SciLifeLab

Den nationella styrelsen för Science for Life Laboratory

Protokoll från styrelsemöte nr 11
2014-12-17
Per Capsulam

Deltagande ledamöter: Göran Sandberg (ordförande), Hans Adolfsson (SU), Margareta Olsson Birgersson (näringslivsrepresentant), Sophia Hober (KTH), Hans-Gustaf Ljunggren (KI), Karl-Eric Magnusson (LiU), Stellan Sandler (UU), Gunilla Westergren-Thorsson (LU), Maria Anvret (GU)
Protokollförare: Fredrik Sterky

Bilagor:
Verksamhetsplan 2015.

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1. **Formalia**
   Ordförande Göran Sandberg har kallat till extra styrelsemöte *per capsulam.*

2. **Verksamhetsplan 2015**
   Mathias Uhlén och Kerstin Lindblad-Toh har tagit fram ett förslag på verksamhetsplan för SciLifeLab under 2015. Verksamhetsplanen har skickats ut till styrelsen för godkännande. Samtliga styrelseledamöter har svarat.

   Styrelsen beslutar att godkänna verksamhetsplanen för 2015 (bilaga).

Kommande möten:

- Onsdag 18/3, kl 10.00-15.00 (Stockholm, Alfa 6)
- Tisdag 12/5, kl 10.00-15.00 (Uppsala)

Fredrik Sterky, protokollförare

Protokoll justerat av:

Göran Sandberg

Science for Life Laboratory (SciLifeLab)

Operational plan 2015

SciLifeLab

Stockholm and Uppsala, December 10, 2014

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Content

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Part 1. Introduction to SciLifeLab

1-1. Background

Science for Life Laboratory (SciLifeLab) is a national center for molecular biosciences with focus on health and environmental research. The center combines frontline technical expertise with advanced knowledge of translational medicine and molecular bioscience. SciLifeLab, with two nodes, in Uppsala and Stockholm, is a national resource and a collaboration between four universities: Karolinska Institutet, KTH Royal Institute of Technology, Stockholm University and Uppsala University.

Researchers from all of Sweden can use both the technology and the know-how that is available at SciLifeLab. SciLifeLab aims to build a strong research community around SciLifeLab through education and collaborative exchange. Users of technologies and expertise provided by SciLifeLab are found within academia, industry, authorities and healthcare. SciLifeLab also encourages partnerships and mediates collaborations between players in the life science sector

1-2. Vision

To be an internationally leading center that develops, uses and provides access to advanced technologies for molecular biosciences with focus on health and environment.

Motto:
Advancing Life Sciences

Core values:

- Collaboration
- Innovation
- Relevance

1-3. Long-term, strategic goals

1. SciLifeLab aims to be an attractive and leading research environment where groundbreaking research of high societal relevance is conducted. SciLifeLab provides an internationally competitive environment for cutting edge research in the field of life science. This is partially achieved by recruitment of young research leaders (SciLifeLab Fellows) but also by interactions with the best scientists throughout Sweden and at the global level.

2. The SciLifeLab research infrastructure aims to be internationally recognized and known by all Swedish life science researchers and to be a valuable resource for research projects of high impact. These platforms should be available for all scientists in the field of molecular biosciences, and according to transparent criteria that secures focus on projects of high scientific and strategic merit.

3. SciLifeLab shall maintain a high level of engagement, visibility and support in education from university to schools in order to stimulate interest in Life Sciences and promote further learning in this field.

4. SciLifeLab aims to ensure that health care providers, public agencies and industry in Sweden are aware of resources and competence within SciLifeLab and that they consider SciLifeLab to be the obvious partner for collaborations.

1-4. Organization

The SciLifeLab organization is described in the document "Arbetsordning SciLifeLab". SciLifeLab is headed by a Director, a Co-Director, nine Scientific Directors, two Site Directors (Uppsala and Stockholm respectively) and two Site Managers (Uppsala and Stockholm respectively). The Director, Co-Director and Scientific Directors, representing all four universities, form an operational management group and a strategic management group. To manage the continuous work within the three areas, three working groups consisting of Scientific Directors have been appointed for: Technical Platforms, Research, Outreach, and Drug Discovery and Development respectively. The management reports to a National Board, which takes advice from a National Reference Committee and a Scientific Advisory Board. Each node is also governed by a steering committee consisting of representatives from each university.

1-5. National platforms

SciLifeLab offers advanced technologies, know-how and support to researchers in Sweden. The technologies and services are provided by facilities, which each represent a certain area of expertise. The facilities are grouped into platforms that represent similar areas of methodology. Each platform has a national steering board responsible for the service offering, strategic decisions and priority management. Integration of platforms into European infrastructure efforts is part of the strategy.

National platforms and facilities

SciLifeLab has nine national platforms including a platform for drug discovery and development, a specific initiative from the government, each offering technologies and services through one to eight facilities each. Each facility has been approved by the SciLifeLab National Board based on an evaluation process carried out by the National Reference Committee. Researchers from all over Sweden can use the services offered by the national platforms.

Satellite facilities
A satellite facility is a national facility at another university than the host university, which has funding from SciLifeLab's national funds.

Regional facilities of national interest
The regional facilities are funded from other sources than the national infrastructure grant. However, these facilities offer service and technology also for researchers outside the Stockholm/Uppsala region.

1-6. Research

The research at SciLifeLab is performed within two main focus areas: health and environmental research. SciLifeLab gather scientists in a broad range of molecular bioscience research to facilitate networking and multidisciplinary studies. The center has a strong focus on genomics, comparative genetics, proteomics, functional biology and bioimaging. One important aim of the research at SciLifeLab is to understand, diagnose and treat diseases like cancer, cardiovascular diseases, Alzheimer's disease and infectious diseases. Identification of genetic risk factors, biomarkers, and molecular mechanisms behind these diseases will give opportunities for early diagnosis, personalized therapy, and identification of novel drug targets. Another focus is an increased molecular/mechanistic understanding of microbes that can lead to new bioenergy production and new tools to monitor the Baltic Sea.

SciLifeLab community - Faculty and associated members
SciLifeLab strives to build a national community within the life sciences. By conducting various types of network activities, interaction for future and enhanced cooperation is enabled.

- Faculty member - is the leader of a research team (ie, professor, lecturer, assistant professor) at one of the host universities that have a strong connection to SciLifeLab. A strong connection can be exemplified by participation in the research at SciLifeLab and activities related to SciLifeLab.
- Associated member - is a research leader at a Swedish University, who by order of the Strategic Management Group has acquired the status of associate member. Associate members commit to participate in and contribute to SciLifeLab community and otherwise show interest and ability to develop SciLifeLab.

SciLifeLab Fellows
To further strengthen the scientific community, SciLifeLab has started a recruitment program at the four universities, to recruit young talented research leaders. To strengthen and enable enhanced collaboration between SciLifeLab and other Swedish universities a similar recruitment program will be funded within the national budget together with the host university. These National Fellows are expected to conduct research both at SciLifeLab and at the host university.

SciLifeLab national projects
To strengthen research at SciLifeLab, a program of National Projects has been launched, which currently focuses on Genomics. This program provides a possibility to perform large-scale projects in the area of human genome sequencing and biodiversity. The project is open to all Swedish scientists.

1-7. Outreach

Building scientific community: Within the framework of the Swedish research community, considerable effort is ongoing to establish knowledge of SciLifeLab technologies and competencies. Training courses are offered and workshops are organized to realize the full potential of the technologies provided.

Health care and public stakeholders: The assignment as a national resource means actively working with current and future challenges facing society. This involves working closely with hospitals and other health care providers to identify research and development that may be beneficial to patients. It also involves working closely with authorities and other public actors to focus on environmental challenges.

Interaction with industry: SciLifeLab conducts and participates in several activities promoting collaboration between academia and industry. These collaborations will increase the impact of life science performed in association with SciLifeLab and also create fertile soil for the growing Swedish life science research community.

Inspire and reward young talent: SciLifeLab aims to encourage talented young researchers at the beginning of their careers, for example through the *Science and SciLifeLab Prize for young Scientists*. SciLifeLab also performs multiple types of educational outreach activities to inspire school children to pursue careers in the life sciences.

1-8. Management and support functions

The structure of the national SciLifeLab organization and its research infrastructures involves many parties (host universities, other universities, collaborating partners).

National administration
For the national organization to function as efficiently as possible, continuous development of the structure and communication is required. For each new effort made, structural and administrative routines should be established. To ensure functionality and efficacy of the efforts made, functional follow up/monitoring should be performed. Handling all aspects of administration for the national efforts (within technical platforms, research and outreach) should be made in accordance with the university regulations and using (if applicable)

systems of the host universities. In absence of systems and structures, efficient tools should be developed.

Two nodes – National meeting places

The two nodes, in Uppsala and Stockholm, offer opportunities as national meeting places for the SciLifeLab community. The nodes are also the environments of the technologies that SciLifeLab offers and develops enabling strong, attractive research environments. The development of the strong research environments at the two nodes should be seen as a mission and a possibility that must be handled primarily by the involved universities. However, the importance of this happening in close collaboration between the leadership of the National SciLifeLab and the University leaderships is obvious.

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Part 2. Goals and activities 2015

2-1. National platforms

Goals are generally described for all platforms together. However, based on DDD as a specific governmental initiative and its specific focus on progressing a limited number of cross-functional projects through the DDD facilities, this operational plan includes three specific goals and activities for this platform (goals 6-8 below).

Goal 1: Ensure broad access to molecular technologies at and beyond the state of the art to the Swedish Life Science community.

Action:	Define and collect key indicators. Working group assigned.
Measures:	Number of samples, projects, users, university, publications, IPR, software.
Responsible:	Define key indicators: Director and Co-Director. Collect key indicators: Platform Directors for their facilities. Director and Co-Director responsible for the whole center.

Goal 2: Ensure SciLifeLab's role as a national center – prioritization and turnaround

Action:	Develop strategies for prioritization and implements these. Develop real-time presentation of activities at facilities.
Measure:	Follow-up project applications versus execution. Turn-around time for projects and status of queue.
Responsible:	Develop strategies for prioritization: Steering groups. Implement strategies: Platform Directors. Real-time presentations: Web responsible.

Goal 3: Get new facilities up and running and integrated into the existing structure.

Action:	Survey needs and opportunities for new facilities. Prepare information material and up-to-date steering boards as required.
Measure:	Facilities deliver service.
Responsible:	Head of the platform group.

Goal 4: Increase the number of projects exploring multiple platforms.

Action:	Determine when and how projects should be encouraged to explore different platforms.
Measure:	Number of cross-platforms projects.
Responsible:	Responsible for platform group together with responsible for research group.

Goal 5: Evaluate the strategic and scientific value of each facility to review the relative priority of each platform for the next phase of the center (starting in 2016).

Action: Initiate structured evaluation process and review by international panel(s)
Measure: Decision on platform priority approved by the National Board by Q3 2015
Responsible: Director and Co-Director (New Leadership)

Goal 6: Establish DDD as the "portal" of first choice for all Swedish academic DDD projects

Action: Increase outreach activities, organize teaching and workshop events. Publish overview papers.
Measures: Number of projects / first interaction meetings distribution across Swedish universities.
Responsible: Platform Directors.

Goal 7: Establish DDD best practice on internal ways-of-working

Action: Implement IT solution, optimize the project review process, and optimize use of internal resources.
Measures: Increased throughput of project reviews and activities in project work.
Responsible: Executive Platform Director.

Goal 8. Initiate and support DDD translational activities, in collaboration with health providers, life science authorities and with industry//International collaborations and use of the national resource

Action: Establish and implement a strategy for interaction with national and international organizations and companies.
Measures: Strategy agreed by steering board and SciLifeLab Board.
Responsible: Platform Directors

2-2. Research

Goal 1. An attractive and leading research environment

Action A: Organize the third round of the SciLifeLab Fellows announcement in spring/summer 2015.
Measure: Recruitments ongoing in Dec 2015.
Responsible: Head of Research group.

Action B: Organize the new SciLifeLab workshops program.
Measure: At least six workshops within specific topics.

Responsible: Head of Research group.

Action C: Organize high profile seminar series (SciLifeLab The Svedberg and What is Life?).
Measure: Ongoing seminar series.
Responsible: Local organizing committee.

Action D: Retreat for SciLifeLab Fellows to inform about the SciLifeLab mission and strategy and foster collaboration and interactions
Measure: Completed.
Responsible: Head of Research Group.

Goal 2. Strengthening the national SciLifeLab research community

Action A: Implement the new National SciLifeLab Fellows program that is planned to start in 2016.
Measures: Agreements with involved universities.
Responsible: Operational Management group.

Action B: Invite life science researcher from all universities in Sweden to be part of community and activities.
Measures: a) Associated members from all of Sweden.
b) Participants from all of Sweden in activities organized.
Responsible: Operational Management group.

Action C: Develop a strategy for establishing a national SciLifeLab Research School.
Measures: Strategy.
Responsible: Operational Management group.

Goal 3. Build strategic international alliances and collaborations

Action A: Develop plan and select a few international centers as collaborative partners.
Measures: Selected collaborative institutions.
Responsible: Operational Management group.

Action B: Develop plan for mini-sabbaticals to these institutions.
Measures: Number and diversity of sabbaticals undertaken.
Responsible: Operational Management group.

Goal 4. Support National projects of high relevance

Action A: Support national projects (first and second round): data generation and administrative support.
Measures: Project, completed.
Responsible: Operational Management group; Sequencing and

2-3 Outreach

Goal 1. Support educational programs within Life Science

Action A: Organize and contribute to graduate-level courses and research schools within the scope of the SciLifeLab mission with special focus on bioinformatics
Measures: (> 10 courses during 2015)
Responsible: Head of Outreach group

Action B: Engagement in specific Masters programs within the scope of the SciLifeLab mission.
Measures: Diversity and number of lectures, site visits and support
Responsible: Platform Directors

Action C: Continue exhibitions at Biotopia, Tom Tits and search other outreach events targeting children and their parents.
Measures: Exhibitions and activities with SciLifeLab participation
Responsible: Head of Outreach group

Action D: Contribute to teacher training in molecular biosciences
Measures: Contributions to KVAs 'TeacherDays', 'BioResourceDays'.
Responsible: Head of Outreach group

Goal 2. Initiate and support translational activities, in collaboration with health providers, life science authorities and with industry

Action A: Organize clinical outreach
Measures: Increased interest and insight in SciLifeLab and its resources within health care providers
Responsible: Relevant Platform Directors

Action B: Participation in relevant national conferences as exhibitors
Measures: Increased interest and insight in SciLifeLab and its resources within health care providers, professional organizations and life science industry
Responsible: Head of Outreach group

Action C: Organize and participate in AIMDays
Measures: Initiated collaborations between academia and industry
Responsible: Head of Outreach group

Action D: Evaluate the SciLife Innovation model as a tool for collaborations between SME and academia
Measures: Decision on tool(s) for collaborations
Responsible: Head of Outreach group

Goal 3. Advertise and promote SciLifeLab as an attractive research environment

Action A:	Organize or co-organize specific events and symposia.
Measure:	Organization of a) Science and SciLifeLab Prize 2015 b) Keystone symposium "The Human Proteome" April 2015, c) Two SciLifeLab Days in spring in Stockholm and in fall in Uppsala
Responsible:	Communication personnel
Action B:	Organize open house directed at regional researchers and potential users:
Measures:	Organized open house spring-Uppsala, fall-Stockholm
Responsible:	Head of Outreach group

Goal 4: Ensure SciLifeLabs's role as a national center - outreach

Action A:	Outreach, roadshows at major universities with all or some platforms represented.
Action B:	Subject focused workshops.
Measures:	Survey how outreach activities support the role as a national center and develop activities based on survey.
Responsible:	Head of Outreach group.

2-4. Management

Goal 1: New director in place and operative as of July 1st, 2015. Facilitate the transition

Action:	Recruit new Director. Prepare for the new Director as appropriate.
Measures:	New Director appointed and operative.
Responsible:	National Board

Goal 2: Initiate and pursue strengthened cooperation/integration between SciLifeLab and other Swedish and international research infrastructures

Action A:	Integrate several of the platforms into European infrastructure efforts (ESFRI)
Measures:	Plans and potential implementation for several areas such as: a) ELIXIR b) BBMRI c) EATRIS d) ECRIN e) Eurobioimaging

Responsible: Operative management group.

Action B: Initiate activities to increase collaboration between biobanks and SciLifeLab.
Measures: Increased collaborations between Swedish and European biobanks and SciLifeLab
Responsible: Operative management group.

2-5 Support functions

Goal 1: Ensure effective and high quality reporting to various stake-holders (National board, KTH board, Government)

Action A: Develop and implement clear procedures and templates for financial reporting
Measures: Effective economic reports
Responsible: University economists and Site Managers

Action B: Develop and implement clear procedures and systems for reporting from whole organization (facilities, faculty, fellows, admin)
Measures: Data and Reports
Responsible: Site Managers

Goal 2: Define and spread the SciLifeLab brand

Action A: Examining the image of SciLifeLab nationally (knowledge and attitudes) by conducting a survey of knowledge and attitudes.
Measures: Knowledge about the attitude and knowledge about SciLifeLab
Responsible: Communications personnel

Action B: Develop a branding strategy
Measures: Branding strategy
Responsible: Communications personnel

Action C: Develop an internal communication strategy for how to inform employees, how to get feedback from employees and how to facilitate the employees' communication with each other.
Measures: Strengthened community
Responsible: Communications personnel

Action D: Showcase new SciLifeLab fellows once recruited and engage them in the SciLifeLab community
Measures: Strengthened community
Responsible: Scientific Directors and Communications personnel

Goal 3: Spread information about SciLifeLab internally, nationally and internationally

Action A: Increase and maintain good communication channels with host universities and other universities in Sweden
Measures: Strengthened channels for SciLifeLab communication
Responsible: Communications personnel

Action B: Develop and produce communication channels and products that effectively and clearly communicate SciLifeLab and its activities
Measures: Web, annual report, printed material for platforms and facilities
Responsible: Communications personnel

Action C: Produce interesting and relevant information about SciLifeLab and communicate through relevant channels such as web, newsletters, information leaflets, press releases, etc.
Measures: Increased knowledge of SciLifeLab and SciLifeLab activities
Responsible: Communications personnel

Goal 4: Ensure SciLifeLabs's role as a national center - communication

Action: Maintain up-dated web sites detailing offered services and expertise.
Measures: Conduct survey to investigate how the web sites support the role as a national center.
Up-date web sites in accordance with suggestions from the survey.
Responsible: Communication personnel