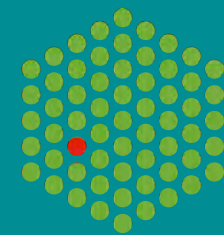


Managing established facilities

European Molecular Biology Laboratory

EMBL



EMBL Member States

- Austria 1974
- Denmark 1974
- France 1974
- Germany 1974
- Israel 1974
- Italy 1974
- Netherlands 1974
- Sweden 1974
- Switzerland 1974
- United Kingdom 1974
- Finland 1984
- Greece 1984
- Norway 1985
- Spain 1986
- Belgium 1990
- Portugal 1998
- Ireland 2003
- Iceland 2005
- Croatia 2006
- Luxembourg 2007

Australia 2008 (1st Associate Member)



The Five Branches of EMBL

Heidelberg



Basic Molecular Biology
Research Laboratory
Central Administration
EMBO

Hamburg



Structural Biology
DESY

Hinxton



European Bioinformatics
Institute (EBI)
Sanger Centre

Grenoble



Structural Biology
ILL, ESRF, IBS, UVHCI

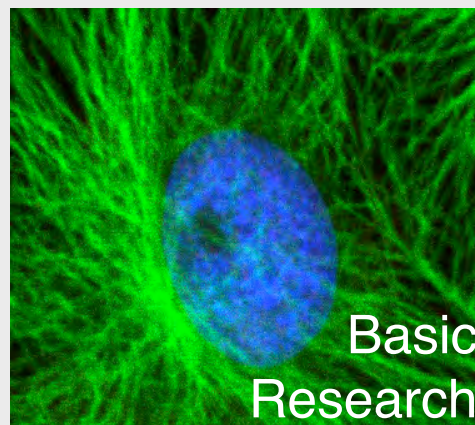
Monterotondo



Mousebiology
EMMA, CNR

>1500 staff

EMBL's Missions



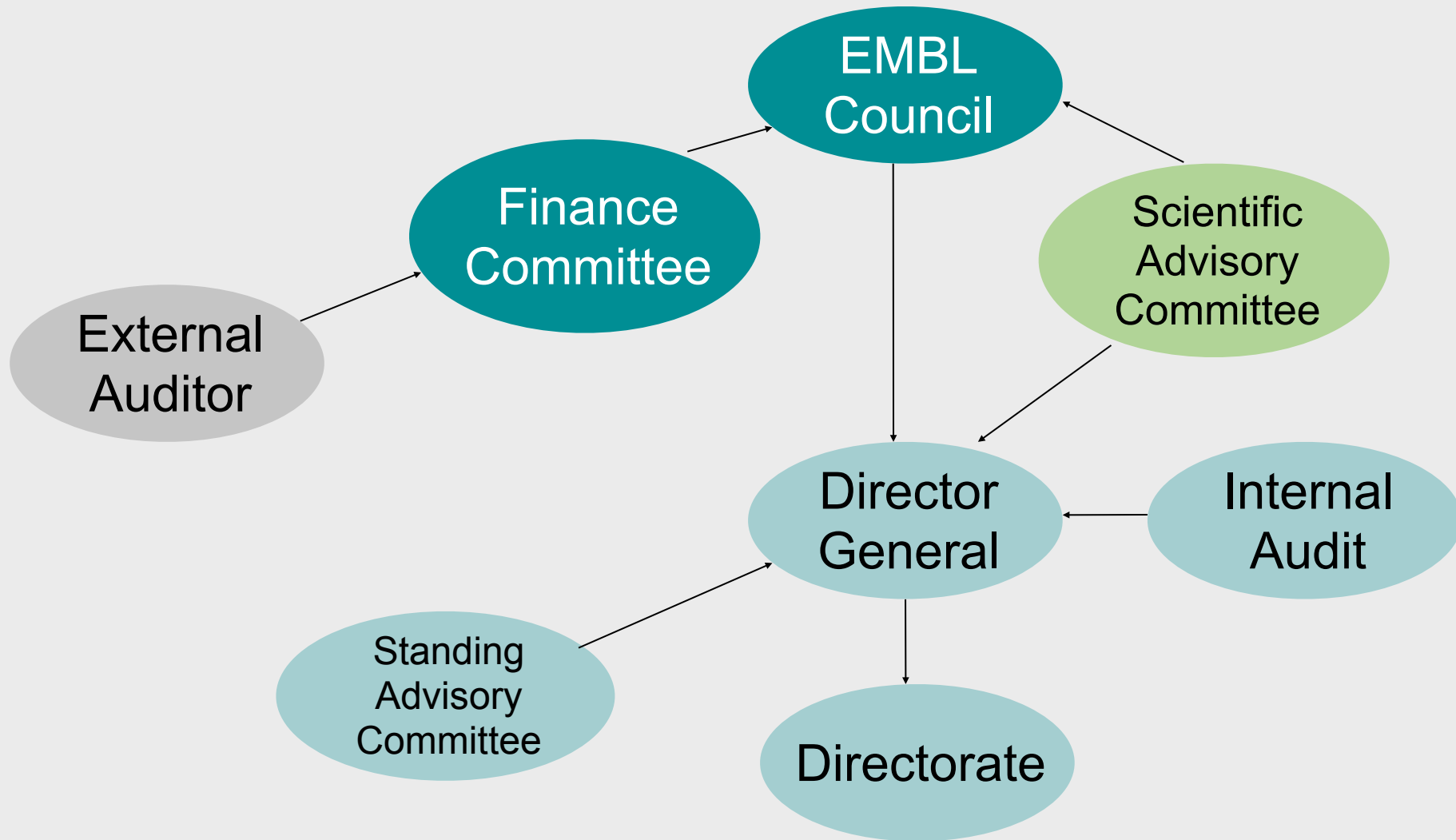
What is special about EMBL?

Outstanding science



- 'Hire the best'
- A combination of synergistic missions
- Continuous turnover
- International (>70 nations)
- Stringent quality control (Scientific Advisory Committee)
- Financial, intellectual and technical support

EMBL Governance



Director General
Iain Mattaj

Ass. Director's Office
Alumni Association
Mehrnoosh Rayner
Resource Development

Associate Director
Matthias Hentze
Science & Society
Halldor Stefansson

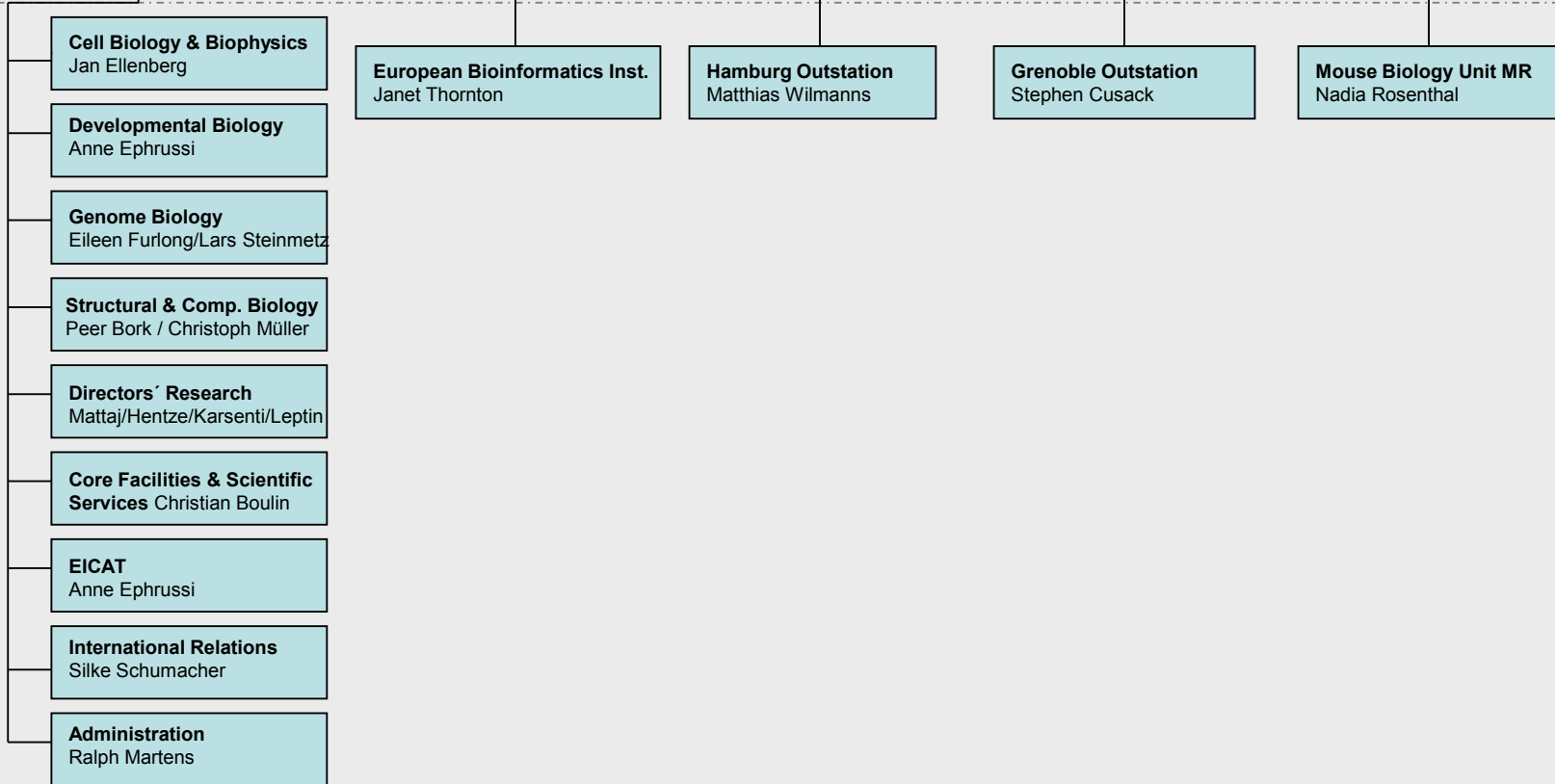
Administrative Director
Ralph Martens
Internal Audit
Berthold Koch
Council Secretariat
Michael Thompson

DG Office
AD Office
Projects
Anna Efstathiou

Locations



Units



Internal advisory & strategy committees

Heads of Units Committee

- Primary advisory body for research and service strategy for the DG
- Topics: budget and other managerial issues, e.g. new activities, allocation of space & resources, policies, rules and regulations etc.

Scientific Strategy and Management Advisory Committee

- Advisory body for strategy development in research, scientific services and technology development
- Evaluation and recommendations on senior appointments & promotion of (scientific) staff
- Input and feedback to the Heads of Units on a broad range of topics
- Bringing new scientific trends to the attention of committee members

Internal advisory & strategy committees

- 5-6 meetings per year
- Representatives of all sites are present
- Exchange of information: updates on status of all sites and activities
- Information transmission from senior management to local colleagues
- Establish a group of senior staff who are knowledgeable about the entire laboratory and its procedures, and can thus have a major influence on its functioning and development

Challenge for distributed facilities

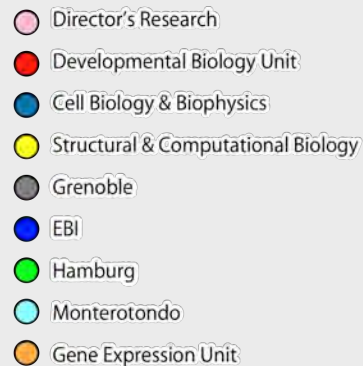
Internal challenge: creating a unified organisation

- Effective internal communication and exchange
- EMBL integrative activities & coordination across sites
 - Regular, rotating senior management meetings
 - Administrative coordination
 - Service collaborations
 - Training and communications coordination
 - Regular scientific retreats
 - Joint appointments of faculty
 - EMBL Interdisciplinary Postdoctoral Programme (EIPODs)
 - EMBL Centres

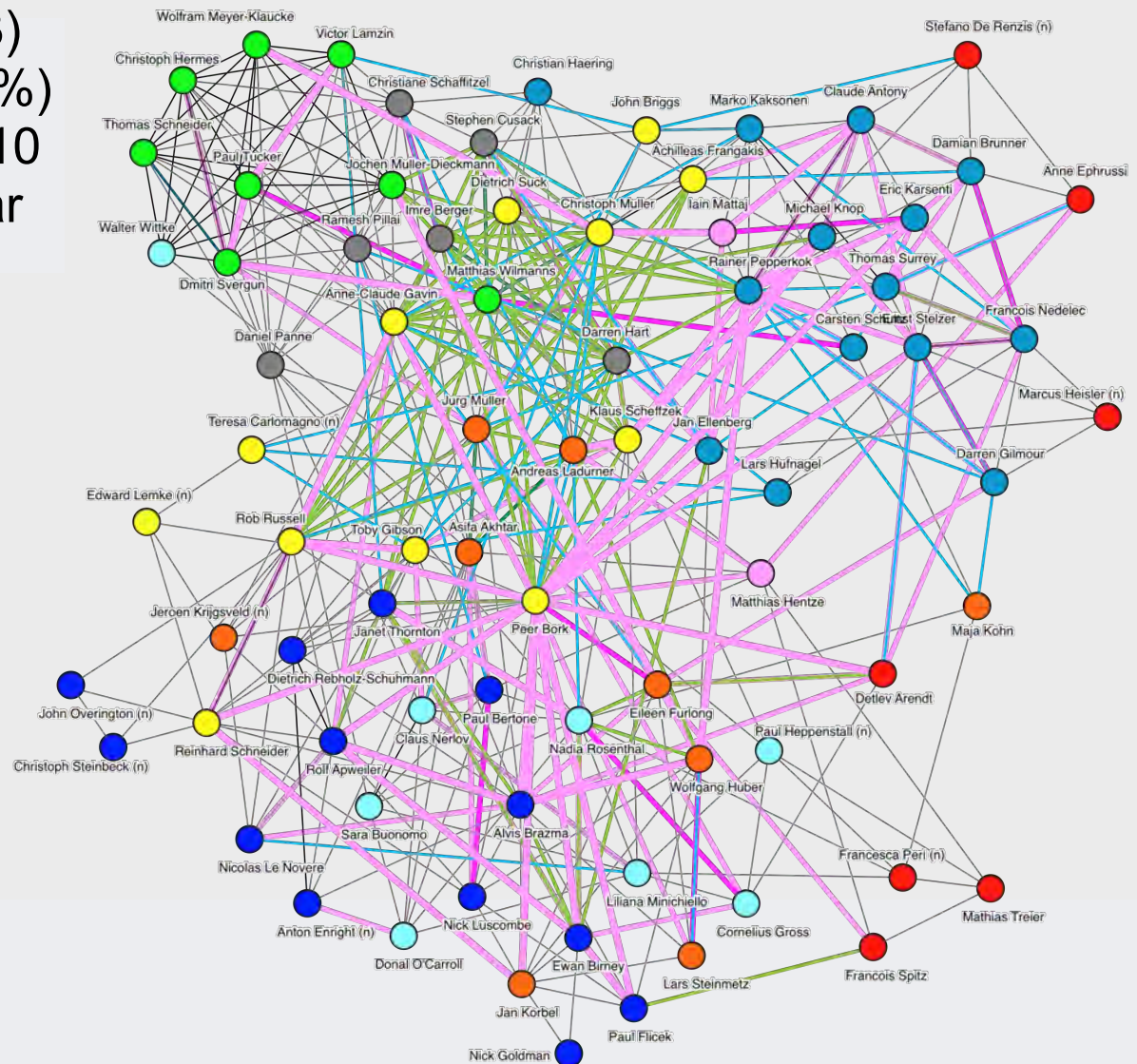
Collaborations between EMBL research groups

Indicators of internal collaboration

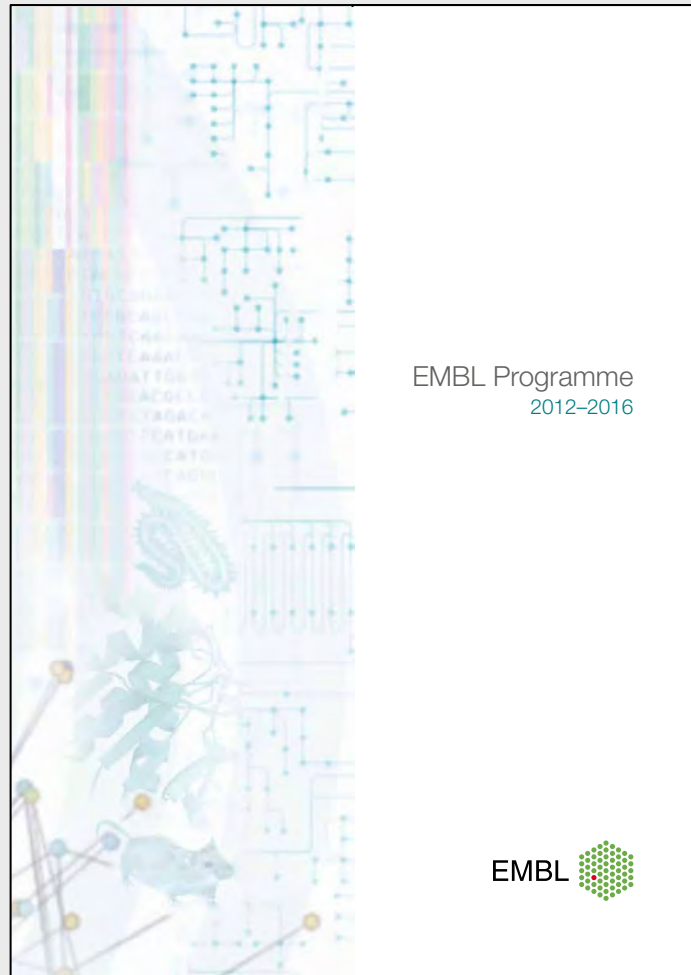
Joint appointments: 31 (1/3)
 Cross-site EIPODs: 19 (40%)
 Cross-site grants: 12 in 2010
 Joint publications: ~ 40/year



* (n) means new group leaders



Long-term planning: EMBL Programme

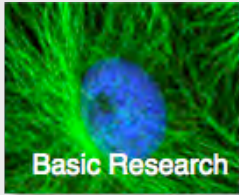


- Integrated strategy for the whole of EMBL for five years
- Basis of the Indicative Scheme/ EMBL budget 2012-2016
- Bottom-up production involving all parts of the institute
- Broad guideline rather than a detailed directive
- EMBL promotes creativity and scientific independence: researchers pursue topics of interest

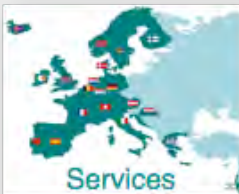
Production of the EMBL Programme

- Draft EMBL Programme is produced based on input from representatives of all parts of the organisation
- Major cost items and investments are identified and a draft budget/indicative scheme 2012-2016 is generated alongside of the programme
- Draft EMBL Programme is reviewed by EMBL SAC and external experts for EMBL Council
- Programme is presented to EMBL Council together with a draft version of the indicative scheme and the review report of SAC
- Several rounds of negotiations until a unanimous decision of 20 member states can be reached on the IS

Goals for the EMBL Programme 2012-2016



1) Forefront life science research: setting trends and pushing the limits of technology



2) Providing world-class research infrastructure and services to the member states



3) Training and inspiring the next generation of scientific stars



4) Driving research, innovation and progress through technology development, interactions with industry and technology transfer



5) Taking a leading role in the integration of life science research in Europe

Strategic Objectives & Performance Monitoring

Strategic Objectives for each goal

- as a basis for long-term strategic orientation of the institute
- to help steer overall progress

Performance Monitoring

- collect data regularly to generate performance indicators
- monitor progress towards the goals and objectives
- improve internal processes
- establish an archive of information
- better accountability towards member states

Challenge for distributed facilities

External challenge: communicating value to member states or funders

- How do you measure and present the value of a facility for its member states?
- Meaningful, tailor-made indicators improve communication with stakeholders
- Example 'EMBL structural biology services':
 - Number and nationality of annual beamline and preparation facility users in GR and HH
 - Number of papers acknowledging the services
 - Number of Protein Databank (PDB) entries originating at EMBL Hamburg and EMBL Grenoble
 - Summary data of user satisfaction surveys

Thank you!