Euro-BioImaging
Preparatory Phase II Project

D3.3 Detailed description of the EuBI ERIC executive management (description of all positions, reporting lines, responsibilities and operational procedures in the EuBI ERIC)

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Abstract

The Euro-BioImaging PPII consortium partners in WP3 together with the Hub Candidate partners Finland, Italy and EMBL have developed the executive management model for the EuBI ERIC. The Hub candidate partners will form a **tri-partite EuBI Hub** with Statutory Seat in Finland, a biological imaging community-specific section (Bio-Hub) at EMBL, and a medical imaging community-specific section (Med-Hub) in Italy. The **EuBI Directorate,** composed of the **Director General** and two **Section Directors**, one for the Bio-Hub and one for the Med-Hub, will be the executive body of the EuBI ERIC. Furthermore, the EuBI Hub will comprise an Administrative Manager, a Legal Advisor, a Financial Administrator, several Technical Officers and a Data Infrastructure Coordinator. Hub tasks and responsibilities, as well as reporting duties and operational procedures, are summarized in this document. They will be defined in more detail in the EuBI internal policy, which has been developed by the Hub Host Candidates, and shall be adopted in the first meeting of the EuBI Board, the governing body of EuBI ERIC.
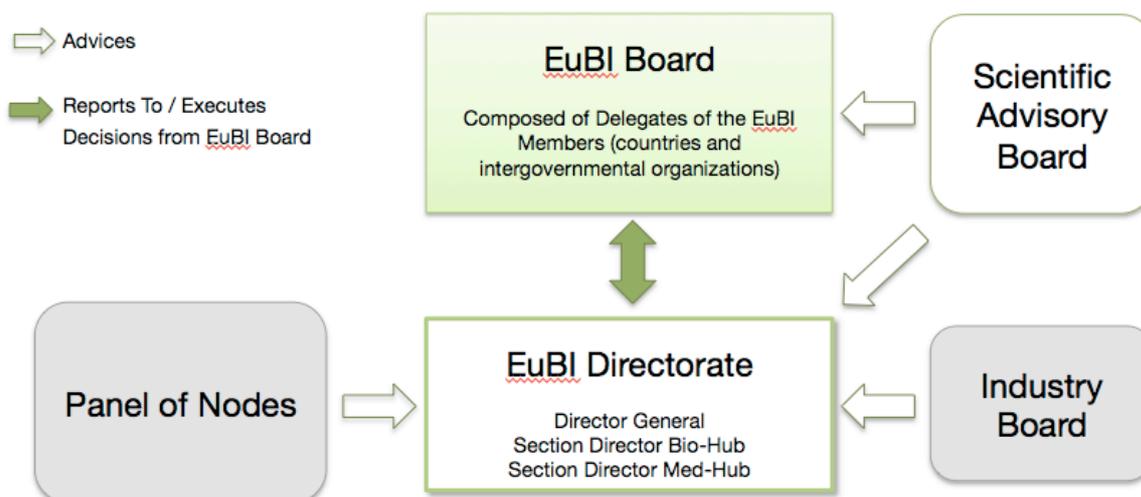
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1. Introduction

This deliverable describes how the management of the EuBI ERIC will be organised in the future EuBI Hub, including a description of the three-partite Hub structure, a list of all staff positions, Hub tasks and responsibilities, certain operational procedures – including quality management – and the reporting lines of the Hub personnel.

This document is based on:

- Joint Hub proposal, reviewed by Independent Hub Evaluation Panel (IHEP) in September 2015 and approved by the EuBI Interim Board in October 2015.
- Internal Policy for EuBI Hub Tasks jointly developed by the three Hub Host Candidates, based on the approved Hub proposal.
- EuBI ERIC statutes, as approved by the Interim Board in January 2017 (at the time of writing of this deliverable, parts of the statutes are edited and prepared for new approval by the Interim Board, as a result of new formal requirements and feedback from the European Commission to the 1st step EuBI ERIC application).
- Technical and scientific description of the EuBI research infrastructure, approved by the Interim Board in January 2017 (at the time of writing of this deliverable, more detailed information on training, access procedure, image data management and external outreach activities is included in this document for approval by the Interim Board, as a result of feedback from the European Commission to the 1st step EuBI ERIC application).

As the EuBI ERIC has not yet been established, and some of the documents related to EuBI ERIC executive management are still being processed, some of the details described in this document may still change during the EuBI ERIC establishment process.

2. EuBI ERIC governance model

The EuBI ERIC will be governed by the EuBI Board, which will comprise all EuBI ERIC members. It will be supported by the Director General (DG), the two Section Directors (SD) of the community-specific sections (Bio-Hub and Med-Hub), and by an independent Scientific Advisory Board (SAB).

The **EuBI Board** will be the principal decision-making body for the overall strategy and policy for integrated operation and further development of the EuBI ERIC. The Board will be composed of Delegates of the EuBI Members (countries and intergovernmental organizations) and EuBI Observers. The Board will make all strategic decisions, such as adoption of the strategic plan, the budget, and inclusion of new and exclusion of existing Nodes. Furthermore, the Board will oversee the performance and activities of the Hub and Nodes, based on advice from the SAB and reports from the EuBI Directorate, establish advisory bodies as deemed necessary, and adopt the rules of procedure for the EuBI ERIC, drafted during EuBI's Preparatory Phase II.

The **EuBI Directorate** is the executive body of the EuBI ERIC. It is composed of the Director General, who shall be the legal representative of the EuBI ERIC, and two Section Directors, one for both of the community-specific sections (Bio-Hub and Med-Hub). Together with the two Section Directors, the Director General will represent EuBI and promote the research infrastructure at the national and international level. The Directorate will carry out the daily management of the EuBI ERIC, and implement the EuBI Board decisions, including:

- preparation of EuBI Strategic Plan
- preparation and execution of EuBI Financial plan
- proposition for the EuBI annual budget
- preparation of annual financial accounts
- preparation of service agreements with EuBI Nodes
- attendance in EuBI Board Meetings
- preparation the EuBI Board meeting agenda and deliberations of the EuBI Board
- preparation of annual activity report containing the scientific, operational and financial aspects for the EC

The EuBI Board, the DG and the SDs will be advised by an independent **Scientific Advisory Board** (SAB), which will oversee the quality of the EuBI activities at the coordinating Hub and the technology-providing Nodes, including the evaluation of new Nodes. The SAB will be composed of independent and highly qualified international scientists that are widely recognized as leading experts in the different imaging technologies and research communities reflecting the Node composition and user demand of the EuBI infrastructure, selected on the basis of their excellence in all aspects of EuBI. The EuBI Directorate, after consultation with EuBI Members, shall propose a list of candidates from which SAB members shall be appointed by the EuBI Board.

The **EuBI Panel of Nodes** shall be composed of one representative appointed by each EuBI Node. The Panel of Nodes shall give advice to the EuBI Directorate in relation to EuBI activities.
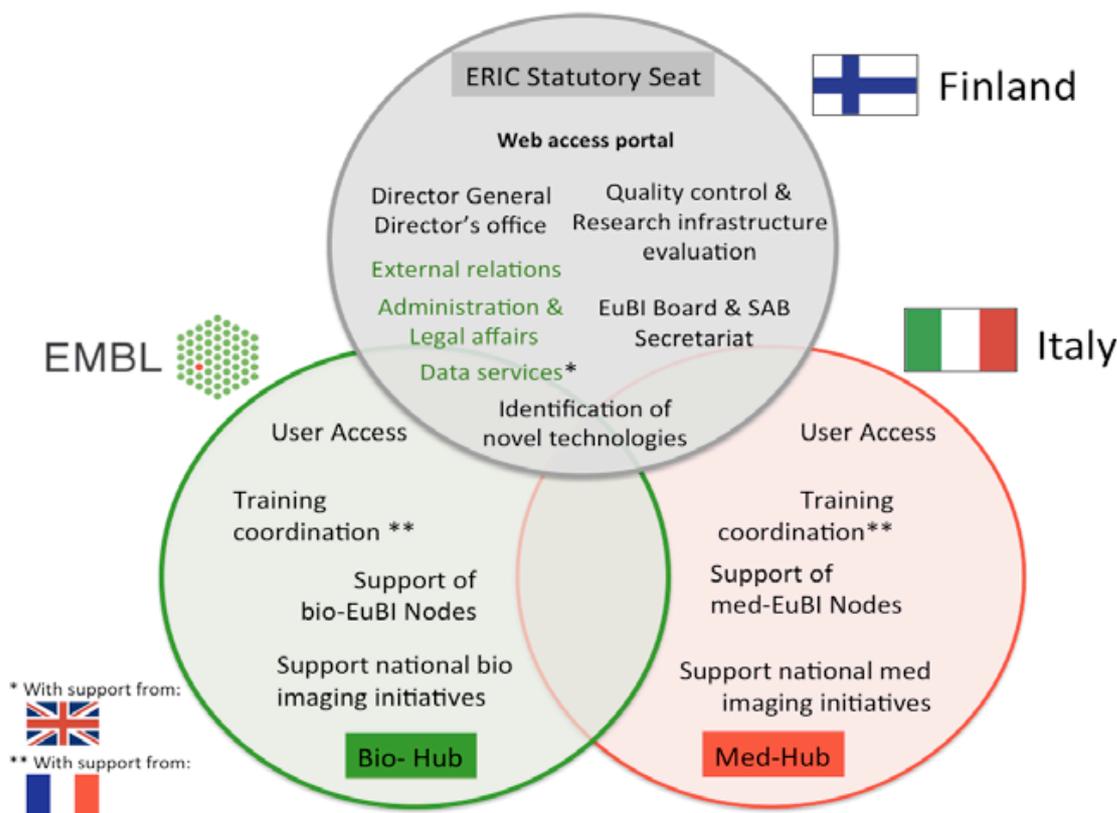
The **EuBI Industry Board** shall provide advice to the EuBI Directorate on any industry-related needs or initiatives that EuBI should address. The Industry Board is composed of highly qualified expert representatives of biological and medical imaging companies.

3. The tri-partite EuBI Hub

A strong supporting and coordinating entity, the EuBI Hub, will empower the EuBI infrastructure. The Hub will provide the single virtual access point to EuBI users and staff (the EuBI Web Access Portal), help in the identification of new imaging technologies and services, and coordinate dedicated data management and training activities tailored to the needs of EuBI users and staff.

The EuBI Hub will provide the management backbone of the EuBI ERIC, facilitating smooth governance of the EuBI ERIC, and an effective communication platform to deliver its services to the ERIC Members. The Hub will also represent EuBI ERIC in the European Research Area and internationally.

Finland, Italy and EMBL (EuBI Interim Board Members at the time of writing this deliverable) will form a physically distributed Hub structure, which will include the EuBI ERIC statutory seat and the two community specific sections, Bio-Hub and Med-Hub. Finland will host the statutory seat of the EuBI legal structure ERIC, comprising the Director General (DG), the executive management staff, and the Web Access Portal and quality management staff. EMBL will host the community-specific section for biological imaging (Bio-Hub), and Italy will host the community-specific section for medical imaging (Med-Hub). Both community-specific sections comprise a Section Director (SD) and relevant staff, and coordinate and support their respective Nodes.

Bio-Hub and Med-Hub will support the community-specific training that will take place at the Nodes. Initially, some of the tasks of the Statutory Seat (external relations, legal support and finance administration) will be outsourced to EMBL (see 3.2). General image data services of the EuBI Hub will be hosted by the European Bioinformatics Institute (EMBL-EBI).

3.1. Positions at the Hub

The proposed EuBI Hub will need to employ the following minimal staff for conducting the coordination and support activities required to operate the EuBI infrastructure on the European level, based on the approved budget for basic operation (€ 1,54 Mill / year). Unless indicated otherwise, all positions are 1 FTE.

EuBI ERIC Seat (Turku, Finland)
Executive management
For executive management and overall coordination and administration of the Euro-BioImaging Hub at the EuBI ERIC seat, the staff will comprise:
(1) Director General
(2) Administrative Manager
(3) Legal advisor
(4) Finance administrator (0.5 FTE)
(5) Senior officer for stakeholder, public, and political relations

Web Access Portal and Quality Management
For coordinating and hosting the EuBI Web Access Portal and for quality management both centrally and at the Nodes, the Seat will engage:
(6) Senior technical officer
(7) Technical officer

Common image data repository and services
For running and maintaining common image data services, such as image data repositories and an imaging resource portal, and for supporting the Nodes in their activities related to image data management and infrastructure, the Hub will employ at EMBL-EBI:
(8) Data infrastructure coordinator
(9) Senior technical officer

Bio-Hub (EMBL, Heidelberg, Germany) and Med-Hub (Torino, Italy)
For conducting community-specific EuBI activities in biological and medical imaging, such as support for user access, coordination of training activities, strategic support of the Nodes, and community-specific public relations and management, the Bio-Hub and Med-Hub will employ:
(10) Section Director of the community-specific section Bio-Hub
(11) Senior technical officer for the Bio-Hub
(12) Section Director of the community-specific section Med-Hub
(13) Senior technical officer for the Med-Hub

3.2. Hub tasks and responsibilities

The EuBI ERIC Seat and the two community-specific sections provide administrative and managerial services, so that together they can successfully govern the pan-European infrastructure in the most scientifically effective and cost-efficient way. Tasks of the Hub will be distributed between the three partners in a carefully planned and coordinated manner. Most activities will be managed through the EuBI Web Access Portal, which will be run by the Seat and contain features such as user application and evaluation, feedback systems, internal communications, quality management tools, and access to data services.

Statutory Seat
The Statutory Seat in Finland, led by the Director General, is responsible for the executive management and overall coordination and administration of the EuBI ERIC.
Tasks and responsibilities of the Statutory Seat include:
- Organizational framework for governance between Statutory Seat, Bio-Hub and Med-Hub
- Coordination and support of the EuBI Board and the Advisory Bodies
- Development, maintenance and hosting of the EuBI WAP and its database(s) – the WAP being the entry point to all EuBI services
- Coordination of the EuBI user access procedure
- Facilitation and coordination of quality control functions, and support of quality assurance measures at the EuBI Nodes
- Coordination of upgrade and maintenance of EuBI research infrastructures, including identification and access to new imaging technologies

- Administrative support for the Directorate and other governance bodies
- Public, political and stakeholder relations
- Legal support for EuBI ERIC
- Finance administration of EuBI ERIC

Outsourcing of specific tasks of the Statutory Seat
The following tasks of the Statutory Seat will be outsourced to EMBL to enable a more cost-efficient start-up implementation of the EuBI ERIC:
- Public, political and stakeholder relations
- Legal support for EuBI ERIC
- Finance administration for EuBI ERIC

The Statutory Seat and EMBL will work closely together to transfer these tasks to the Statutory Seat as soon as feasible after the beginning of operation and upon review by the SAB, which shall determine compliance with Article 13.2 of the EuBI ERIC Statutes. The Statutory Seat and EMBL may request such review at any time. The first review shall be carried out, at the latest, eighteen months after the start of EuBI ERIC operation.

Community-specific sections - Bio-Hub and Med-Hub
The Bio-Hub and the Med-Hub support the Statutory Seat in its tasks as far as they require community-specific implementation. The Section Directors of Bio-Hub and Med-Hub are responsible for the coordination and support of community specific activities of the EuBI infrastructure, which include:
- User access to EuBI Nodes, including assistance in identifying suitable technology and EuBI Node, and assigning scientific and technical evaluation, in line with EuBI ERIC access policy
- Strategic support for EuBI Nodes, and support for national imaging initiatives of EuBI Members
- Community-specific resource management and community-specific public relations
- Preparation of community-specific material, such as strategic plans, reports and guidelines, for consideration and approval, if appropriate, by the EuBI Board
- Coordination of proof-of-concept studies of new imaging technologies
- Support to EuBI Nodes on the day-to-day management of image data produced at the EuBI Nodes. The Bio-Hub and Med-Hub are committed to implement and develop image data management services for their respective communities

General data services
General data services, hosted by EMBL-EBI, shall be defined to respond to the needs and requirements provided by the community-specific sections. These services include access to image data repositories, software tools for image data processing and cloud services for storage and computing and linking image data to biomolecular data, as laid down in the Euro-BioImaging – ELIXIR Image Data Strategy. Access to these services will be provided via the central EuBI Web Access Portal, which is used for overall management of the EuBI ERIC and for instance for the physical EuBI Node access procedure. This allows EuBI users and staff simple and coordinated access to all EuBI services from a single entry-point.

Training

The EuBI Hub coordinates and supports EuBI training activities, which comprise training for both users and staff members as well as general training. The Bio-Hub and Med-Hub coordinate and administer training courses for both users and staff. The Statutory Seat coordinates and administers general training, comprising E-learning, general workshops and symposia, and collaboration and networking with relevant MSc and PhD programs. In addition, the EuBI Hub may explore linking EuBI Industry Board (EBIB) training activities with those of the EuBI Hub to ensure that EuBI standards are also met in industry-operated training.

3.3. Communication and coordination plan

A 3-level framework of communication will ensure the close interaction and seamless flow of information, as well as clear and transparent distribution of responsibilities, among the three sites of the EuBI Hub and their staff at different hierarchy levels.

Level 1: Daily collaboration and communication across the Hub - virtual tools
One of the key functions of the EuBI Web Access Portal will be to act as a tracking system for the EuBI Hub staff of all services that EuBI provides. It will enable the Hub staff to access the current status of all relevant EuBI activities, including user access and evaluation, quality control and management, training courses, workshops and symposia, as well as e-online material. This information will be available for each user project, thereby ensuring a close hand-shake in the daily collaboration at different physical locations. Software tools for automated data collection and processing will make the latest information available to all Hub staff in real-time. The Web Access Portal will also contain tools for daily communication among the Hub staff.

Level 2: Technical collaboration - physical meetings and video conference
The second layer of collaboration will happen at the level of the technical staff. The senior and technical officers at the ERIC seat, the two community specific sections (Bio-Hub and Med-Hub) and at the image data services at EMBL-EBI will have bi-weekly video conferences to discuss their progress and open questions. Professional and secure video conference facilities connecting all three sites whenever needed will enable convenient ad hoc discussions. Depending on need, but at least once per year, all technical staff will meet physically at one of the three sites (rotational order), to discuss technical and strategic topics regarding provision of EuBI services. These meetings will be organized back-to-back with the assembly of the "Head of Nodes" Panel, to support close engagement with the service staff of the Nodes.

Level 3: Collaborative leadership - physical meetings and video conferences
The main executive leadership of EuBI will be the management team, comprising the EuBI DG and the two SDs, along with selected key personnel from the three Hub sites. The DG and SDs (with other management team members as needed) will meet physically minimum four times per year at one of the three sites (rotational order), twice back-to-back with the "all-staff-meetings" as described above. During the leadership meetings, they will:

- Report on the status of activities of each section
- Report on EuBI Board decisions and prepare their execution
- Provide information on the external activities

- Provide information on Nodes, their activities and performance
- Prepare future EuBI strategies and policies for EuBI Board information and approval
- Prepare recommendations for infrastructure maintenance and update for EuBI Board approval

In addition, the DG and the two SDs will have regular video conferences and calls, and bilateral calls as often as required, but at least on a biweekly basis.

3.4. Appointment of staff and reporting duties

The Director General will be appointed and dismissed by and report to the EuBI Board. The DG will be employed at the ERIC seat office in Turku, Finland, and he/she will be the legal representative of EuBI. The DG will appoint and dismiss staff working at the ERIC seat office for positions approved by the EuBI Board. The staff of the ERIC seat office will report to the DG and support him/her, and the Section Directors, in the overall coordination and administration of EuBI ERIC. The ERIC seat office will prepare and propose decisions to the EuBI Board and take the necessary steps to execute them.

The SDs of the community-specific sections will be appointed and dismissed by the EuBI Board. When the Board is convened, the SDs report to the Board together with the DG. At other times the SDs report to the DG, and work closely as a management team with the DG to prepare and implement EuBI ERIC tasks, in particular those that require community-specific implementation. The SD of the Bio-Hub will be employed at EMBL and the SD of the Med-Hub will be employed at the University of Torino, Italy. The SDs will appoint and dismiss the staff working at their respective community-specific sections for positions approved by the EuBI Board. The staff at the Bio-Hub and Med-Hub report to their respective SD.

The Director General will take decisions affecting the overall infrastructure in a non-community specific manner after consultation with and input from the SDs. Decisions that affect only one community, will be taken by the DG jointly with the respective SD.