The candidate is expected to have extensive experience in both large-scale molecular biosciences as well as in hypothesis-driven research. Preferentially, the Co-Director should have experience in infrastructure organizations as well as leadership positions in the Swedish (or Scandinavian) academia. The Co-Director will work with the Director to promote and develop SciLifeLab´s infrastructure and research profile. An important task for the new Co-Director is establish SciLifeLab national infrastructure network that operates at multiple locations in the country and serves users from all universities.
The assignment as Co-Director of SciLifeLab is a six-year 50% appointment, which can be renewed. It can be combined with a professorship at one of the four host universities (dependent on the host university/node location for the SciLifeLab Director, as the Co-Director should be placed in the other node) for a 100% work effort. The appointment includes compensation in the form of salary compensation (arvode) as well as research support.

The Co-Director is expected to start at the latest July 1, 2017.

Description of the duties as Co-Director:
He/she shall:
- Work with the Director and with the SciLifeLab management group to handle issues regarding SciLifeLab national infrastructure and research.
- Take part in overseeing the execution of decisions by the SciLifeLab national board in particular those relating to facilities outside the Stockholm-Uppsala region.
- Together with the Director, lead the national administration of SciLifeLab..
- Serve as a coordinating and strategic planning contact between SciLifeLab and university representatives outside the Stockholm-Uppsala region,

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including the KAW-funded Molecular Medicine centers, the MAX IV infrastructure, the SNIC infrastructure and similar national programs.
- Take part in building national research communities and collaborations for the SciLifeLab.
- Become familiar with developments in life science research areas at the different Swedish national sites and emerging new infrastructures.
- Serve as a coordinating contact between SciLifeLab and VR for national infrastructure networks.

The Co-Director should have the following qualifications:
- Professor-level competence or similar research experience.
- Broad understanding and experience of multi-disciplinary large-scale research in molecular biosciences.
- Documented experience in leading international projects of interdisciplinary character in academia, industry or health-care.
- Documented leadership experience.
- An ability to, in a motivating and structured way, promote a good climate of cooperation within the center.
- Experience of international research with a focus on molecular biosciences.
- A genuine interest in creating an excellent Swedish research center with strong reliance with leading researchers as well as an easy access to the platform services for researchers all over Sweden.
- An interest to translate research results towards health care, industry and society at large.
- Excellent ability to communicate orally and in writing.

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Appendix 3: Suggested initiation of SciLifeLab data office

SciLifeLab Data Office

A new SciLifeLab support function, a Data Office, is proposed to facilitate the communication between SciLifeLab platforms, their users, and the research community. The purpose is to maximize the scientific impact of SciLifeLab generated data by providing services for coordination of data management, in particular storage, access control, sharing and archiving.

Motivation

An enormous and ever increasing amount of data is produced by the SciLifeLab service platforms every year, and delivered to projects originating in Sweden. Thanks to the capacity and quality of the experimental platforms, Swedish researchers are provided with scientific data that carry the potential of delivering results of the highest international standards. This is evidenced by the evaluations and reports detailing the platform output and the publications that result from the delivered services.

However, SciLifeLab platforms rarely coordinate their work from the aspect of the users. Services start with a request from a user, and end with the delivery of data. Each platform follows up on its work and performance with its users for its reporting, and focuses on the quality of its own services, but in general do not track how the data is being used beyond the collection of publications that acknowledge the support. Because of this, it is difficult to estimate the real scientific impact of data generated by SciLifeLab platforms.

We propose the establishment of a SciLifeLab Data Office to assist platforms, their users, and the research community with services concerning data management, publishing, sharing, archiving and re-using data. We propose to strive towards SciLifeLab data being managed by the FAIR principles (Findable, Accessible, Interoperable, Reusable) that are being guiding international efforts in life science data management.

In addition to the services to platforms and users, the Data Office can also be important for providing and collecting information used for evaluations and reporting to funders. Moreover, it can serve as a front end to the scientific data and studies generated with the help of the experimental platforms and increasing the visibility and impact of SciLifeLab itself.

Preliminary budget for 2017

Costs

Salaries, 3 FTE, incl. OH and LKP	2 800 000
Premises, office space for 3 FTE	180 000
Hardware, servers (depreciation costs)	40 000 x 3years
Software licenses	150 000
Travel, conferences	75 000
Other running costs	150 000
Total	**3 395 000**