SciLifeLab

The national board of Science for Life Laboratory

Minutes from board meeting no 30
2018-05-22 (Uppsala)

Present members: Carl-Henrik Heldin (chair), Karin Dahlman-Wright (KI), Fredrik Elinder (LiU), Sophia Hober (KTH), Anders Karlhede (SU), Margareta Olsson Birgersson (industry representative), Stellan Sandler (UU), Marianne Sommarin (UmU)
Absent members: Gunilla Westergren-Thorsson (LU).
Other participants: Olli Kallioniemi (Director), Siv Andersson (Co-Director), Annika Jenmalm Jensen (Infrastructure Director), Fredrik Sterky (secretary), Anna Höglund Rehn (administrative coordinator)

Appendix:
A. List of approved funding for expensive instruments
B. List of approved Research Community Programs (RCPs)
C. Strategy, principles and processes for allocation of space at Campus Solna
D. Description of the nomination and mandate of the DDD steering group

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1. **Meeting formalities**
   Carl-Henrik Heldin opened the meeting.

   Decisions:
   - The SciLifeLab board approved the minutes from meetings no 28 and 29.
   - The SciLifeLab board appointed Karin Dahlman Wright to approve 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 (MG) and operations office (OO).

3. *Compensation to SDs*
   Fredrik Sterky informed the board about the renewal of the decision on compensation to the Scientific Directors (SDs). The board can only decide on the part that is covered by national funding but all SDs had support also from SFO-funding for 2017.

   Decision:
   - The SciLifeLab board decided that the yearly compensation from national funding for Scientific Directors will be 300 kSEK per year (transferred monthly to the respective department) starting 2018 and continuing as long as the positions are active or a new decision is taken. The amount will be reviewed every year as part of the annual budget process.

1

SciLifeLab

4. **Infrastructure Instrument call**

Annika Jenmalm Jensen presented the outcome from the call where infrastructure facilities could apply for funding for expensive instruments.

Decisions:

- The SciLifeLab board decided to offer funding for expensive instruments according to the table presented in Appendix A. The funding is conditional and will take effect if the facilities can guarantee to cover the remaining costs by other funds from the respective host department, user fees or other sources and assuming that procurement can be done during 2018-2019. The SciLifeLab part of the funding will be made as an annual contribution towards the depreciation payments over five years after the completed purchase.

- The SciLifeLab board also awarded 9 MSEK to contribute for depreciation costs support for the procurement of three Novaseq sequencing systems for the SciLifeLab Genomics facilities. This support is given for the years 2018 and 2019 and is awarded under the condition that the facilities will present proof of procurement of three systems and a financial plan to cover the remaining depreciation payments. The funding will be taken from the surplus from earlier years and be transferred as a one-time payment in equal shares to the three departments that will purchase the instruments.

5. **Co-funding of an upgrade of the Cryo-EM facility**

Olli Kallioniemi presented the funding obtained from KAW for the purchase of a second cryo-EM instrument and an upgrade of the present instrument. The initiative is co-funded by SU, and including the KAW grant the total funding will be about 80 MSEK. To be able to install the instrument, there will be costs for moving, rebuilding and adaptations of the premises at the SciLifeLab Campus Solna site. The SciLifeLab management suggests a support of up to 5 MSEK of national funding for this purpose.

Decision:

- The SciLifeLab board approved up to 5 MSEK towards the installation costs of a new cryo-EM instrument as part of the national SciLifeLab Cryo-EM facility. The funding can be used for moving costs for the NMR instrument and for rebuilding costs to make the space compatible as a site of the new Cryo-EM instruments.

6. **Research community programs (RCPs)**

Olli Kallioniemi presented the results from the first call for RCPs. The applications have been evaluated by the host universities, individuals from the International Advisory Board (IAB) and the SciLifeLab management. In total 34 applications were received and the suggestion is to fund seven programs in this round.

The board discussed a plan for the future development of the program. It

is an important principle to co-fund the initiative with both national funding as well as SFO-funding (from host universities). The RCPs will be very important for national and international profiling of SciLifeLab and the Board underlined the positive effects reached by this joint responsibility with the host universities where also non-host universities can take part. One out of seven approved RCPs will be led by a PI from a non-host university.

The Board also emphasized that coming calls should include more detailed description of how the funding will create added value. The board also noted the uneven gender balance and recommended the nomination of co-directors for each RCP. It is also recommended to launch the present RCP programs with a joint kickoff meeting.

Decision:
- *The SciLifeLab board decided to fund seven RCPs according to appendix B.*

7. **Science and SciLifeLab Prize**
Siv Anderson presented the status of the agreement with AAAS and Science magazine regarding the *Science and SciLifeLab Prize for Young Scientists*. At present, SciLifeLab is negotiating with the AAAS/Science about a renewed Memorandum of Understanding (MoU). In the near future, there will also be a discussion with KAW about the future funding for the program. Siv presented the economy for the program and preliminary costs covered by national funding. The final budget will be decided in the fall of 2018. The Board underlined the importance and benefits that come with this program and expressed full support for the fruitful collaboration with AAAS/Science and KAW.

Decision:
- *The SciLifeLab board decided to give the Director the mandate to finalize the MoU with Science and to negotiate with KAW regarding the next donation letter. The board approved the general principles of funding and the MoU content. The board will take a separate decision each year about the funding, next time in the fall of 2018 for the 2019 prize.*

8. **Localization principles Campus Solna**
Fredrik Sterky presented a document describing a suggested strategy and process for prioritization of space allocations within the premises at Campus Solna (Alfa and Gamma buildings). According to the steering documents, these principles need to be approved by the SciLifeLab Board to take effect, then the Campus Solna Committee will take decisions according to these principles.

Decision:
- *The SciLifeLab board approved the strategy and principles according to appendix C.*

9. **Principles for DDD steering group**

Annika Jenmalm Jensen presented the Drug Discovery and Development Platform (DDD) which has a different overall mission compared to the rest of the SciLifeLab infrastructure. DDD has a platform-centric management and operates in a different manner due to its size and the specific mandate from the government. For example, DDD has an appointed steering group that decides on various operational aspects of DDD. The SciLifeLab national board has not formally defined the mandate of the DDD steering group. Hence, the SciLifeLab management has, together with DDD representatives, developed a document that describes the mandate for the steering group.

Decision:
- The SciLifeLab board agreed on the process for nominating members of the DDD steering group and their overall mandate as described in appendix D.

10. **Process to prepare for the DDD legal responsibility**

Annika Jenmalm Jensen described that each DDD facility is hosted and integrated with departments at one of the DDD host universities (Uppsala university, Karolinska Institutet, Lund university, Stockholm university and KTH). The facilities are therefore part of the department and must follow relevant rules of procedure, delegation of authority and guidance of its host university and department. Several aspects of DDD operations are suffering from the fact that DDD as a whole (all facilities included) has no ability to act as a signing party.

Initial discussions are ongoing in a working group to investigate possibilities to form an agreement between the DDD host universities enabling DDD to act as contractual entrance point and a signing party. The ambition is to have an agreement for a virtual office at Uppsala University for the SciLifeLab DDD that is signed by involved universities in 2018.

Decision:
- The SciLifeLab board delegated to the DDD management and Uppsala University to draft an agreement together with involved parties. The aim should be to have a draft agreement available to the SciLifeLab Board at the next board meeting in October.

11. **SciLifeLab Fellows program**

Siv Andersson described the discussions between the Scientific and Integration Directors of the four host universities to agree on a common model on how the SciLifeLab fellows program is run, for example recruitment and employment conditions. It is important to clearly describe the concept of the program and yet allow each university to apply their procedures for employments and career development.

Siv presented a document, which has already been discussed and

approved by all host universities as well as the SciLifeLab management.

Decision:
- The SciLifeLab board endorsed the content of the document and the work towards harmonization of the SciLifeLab Fellows' conditions.

12. **IAB response document**
Olli Kallioniemi informed the board about an upcoming visit by IAB in March 11-13, 2019, and the preparation of documents. Three white papers are planned to be developed for the SciLifeLab board review based on the previous IAB comments, for research integrity (infrastructure focus), for industrial collaboration and for clinical collaboration.

Decision:
- The SciLifeLab board endorsed the plans for the preparation of the white papers.

13. **Update on NGI leadership**
Siv Andersson informed the board about the call for expression of interest for the leadership positions for NGI (National Genomics Infrastructure) and the plans to proceed with interviews and formal employment processes.

14. **Strategy discussions**
Olli Kallioniemi led the afternoon discussions about future strategies for SciLifeLab. The discussions were open and only two decisions were made.

Decisions:
- The SciLifeLab board asked Olli Kallioniemi to, with help of Operations office, officially investigate improved legal representation of SciLifeLab together with other stakeholders (e.g. VR and Vinnova), analyze advantages and disadvantages with alternative models with a focus on being of mutual benefit to host universities and SciLifeLab, and present the best options to the board and rectors in Q1 2019.

- The SciLifeLab board endorsed that Data Centre represents SciLifeLab in official meetings about national level issues related to data, IT services and IT infrastructure, and asked Olli Kallioniemi to organize a continuous reporting of the outcome of such discussions.

15. **Other issues**
The first meeting of 2019 will be held in February (see below). Fredrik Sterky will send out a questionnaire for the other three dates in 2019.
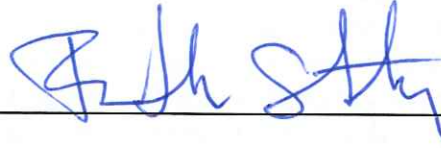
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Upcoming meetings:

October 2, 2018 at 10.00-15.00 in Stockholm (Earth, Gamma 2)
November 15, 2018 at 10.00-15.00 in Stockholm (Earth, Gamma 2)
February 8, 2019 at 10.00-15.00 in Stockholm (Earth, Gamma 2)

Fredrik Sterky, secretary _____

Minutes approved by:

Carl-Henrik Heldin _____

Karin Dahlman Wright _____

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Appendix A. List of approved funding for expensive instruments

The board decided to approve funding for expensive instruments according to the list below. The decision is conditional and statements from the facilities about secured other funding is necessary.

Facility (facility node)	Platform	Instrument	Approved funding (kSEK):
Cryo-EM (Stockholm)	Cellular and Molecular Imaging	Spotiton for sample vitrification	2 100
Chemical Biology Consortium Sweden (Stockholm)	Chemical Biology and Genome Engineering	Acoustic liquid transfer instruments and automation	3 700
Genome Engineering Zebrafish	Chemical Biology and Genome Engineering	VAST BioImagerTM Platform	2 800
Compound Center	Drug Discovery and Development	STT 3K0 DF Tube store	1 200
Autoimmunity Profiling	Proteomics and Metabolomics	ArrayJet protein array printer (SUPER MARATHON - JETSPYDER 32)	2 600
Chemical Proteomics and Proteogenomics (KI, OnkPat)	Proteomics and Metabolomics	Orbitrap MS instrument LC-MS-HF-X, second generation, release June 2018	4 500
Swedish Metabolomics Centre	Proteomics and Metabolomics	High-throughput instrument for large-scale metabolomics: Bravo-RapidFire instrument.	2 500
Eukaryotic Single Cell Genomics	Single Cell Biology	Takara/Clontech SMARTer ICELL8 Single-Cell System	2 500

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Appendix B. List of approved Research Community Programs (RCPs)

The board approved the RCPs as stated in the list below. Programs 1, 2, 9, 11, 12 and 13 were awarded 300 kSEK in funding from the national grant and program 33 was awarded 800 kSEK of national funding. Additional funding will be added from the universities of the coordination PIs according to a separate agreement. The names of the RCPs will be discussed with the main applicants

RCP proposals selected for funding by the SciLifeLab Management Group		
Name of RCP	**Coordinating PI**	**Affiliation of coordinating PI**
1. Biology of Molecular Interactions	Alexey Amunts	SU
2. The Human Protein Atlas	Mathias Uhlén	KTH
9. Genomic Medicine Sweden	Richard Rosenquist Brandell	KI
11. The Human Developmental Cell Atlas	Joakim Lundeberg	KTH
12. Aquatic Microbiome Research Initiative (AMRI)	Stefan Bertilsson	UU
13. Development of Disease-relevant Models for Phenotypic drug discovery-DisMoPhen	Oscar Fernández-Capetillo	KI
33. Swedish Tumor Microenvironment (STorM) Program	Kristian Pietras	LU

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Appendix C. Strategy, principles and processes for allocation of space at Campus Solna

Overall Strategy for the SciLifeLab Campus Solna

Science for Life Laboratory (SciLifeLab)
KI, KTH, and SU have agreed to establish a joint laboratory placed in the Alfa and Gamma buildings in Solna, referred to as SciLifeLab Campus Solna. SciLifeLab Campus Solna comprises a large and important part of SciLifeLabs overall operations.

The purpose of the joint SciLifeLab Campus Solna
The purpose of the joint laboratory is to be the primary location for SciLifeLab infrastructure and SciLifeLab Fellows from the host universities in Stockholm. SciLifeLab Campus Solna is the primary and most visible part of the entire SciLifeLab community, and currently hosts about 60% of the national SciLifeLab infrastructures. The host universities are also locating other research groups to the SciLifeLab Campus Solna providing synergistic and multidisciplinary opportunities for research initiatives or programs. The research groups may be involved in the development of laboratory or computational methods as well as in using and developing the infrastructure in order to create new research initiatives / programs. Research at the SciLifeLab Campus Solna should be oriented towards large-scale and/or technically challenging biological studies that typically are using or developing SciLifeLab facilities. The research environment should produce new scientific, technical and other capabilities that can benefit the academic community, industry and health care as well as the society at large.

Factors for success
Hosting all SciLifeLab fellows, a big part of the national infrastructure as well as many research groups and collaborations, SciLifeLab Campus Solna is an important part of the identity and brand SciLifeLab as a whole.

Developing SciLifeLab Campus Solna is done through continuous external and international evaluations. Being hosted by SciLifeLab Campus Solna thus means that taking part in such evaluations is mandatory. Successful groups will collaborate within SciLifeLab as well as with external partners, and they will contribute to the SciLifeLab community.

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Principles and processes for allocation of space at SciLifeLab at Campus Solna

General basics of the principles

SciLifeLab at Campus Solna comprise a large and important part of SciLifeLabs overall operations. Organization and localization issues are central for the ability to meet SciLifeLabs general strategic objectives as well as the goals and profiles of the host universities in Stockholm (KI, KTH and SU).

A dynamic space allocation process is necessary taking into consideration factors such as current and future research profiles, synergies between research groups and national infrastructures, new initiatives, new recruitments and research careers, funding decisions etc. These factors are also considered when deciding on groups that will rotate out from SciLifeLab Campus Solna to their host departments/universities.

The space allocation is normally linked to the definition of a group leader (i.e. Principle Investigator, PI). Thus, all PI:s (including SciLifeLab Fellows and Facility Directors) should have their own rental agreement. No sub-letting of space is allowed unless approved by the Campus Solna Committee (CSC).

The following space allocation guidelines and decisions are based upon the operational principles of SciLifeLab as a multi-university collaboration.

Principles for space allocations for the national SciLifeLab infrastructure

National Infrastructures are evaluated in a 4-year cycle with extensive international review every 4 years, and a light midterm checkup in between. The evaluation process, content and budget for the national infrastructures are decided by the Board. The need for space at the SciLifeLab Campus Solna will increase and decrease as a consequence of the decisions made. New facilities may enter and old ones may rotate out, merge or cease operations. Space allocations and localization priorities of infrastructure must mirror the current setup of infrastructure configuration as decided by the board. Unless approved by CSC, infrastructure units from KTH, KI and SU should be placed in the Alfa and Gamma buildings.

Principles for space allocations for SciLifeLab Fellows

Detailed guidelines for SciLifeLab Fellows appointments are described elsewhere. As a general principle, all new SciLifeLab Fellows in Stockholm should be offered space at Campus Solna. Typically, SciLifeLab Fellows are expected to relocate from SciLifeLab Campus Solna to the host department during the last year of their Fellowship. The Fellows may relocate earlier, after discussions with the fellow and the Head of Department. If the host department would like the Fellow to remain located at SciLifeLab Campus Solna, then this will be considered as a location of a new "other" group.

Principles for space allocations for other research groups

10

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The decisions on localization of research groups at Campus Solna are made case-by-case.

Criteria supporting the continued localization of a group include:
- overall scientific production
- relevance for the SciLifeLab infrastructure and research programs
- synergies, collaborations and practical contributions to the SciLifeLab community
- the host universities' (Heads of Depts.) motivation why they should remain or move
- strategic future plans for the group/facilities/SciLifeLab community

The research groups should be continuously monitored and will take part in the international evaluations and advisory board meetings of SciLifeLab. The ambition is to allow the chosen research groups to stay at least 6 years at a time at SciLifeLab Campus Solna. The preference is to host the whole or main part of the research group at SciLifeLab Campus Solna, but partial presence can in some cases be justified.

Principles for space allocations for other groups including industry, health care and other external partners
These agreements are made case-by-case and with specific agreements for termination.

Decision making for space allocations
All decisions about changes to the lease contracts at SciLifeLab Campus Solna are taken by CSC.

The host universities are responsible for keeping an inventory of the groups located at SciLifeLab Campus Solna, and for carrying their own reviews of their groups according to the principles in this document as well as participating in SciLifeLab-wide external reviews.

Campus Solna Manager
The Campus Solna Manager prepares suggested localizations with input from CSC and the SciLifeLab committees of the host universities and investigates needs and estimated costs for reconstruction. The Campus Solna Manager monitors the current use of space and existing groups and facilities "in real time". If inefficient use is found, the PI of the group or facility will be contacted and asked for the plans for the space. The ambition is to have approximately 4% space vacant at SciLifeLab Campus Solna at any time to be able to rapidly respond to sudden needs of space, although this may not always be possible. The cost for this vacant space will be shared equally by the three universities as described in the steering document. Minor rearrangements can be decided by Campus Solna Manager if all involved parties agree.

Processes for space allocations

SciLifeLab

The process of initiation of localizations should follow the directives stated below.

<u>For national infrastructure:</u>
The launch of a new national infrastructure unit or its phase-down is decided by the board and the Infrastructure Director is responsible for contacting the host department to initiate a planning process.

In the case of increased/decreased space for an existing infrastructure, the respective SciLifeLab committee for each university is responsible for a formal request to CSC and the Campus Solna manager.

<u>For SciLifeLab fellows, research groups and others:</u>
The ID of the respective host university is responsible for a formal request to CSC and the Campus Solna manager. This includes:

- A new SciLifeLab fellow
- A new research group

The SD of the respective host university is responsible for a formal request to CSC and the Campus Solna manager. This includes:

- Expansion of a research group

The Head of operations is responsible for a formal request to CSC and the Campus Solna manager. This includes:

- New industry groups or short-term contracts

<u>Upon decision on termination of a contract for space or localization, the following notice policies apply:</u>

- Infrastructures: 18 months after decision of phase out
- SciLifeLab fellows and research groups: 12 months
- Temporary contracts: according to the contract terms
- Exceptions are always possible upon mutual agreement.

12

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Appendix D. Description of the nomination and mandate of the DDD steering group

The DDD Platform Steering group should consist of seven members. Four members should represent Swedish academic research and three members should represent Swedish pharmaceutical industry, innovation organisations or funding agencies. The members should have a national distribution and an even gender balance. The steering group should be competent for steering of a national research infrastructure in accordance with the SciLifeLab strategic objectives and vision. One member of the SciLifeLab MG should be adjunct to the steering group meetings. The DDD platform management is responsible for nominating members to the steering board for a Decision by the SciLifeLab National Board.
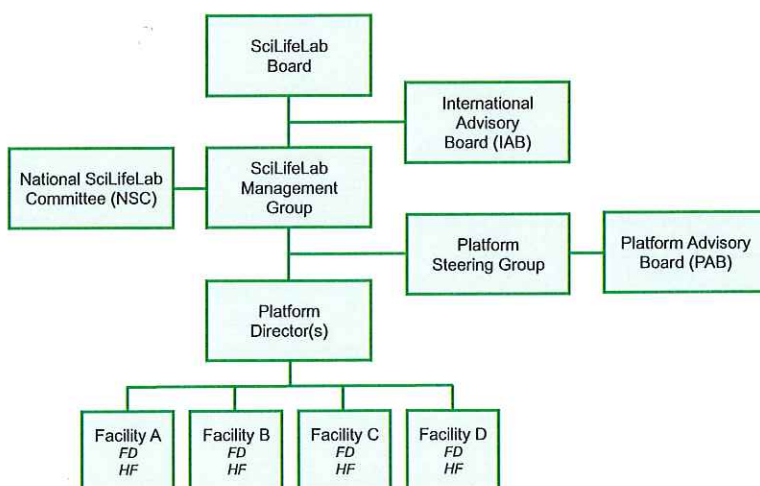
The suggested mandate of the DDD steering group must follow the conditions from the SciLifeLab national board and includes to:

- Give advice to the SciLifeLab MG in matters related to drug discovery and development to develop strategic objectives in line with SciLifeLabs vision and mission
- Decide upon strategic decisions for implementation and organisation of operations suggested by the PD.
- Approve the distribution of funding suggested by the PD and bring to the national SciLifeLab Board for final decision.
- Approve the DDD rules of procedure suggested by the PD.
- Approve the operational plan and reports of the DDD platform operations.
- Decide upon policies for the platform concerning prioritisation as well as publishing of research data and software.
- Project prioritization

13