

Statues for the Center for Molecular Medicine at Karolinska Institutet and Karolinska University Hospital

2011-06-09

Purpose

The purpose of this document is to describe CMM's different organizational units and their tasks and responsibilities

CMM vision

- To clarify the molecular pathogenesis of diseases in the areas of inflammatory, cardiovascular, genetic and certain neurologic and psychiatric diseases, and thereafter contribute to the development of diagnostics, prevention and therapy of these diseases
- Enable new understanding of basic biological principles from studies of human diseases.

The research is carried out in close collaboration with Karolinska Institutet and Karolinska University Hospital as mandated in the statutes for the CMM Foundation (see appendix).

Organizational units

The CMM organization consists of the following units (organizational chart can be found in the end of the document):

- Research groups
- Research areas
- Steering Group
- Director and vice director
- CMM board
- Administration and common functions
- Scientific Advisory Board

Below there is information about all positions (if applicable) regarding:

- Composition/characteristics
- Responsibilities
- Appointment
- Terms of office

Research Group members

Responsibilities

All CMM staff is responsible for contributing to the creation of an open and inclusive atmosphere at CMM. All staff is also responsible for representing CMM internally and externally, which includes mentioning CMM as well as KI in communication, e.g. with collaborators and media, when possible. All CMM researchers are responsible for following current work environment and safety guidelines as well as the general guidelines from KI and Karolinska University Hospital.

All CMM staff should, apart from creating top quality research, actively participate in CMM activities.

Research Group Leader

Composition/characteristics

A CMM Research Group Leader has:

- a long term appointment at KI or Karolinska University Hospital, i.e. the group leader must have a personal salary from KI, the hospital or an independent foundation. . When the Research Group Leader has a time limited position the Group Leader status will be reviewed when the position expires.
- scientific seniority; Associate professor (docent) or equivalent.
- independent funding as a PI on grants received in national or international competition, such as the Swedish Research Council, Swedish Cancer Foundation, The Swedish Heart and Lung Foundation, EU etc to finance the research projects within the group.
- is independently responsible for his/her staff at CMM. The group is given priority to have access to laboratory space at CMM because of the mutual benefit to and from the CMM infrastructure and scientific environment.

If the funding situation, independence or research focus is drastically changed, the Group Leader status should be brought up for discussion with the CMM Steering Group.

All Research Group Leaders meet one or several times every semester to discuss common issues. Research groups are evaluated on a regular basis. The evaluations and follow-ups are initiated by the Steering Group

Responsibilities

A CMM Research Group Leader:

- is the head of a research group and has access to space and other resources for the group's activities
- may use the CMM logotype and can have the research group name in documents, signs, web pages, etc, describing CMM and its activities.
- will be reviewed as an independent group leader at SAB site visits and other evaluations of CMM.
- is expected to supply information needed to market CMM and its activities, i.e. for the website, yearly report, etc.
- uses the CMM address in publications, external contacts with media, etc.
- is expected to participate in Group leader meetings and other common CMM activities.
- is responsible for its staff and their actions regarding current work environment and safety guidelines as well as the general guidelines from KI and Karolinska University Hospital.
- takes economic responsibility for its staff and for common expenses at CMM.

Appointment

Rules for appointing Research Group Leaders are different at individual KI departments. At CMM, a Research Group Leader can be appointed in two ways:

1. External recruitment of a new research group. This involves discussions between CMM, KI and Karolinska University Hospital.
2. Internal appointment of scientists already active in a research group at CMM.

Applications for appointment are recommended or rejected by the Steering Group after a presentation of the intended Research Group Leader's future plans within the prioritized research areas of CMM. The Director of CMM makes the decision of appointment after having heard the recommendations from the steering group.

Procedure for applying for Research Group Leader:

Applications are made, at any time, to the Director of CMM via e-mail. Applicants will be asked to present themselves and their future research goals at a Steering Group meeting. When accepted as Research Group Leader a contract is signed for the mutual agreement between the applicant and CMM.

Applications should contain:

1. CV (max 2 pages) with a complete list of publications and scientific merits in accordance with the merit portfolio of KI, with emphasis given to research. Top 5 cited publications, H-index and total number of citations should be noted.
2. Description of the research group members, grant support and appointment of group leader.
3. Research aims with indication of how the research program fits into the strategy of CMM, and in particular if and how the program has connections with clinically oriented programs. Description of future research goals and visions and possible research interactions with established researcher within CMM/the Karolinska University Hospital. (a total of max 2 pages)
4. Present location and space in the building and estimated forthcoming need for space.
5. Letter of support from present Research Group Leader, if applicable.

Terms of office

There is no time limit for Group Leadership. The CMM Director has however, after discussions with the Steering Group, authority to terminate a Research Group Leader appointment at CMM. This might be for example be due to changes in the funding situation, independence or research focus, etc. In this event, the Research Group Leader will be given reasonable time to phase out the activities, find new localities or merge into another group within CMM.

Research Areas

CMM consists of a number of research groups. Each group belongs to a research area in which the different groups partly work individually and partly in cooperation with other groups, both within their area and in others. The four areas are:

- **Cardiovascular and metabolic diseases**
- **Inflammatory diseases**
- **Neurogenetic and psychiatric diseases**
- **Genetic diseases**

Each research area is represented in the Steering Group (more information further down). The research areas are evaluated on a regular basis. The evaluations and follow-ups are initiated by the Steering Group.

Steering Group

Composition/characteristics

The Steering Group is composed of 7 regular members, as well as the Director and vice Director of CMM.

The Steering Group members:

- are Group Leaders or Team Leaders
- should be appointed with equal opportunities in mind
- earn faith and respect from the other scientists due to their leaderships skills and scientific knowledge within their respective areas.
- have an engagement for the entire CMM

Responsibilities

The Steering Group is responsible for the overall research activities at CMM, ensuring they are committed in a successful manner.

The Steering Group should ensure a continuous discussion between the organization, the management and the Board. The whole of CMM should feel they are able to contribute in discussions regarding policies, recruitment and research focus in a simultaneous top-down and bottoms-up process. All relevant issues are discussed and the Steering Group makes decisions regarding actions and also informs the organizations about the decisions. The Steering Group is responsible for the execution of decided activities.

Major issues, e.g. issues regarding organizational structure, are presented to the CMM Board together with basic data for decision making but the Steering Group is responsible for the execution of the decision made.

Questions within the scope of the Steering Group:

- Strategies for the scientific development of CMM
- Recruitment and termination of scientists and groups
- Support for research groups
- Division of space
- Common instruments are core facilities
- Research group evaluation (see further below)
- External communication
- Election Committee for the appointment of new Director

One important task for the Steering Group is to identify key persons within the organization and delegate different tasks to these persons, together with clear goals and limits as well as resources and authorities. It is thereafter the responsibility of the Steering Group to perform the necessary follow up and evaluation of the tasks.

Research group evaluation

Each research group and research area should be evaluated on a regular basis, mainly regarding scientific excellence and international impact. Every 4 years the Scientific Advisory Board (SAB) evaluates the whole of CMM.

The Steering Group is responsible for organizing appropriate evaluation of Research Group and Research Areas in between SAB visits. Each Research Group and Research Area should define their own goals and make plans regarding their activities. These plans are presented in a group leader meeting together with the evaluation of the activities of the previous years.

These evaluations should be planned to be held the year of the SAB-visit and preferably two

years later as well. All group leaders are invited to comment on the evaluation and future plans and make suggestions for improvements. The evaluations should be of help for the group leader, and the steering group in their efforts to improve the overall functions of CMM as well as for the improvement of the performance of the research group.

Appointment

The group leaders within each CMM research area appoint one of them to be a member of the steering group (if necessary with a majority vote). All group leaders together appoint one additional scientist (group leader or team leader) to the steering group. After the above elections have been performed, the director appoints the other two members of the steering group. No deputies are elected, but temporary members can be called in when needed.

The Director is chair person and the vice director is vice chair person

Decisions are made by consensus, or by voting, in which case the Director has the casting vote.

Terms of office

The term of office is three years.

Director

The director is appointed by the CMM board for periods of three years. If needed the decision on appointment is made by a majority vote with the chairman of the board having the casting vote.

Composition/characteristics

The CMM Director should be a person with both leadership and scientific skills. It is important that he or she:

- has visions regarding the development of CMM and is open for and carries out changes
- leads the activities based on the CMM visions and goals and strive for their realization
- have good communicative skills and abilities to create and develop relations
- creates a creative environment for all co-workers
- can handle problems
- have knowledge regarding laws and contracts regarding the CMM activities

Responsibilities

According to the by-laws:

”The Director is responsible for the ongoing management of the Foundation.”

”The management of the Foundation is executed by a Director/CEO. Concerning the authorities of the Director, appropriate parts of the Swedish law about stock companies are to be used.”

The Director is responsible for the CMM activities, which means to determine focus, directions and strategies, as well as carrying out the consequences of the SAB evaluation. The Director should plan, govern and design goals for CMM as well as making sure laws,

contracts and other rules are followed. The Director should create good conditions for groups and individuals to perform their tasks within research and other work aspects. He or she designs administrative and other routines together with the area coordinators and is responsible for creating a creative and developing culture at CMM. He or she is also responsible for the CMM financial situation, which means to control the economy. The following areas are important for creating a good result:

- Planning of activities and resources
- Delegation and follow up
- Evaluations of the research
- Collaborations within CMM and with the surroundings
- Accounting and economic closure
- Development of the scientific environment

The Director is also responsible for all staff employed by CMM, which means safeguarding that staffing and competences are optimal regarding the current activities. The techniques and routines used for this is e.g:

- Planning of staff
- Recruitment/termination
- Career planning
- Competence development
- Salaries and other systems of reward
- Work environmental issues
- Information and communication

The Director represents CMM in the society. The Director is responsible for a continuous discussion and coordination with KI, Karolinska University Hospital and other relevant parties. The Director should make sure CMM is a leading center, both scientifically and as a work-place.

The Director is Chairperson of the CMM Steering Group and reports to the CMM Board.

The Chair-person of the CMM Board should at least once a year discuss the activities and development of CMM with the Director. At these discussions the support the Director needs for the future tasks should also be brought up.

Appointment

Please observe that suggested routines for appointment of Director are based on the appointments of prefects at KI. The main reason for this is that there are many similarities between the activities and the kind of leadership skills needed, plus that the routines promote democracy within the organization. These routines are, however, different from the ones commonly used in industry.

According to the by-laws:

”The executive management of the Foundation is appointed by the CMM Board, after consultation with KI and Karolinska University Hospital.”

If the Director is not due for a new term of office the Board should notify the Steering Group that a new Director needs to be appointed. The Steering Group then acts as the election committee and initiates the nomination of candidates. The Steering Group should invite all

staff, and also the CMM Board, to nominate candidates and inform the staff about the demands and tasks of the Director. A profile should be designed by the Steering Group and CMM Board as a basis for discussion containing:

- What is the current situation of CMM and what are we aiming for in three years time.
- Knowledge and competence needed to take CMM to the wanted situation, e.g.
 - 1) Academic position of new Director
 - 2) Leadership experiences
 - 3) Personal skills

All suggestions for candidates are to be sent to one person, appointed by the Steering Group. The Steering Group investigates all candidates and returns at least two suggestions to the Board. At least one candidate should be of the under-represented gender. If the Steering Group cannot suggest either a woman or a man, they should be able to present their reasons for this. Each suggested candidate must participate in a hearing with the Group Leaders, after which the Group Leaders comments on each candidate. These comments are presented to the Board together with the candidates own motivation why he or she would be a suitable Director.

The current Director and any members of the Steering Group that are candidates should not be included in the meetings handling this issue.

Terms of office

A Director is normally appointed for three years at a time. In normal cases it is wished the Director serves for two consecutive terms. The Board decides on prolongation and may request external evaluation or advice from the steering committee (excluding the director and the vice director) concerning prolongation. The Board can decide on further prolongation for more than two terms.. In such a case, the appointment should be brought up for discussion and evaluation from external expertise (appointed by the CMM board) and with the steering group (without the participation of the director and vice director) in due time – at least 6 months – before the termination of the appointment.

Vice Director

Composition/characteristics

A vice Director should normally be appointed by the Director for the time of his/her term of office. The Director should always discuss the choice of vice director with the steering group.

Responsibilities

The vice Director can be given specific areas of responsibility by the Director, and/or act as a stand-in in case the Director is not available.

Appointment

The vice Director is appointed at any time by the Director, but needs to be approved by the Steering Group.

Terms of office

The vice Director serves the same terms as the Director.

Authorities

The vice Director's authorities are decided by the Director appointing him or her.

CMM Board

Composition/characteristics

According to the by-laws of the CMM

”The Foundation will have a Board consisting of nine members.

The Public Healthcare Services Committee address at the creation of CMM and CCK

”Regarding the Boards, it is assumed that the members are appointed partly considering a documented engagement for research and development within actual areas and partly considering a broad representation from industry and science.”

Responsibilities

The Board is responsible for CMM to follow the original intentions: scientific excellence, innovation and improved health care. This means that the Board should create conditions, within CMM and in cooperation with others, to ensure the research in the long run leads to healthier people.

The main task of the Board is to promote thorough and boundary crossing research within the areas mentioned in the by-laws of the foundation. This includes the utmost responsibility for the continuous evaluation of the CMM activities and that the evaluations lead to concrete actions.

Other tasks that is under the responsibilities of the Board:

- *Safeguard the CMM financial situation*
The CMM funds are managed according to certain capital management instructions. The Board is however responsible to ensure that CMM has enough resources to perform research as stated in the by-laws.
- *Make sure the management of CMM works appropriately*
The Board should support the CMM Director and management by making decisions in issues the management or the Steering Group presents to the Board, solve tasks and give advice in questions brought forward by the CMM management.
- *Create an understanding in society of the current situation for Swedish scientists.*
The Board should serve as a link to the surrounding society and help putting the CMM activities in relation to the rest of the world – research, health care, industry and the public.
- *Promote research within the CMM disease areas*
The Board should actively promote CMM and its activities with the purpose of attracting increased funding for the research and make suggestions regarding people or organizations that might fund research at CMM.
- *Safeguard the connection to the clinical counterparts*

Appointment

The Stockholm County Council appoints all members. The Chairperson is elected by the Stockholm County Council. The Board then elects a vice chairperson.

Terms of office

The members are elected for one term of office (four years), counted from the turn of the year closest after the Swedish regular election for the Stockholm County Council. If a member

chooses to resign before the term has expired a new member should be elected for the remaining part of the term.

Authorities

CMM administration and IT-department

Composition/characteristics

The CMM administration and IT-department is mainly a service function to all scientists and other staff within CMM. The administration consists of several different functions. The Director of CMM is responsible for dividing the tasks among the CMM administration employees.

- **Foundation finances**

This function involves responsibilities for all financial issues, such as salaries and remunerations, invoices, annual reports, etc.

- **Building related issues**

This person is responsible for the maintenance of the CMM building, key cards, keys and related issues.

- **Core facilities**

Core facilities are equipment and/or services the scientists can use when needed. The facilities can either offer full service analyses or train users to do their own analyses. The fees are based on the amount of service, cost of reagents, maintenance of equipment etc. One person at CMM is responsible for making sure all core facilities are listed on the CMM website and also acts as contact person for any questions or suggestions regarding the core facilities.

- **Communication**

The main task is to ensure that the internal and external information from CMM is relevant and updated. External information includes the CMM website, brochures, contacts with the media, collaborative partners and the general public. The external communications should be discussed with relevant KI and Karolinska University Hospital functions on a regular basis. Internal information includes the CMM intranet, CMM News, and internal meetings and conferences.

- **Fundraising**

This function is responsible for all fundraising activities, e.g. marketing of the CMM, donor care, creating new offers etc.

- **Cultivator**

The main task of this function is to enhance the spirit of CMM, which means creating a vital and stimulating atmosphere where all CMM staff can meet and interact. Examples of tasks are arranging the CMM Day, organizing the CMM Seminars, Pubs, Discussion lunches, User Meetings etc.

- **Organizational development**

This function plans and carries out activities regarding the over-all management of CMM together with the Director and vice Director.

- **Administration of meetings**

This function administers, makes agendas, writes protocols and follows up on the decisions from Group Leader-, Steering Group- and Board meetings.

- **IT-department**

The IT-department is responsible for all maintenance and operations regarding networks, computers (both hardware and software), helpdesk, etc. They also function as middle hand between CMM and KI-IT. They should also be able to assist regarding new platforms for handling large data, etc and be responsible for the CMM intranet.

Scientific Advisory Board (SAB)

Composition/characteristics

The SAB should be an evaluation group purely based on scientific merits, consisting of internationally very established and respected scientists. The SAB should preferably consist of people with no direct connections to CMM. The composition should represent all research areas with CMM in order for the SAB to understand all research projects that are presented. The members of the SAB should be approved by all parties at CMM - The Directors, vice Director, CMM Board and Steering group

Responsibilities

According to the by-laws

”The Foundation will have a Scientific Advisory Board consisting of independent and competent scientists. These scientists are elected by the CMM Board after suggestions from KI and Karolinska University Hospital and are appointed during the same time periods as the Board.”

”The Scientific Advisory Board should evaluate the activities on a regular basis and contribute to the development of CMM. “

The SAB should evaluate CMM as a research center and focus on the center’s scientific excellence and multidisciplinary approach. SAB should make recommendations according changes in the research focus, management, organization and future development.

Appointment

Suggestions on new SAB members can be made by all Group Leaders at CMM. The Steering Group then makes decisions after consulting the SAB chair-person. The SAB members are also presented to KI and KUH representatives.