

# Global BioImaging Project

## D5.1 Report on strategy for an international shadowing program in imaging infrastructure facility management

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### Abstract

Work Package 5 (WP5) of the Global BioImaging (GBI) project is aimed at setting up a shadowing program for exchange of people and experience within imaging communities across the globe. Thanks to such program European and international imaging facility operational staff, such as laboratory managers or specialized technical personnel, will be able to visit other infrastructure sites across Europe, India and Australia and learn from the exposure to different experiences. Australian, Indian and European imaging facilities interested in hosting visiting staff within the GBI project have been identified. Euro-BioImaging Node Candidates have been asked to indicate their availability to host facility staff by a short survey and 11 Node Candidates have responded positively. The shadowing program will consist of 2-3 rounds of people exchange. The first call for shadowing has been set up and will be published in September 2016 to select the first 3 European and 3 Indian-Australian facilities participating in the exchange, which is foreseen for the beginning of 2017.

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## **1- General strategy for an international shadowing program in imaging infrastructure facility management (task 5.1)**

The proposed strategy for the international shadowing program foresees:

- 1) Identification of imaging facilities from Europe and India/Australia interested in the program as hosting facilities;
- 2) An open call for shadowing to select facilities which will send their staff to the hosting partners (with access to limited amount of travel grants);
- 3) Evaluation of the applications received from interested facilities;
- 4) Coordinating communication and assisting with agreements between the selected host and guest facilities for organizing the visits;
- 5) Evaluation of the shadowing program after the exchange has taken place by collecting feedback from both hosts and guests.

A draft of general guidelines for the shadowing program and the forms for registering as interested host facilities, applying to the call, and giving feedback after the visit are attached to the present report.

## **2- Identification of Imaging facilities from Europe and India/Australia interested in the program**

The Global BioImaging Project proposal was built on three existing collaboration agreements for successful operation of imaging infrastructures, which Euro-BioImaging had signed with its international counterparts, namely the Australian Microscopy and Microanalysis Research Facility (AMMRF), the National Imaging Facility (NIF, Australia) and India-BioImaging to support imaging-based research in the areas of biological and medical sciences.

During the first Exchange of Experience (EoE I) workshop (Heidelberg, 8-10/6/2016), discussion about the shadowing program among the project leaders and Indian/Australian Imaging facilities evidenced a great interest by all the involved partners. In particular, NIF, AMMRF and India BioImaging would like to participate with one facility each. Therefore, it is foreseen that two biological imaging facilities (one from AMMRF and the National Center for Biological Sciences in Bangalore) and one medical imaging facility (from NIF) will participate in the first round of exchange, which should take place at the beginning of 2017.

On the European side, Euro-BioImaging Node Candidates have been invited to fill in an on-line form to express their interest in hosting visiting staff in the shadowing program. 7 Biological Imaging Node Candidates representing 8 imaging facilities, 3 Biomedical Imaging Node Candidates representing 5 imaging facilities and 1 Mixed Advanced Light Microscopy (ALM)/Medical Imaging Node Candidate have responded to the survey. The information collected about available hosting facilities, preferred hosting periods, types of shadowing work, preferred positions of hosted staff and specific expectations are summarized in Table 1.

The same information is being (also) collected from Australian/Indian facilities and overall these data will be used to compile a complete list of all the hosting facilities and of what they are offering to visiting staff. This complete list will be provided to the facilities, which will be selected

for the exchange program, in order to allow their staff to choose the partner facility that best fits its shadowing expectations/goals.

### **3- Call for shadowing**

The first open call for the shadowing is currently being prepared. The call will be managed via an on-line survey and it will be published on the GBI Project website (<http://www.eurobioimaging.eu/global-bioimaging>) in September 2016 (Annex 3). Interested facilities (both European and international) will have an opportunity to apply for the travel grants for one of their members of staff to enable the exchange of people in the shadowing program. 3 grants for Australian/Indian facilities staff and 3 for EuBI Node Candidates staff are foreseen for the first call, most likely for exchanging 4 people among the biological imaging facilities and 2 among the medical imaging ones. Deadline for applications submission will be in the end of September.

Applications will be reviewed by a panel of external evaluators. The panel will be composed of three members: one member will be selected among the current list of Euro-BioImaging reviewers of user access applications, and the other two will be selected among a list of suitable candidates provided by Indian and Australian partners. They have been invited to provide their suggestions by e-mail before the 20/09/2016 to ensure there will be enough time to contact the suggested candidates and to set-up the panel before the deadline for the presentation of the applications.

The evaluators will be invited to review the application, to classify it as belonging to the biological or bio-medical imaging fields (in order to assign it appropriate hosting facility), and to score it on the basis of conformity between the position and CV of the candidate to the requested type of shadowing.

The results will be communicated to the applicants before the end of November 2016, in order to allow the staff plan their visits by the beginning of 2017.

### **4- The shadowing practicalities**

Once the 6 facility staff members admitted to the exchange program have been selected, they will receive a confirmation message indicating the hosting center/destination facility assigned to them according to reciprocal interests/requests/hosting solutions. At the same time each participating facility will be provided with the contact details of their shadowing partners to agree about the details and the arrangements of the visits. After the shadowing has taken place, a feedback form will be compiled by all the involved facilities – both hosting and visiting – to get information about their satisfaction/success of the shadowing, issues to be solved (if any), possible comments for the improvements to the entire process to be introduced in the next call and any other suggestion from the directly involved people which may be of help in optimizing/developing the strategy for an international shadowing program in the future (see feedback forms in Annexes 4a and 4b).

## **5- General guidelines for an international shadowing program in imaging infrastructure facility management**

Job shadowing in imaging infrastructure facility management is a program where an imaging facility hosts a person coming from an international partner imaging facility to share with him/her experience and knowledge on a certain type of work related to the facility itself. This is accomplished by providing the guest with an experienced local worker who accompanies him/her while performing the job.

This allows facilities to establish or strengthen collaboration and to learn from each other on issues such as how to improve their efficiency in various aspects of their work functionality. This is of course very important for newly built facilities, but also the most established and experienced ones may benefit from the exchange of best practices among the facilities staff.

The following types of job shadowing are foreseen:

- Aspects related to user access and open access provision
- Quality management and quality control
- Software tools
- Image data analysis, storage and management
- Facility organization and management
- Latest technologies (hands-on training will be possible)

The general procedure to organize international shadowing sessions is as follows:

- 1) Imaging facilities interested in the program as hosts are identified by an on-line registration form;
- 2) A list of available hosting facilities, including details of what they plan to offer during the shadowing (number of accepted persons, types of shadowing, length of shadowing periods etc.) is published and kept up-to-date;
- 2) Periodical open calls for shadowing are published: imaging facility staff members interested in visiting one of the available hosting facilities apply to the call by filling in an on-line form, where they are asked to indicate some personal professional information and what kind of expectations they have for the upcoming shadowing;
- 3) Received applications are evaluated and scored by a panel of international external technical experts on the basis of the compliance between the position and CV of the candidate to the requested type of shadowing. The number of admitted people exchanges can vary depending on the hosts availability and on the travel funding opportunities: applicants are admitted to the program according to the score they have obtained from the reviewers. The excluded applicants (if any) may be contacted at a later time if resources become available.

- 4) Selected guest candidates are supported by the shadowing program coordinator in contacting the preferred/suitable hosting facilities: the host and the visitor agree about all the practical issues related to the visit;
- 5) The visit takes place at agreed time period;
- 6) Both the host and the visitor give their feedback on the shadowing after the visit is completed by filling-in on-line feedback forms which will be made available to all the involved parties (host, guest, organizer).

Some points must be respected both by the host and by the visitor.

The guest should:

- Provide the host with an outline of what they expect from the shadowing before the shadowing takes place;
- Provide information of the background and expertise of the visiting staff so that the shadowing can be structured in most productive manner;
- Maintain confidentiality at all times during and after the visit.

The host should:

- Agree with the guest about the type of job shadowing that will take place and the related modalities (timetables, access to laboratories/instruments etc.) prior to the visit;
- Assist the visitor in travel and lodging arrangements, if needed;
- Provide the visitor with information on the host facility at their arrival (infrastructure description, local rules, safety issues etc.).

Any other practical arrangement is at the host/guest discretion.

**Annex 1.**

**Table 1a: Summary of information about hosting expectations of EuBI Node Candidates collected by the on-line survey**

**BioMedical Imaging Node Candidates/Facilities**

Country	Name of the EuBI Node Candidate	Name and location of participating facility(ies)	How many places for visitors would you like to offer?	Type of work shadowing you plan to offer (aspects related to user access, quality management, software tools, image data storage and analysis, core facility management, hands-on training on specific technology, other)?	Preferred position of the person participating in the exchange (manager, imaging specialist, other)?	For how long would you host the visitor?	Specific expectations about the GBI exchange programme (if any)?
Italy	Molecular Imaging Italian Node	University of Torino	One	Hands-on training		Up to two weeks	
Belgium	FLAMINGO	University of Antwerp (Molecular Imaging Center Antwerp (MICA); <a href="https://www.uantwerpen.be/en/rg/mica/">https://www.uantwerpen.be/en/rg/mica/</a> )	Up to two	Insights (and hands-on training) in translational and integrated PET/SPECT Molecular Imaging research covering all aspects: 1. Radiotracer development and quality assurance 2. Small animal PET imaging in neurosciences or oncology (experience in managing challenging longitudinal industry projects). 3. Clinical PET studies in neurosciences (Alzheimer, neuro-inflammation) 4. Data processing and kinetic modelling	Person with an imaging background	Up to two weeks	1. Exchange of best practices 2. Initiating new international collaborations 3. Stimulate mobility of our staff as well
		University of Antwerp (Bio-Imaging Lab); <a href="https://www.uantwerpen.be/en/rg/bio-imaging-lab/">https://www.uantwerpen.be/en/rg/bio-imaging-lab/</a>	Up to two	Small animal MRI imaging core facility (broad coverage from general core facility management to hand-on training on MRI acquisition, data processing (software tools), archiving etc.).	Imaging scientist (rather than general manager)	Up to two weeks	1. Exchange of best practices 2. Expand our network of international collaborations and setting-up future collaborations
		KU Leuven	Up to two	Hands-on training on human PET-MR/PET-CT and micro PET-MR/PET-CT imaging and data analysis with state of the art software	Imaging specialist/technologist	Up to three weeks	Preferably someone with some experience so that a bilateral win-win can be foreseen
The Netherlands	Preclinical Imaging Centre (PRIME) Molecular Imaging Dutch Node	Radboud University Medical Center, Nijmegen	Up to two	Hands-on training on specific technology	Researcher	One week	None

**Mixed Biological-Biomedical Node Candidates/Facilities**

Country	Name of the EuBI Node Candidate	Name and location of participating facility(ies)	How many places for visitors would you like to offer?	Type of work shadowing you plan to offer (aspects related to user access, quality management, software tools, image data storage and analysis, core facility management, hands-on training on specific technology, other)?	Preferred position of the person participating in the exchange (manager, imaging specialist, other)?	For how long would you host the visitor?	Specific expectations about the GBI exchange programme (if any)?
The Netherlands	Excellence in Imaging Maastricht	Maastricht University	Up to three	All aspects, also in terms of discussion to learn from our side	Lab manager/Node leader	Up to two weeks	Interactions and learning from each other


**Biological Imaging Node candidates/Facilities**

Country	Name of the EuBI Node Candidate	Name and location of participating facility(ies)	How many places for visitors would you like to offer?	Type of work shadowing you plan to offer (aspects related to user access, quality management, software tools, image data storage and analysis, core facility management, hands-on training on specific technology, other)?	Preferred position of the person participating in the exchange (manager, imaging specialist, other)?	For how long would you host the visitor?	Specific expectations about the GBI exchange programme (if any)?
EMBL	ALM Node	Advanced Light Microscopy (ALM) Facility, EMBL, Heidelberg, Germany	We are flexible depending on the aims and available resources	In general open to accept job shadowing visitors in all areas we cover ( <a href="http://www.embl.de/almf">www.embl.de/almf</a> ) as long as the visit makes sense for the visitor and we have capacity for the visit at the projected time.		We are open to anything fitting to our availability and financial resources of the visitor	
Czech Republic	Prague Node: AL and EM Multi Modal Multi Sited Node	Microscopy Center, Institute of Molecular Genetics ASCR, Prague	Up to two	Super-resolution microscopy Live-cell imaging and FRAP	CF manager, technical specialist	Up to two weeks	
Finland	Finnish ALM Node	Turku Biolmaging - Turku, Finland <a href="http://www.bioimaging.fi">www.bioimaging.fi</a>	Up to two	Software tools, Image analysis and hands-on training on the technologies we offer for Euro-Biolmaging	Imaging specialist	Up to two weeks	
Bulgaria	Sofia EuBI Node	LMF, Institute of Molecular Biology BAS, Sofia 1113, Bulgaria	One	Hands-on training on live cell imaging and image data analysis	Imaging specialist	Up to two weeks	
France	France Biolmaging	MARS (Montpellier) PICSL (Marseille)	Two for MARS Three for PICSL	Hands-on training on specific technologies: High resolution microscopy with 3 D STED and PALM / STORM, Light sheet microscopy, for both technics we start from the sample preparation to reach the analysis. We train beginners on Image treatment using ImageJ- Fiji and for writing automatization's treatment with macro commands. In the field of electron microscopy, we offer training on Serial Block Face – scanning EM microscope, sample preparation, new techniques such as high-pressure freezing, immunocytochemistry by Tokoyasu or electron tomography with TEM microscopy. Methods and analysis of constraints to the development of a provision of scientific equipment service. Quality management. Training on how to develop a contributory model for managing a scientific platform. <ul style="list-style-type: none"> <li>• Know how to read and write a technical specification within the framework of a tender</li> <li>• Law, regulations of the tendering, billing service</li> <li>• Relationship to the environment, mounting a local competence network, human relations at work, motivation in a group.</li> <li>• Establish and improve its working organization with IT tools (Mind Mapping, Gantt Chart)</li> <li>• Target the instrument you need and manage its obsolescence</li> <li>• Evaluate the performance of the instrument and make it visible.</li> <li>• Implementation of indicators (downstream and upstream) to well manage a platform and to give wide overview of it's operating.</li> </ul>	Manager and imaging specialists	Up to two weeks	Establish long terms links and share competencies and technical solutions.
		Paris Centre: Imagopole-Pasteur Paris Centre: PICT-Curie Bordeaux: BIC; IdF Sud: Imagerie Gif, BioEmergences, LOB	Up to two for Paris Centre Up to three for Paris Centre PICT-Curie Up to two to Bordeaux BIC Up to Three in IdF Sud	<u>Paris Centre Imagopole Pasteur</u> : We can basically offer all of the above with the proviso that our local expert on the particular item is available. We can also offer more specific insights on imaging on infectious biology <u>Paris Centre PICT-Curie</u> : aspects related to user access, image data storage and analysis Hands-on training on CLEM, Light Sheet Microscopy, 3D Multi-angle TIRFM, double STORM Multi Focus Microscopy. Small animal longitudinal studies (in oncology) <u>Bordeaux BIC</u> : user access, quality management, software tools, image analysis, core facility management, hands-on training on super resolution microscopy STED/STORM/PALM, two photon Imaging, FLIM, video-microscopy <u>IdF Sud</u> : quality management, core facility management in Imagerie Gif; software tools, image data storage and analysis in BioEmergences; Hands-on training on specific technology: at LOB (new contrasts, in depth in vivo imaging, MLSM & SPIM); At BioEmergences (3D+time in vivo in to multiscale imaging – MLSM & SPIM), at ImagerieGif (CLEM)	Any at Paris Centre Imagopole Pasteur & IdF Sud: Core F Managers or Imaging specialists Paris Centre PICT-Curie & Bordeaux-BIC	Flexible in all cases from 4 weeks to 2 months depending on the topic	Enlarging our international network of interactions; Exchange on practices, international visibility, Facilitating further common actions or joined programme, with core F staff and Core F users from other countries. Eventually helping research team collaborations between different countries



Country	Name of the EuBI Node Candidate	Name and location of participating facility(ies)	How many places for visitors would you like to offer?	Type of work shadowing you plan to offer (aspects related to user access, quality management, software tools, image data storage and analysis, core facility management, hands-on training on specific technology, other)?	Preferred position of the person participating in the exchange (manager, imaging specialist, other)?	For how long would you host the visitor?	Specific expectations about the GBI exchange programme (if any)?
Belgium	LIMBO	University of Antwerp, Core facility for microscopy	Up to two	All aspects of managing a core facility as well as hands-on expertise with advanced microscopy techniques and automated analyses.	No preference	Up to two weeks	1. Exchange of experiences 2. Mobility of staff 3. Network / collaboration opportunities
The Netherlands	Erasmus MC OIC ALM Rotterdam Node	Erasmus MC OIC - Advanced Light Microscopy Rotterdam Node	Up to two	Aspects related to user access, quality management, software tools, image data storage and analysis, core facility management, hands-on training on specific technology	Imaging specialist	Up to two weeks	

**Annex 2. Online form used to collect expressions of interest in participating in the program as hosting facilities from EuBI Node Candidates**



**Registration for Global Biolmaging shadowing programme**

**\* Country**

  
**\* Name of the EuBI Node Candidate**  
**\* Name and location of participating facility(ies)**  
**\* Contact person**

Name	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>

**\* How many places for visitors would you like to offer?**

One

up to two

up to three

Other (please specify)

**\* Type of work shadowing you plan to offer (aspects related to user access, quality management, software tools, image data storage and analysis, core facility management, hands-on training on specific technology, other)?**

**Preferred position of the person participating in the exchange (manager, imaging specialist, other)?**

**\* For how long would you host the visitor?**

Up to two weeks


Up to three weeks

Other (please specify)

**Specific expectations about the GBI exchange programme (if any)?**

**\* Do you have possibilities to support the visitor in finding affordable accommodation (existing guest house, special deal with hotels close by, etc)?**

**Annex 3. Shadowing program application form for a visiting staff**



**Shadowing program application form for a visiting staff**

**\* Personal information**

Name

Address

City/Town

State/Province

ZIP/Postal Code

Country

Email Address

Phone number

**\* Name of the imaging facility / Node Candidate**

**\* Country**

**\* Research infrastructure**

Euro-Biolmaging

AMMRF

NIF

India-Biolmaging

**\* Address of the facility sending a staff member**

Contact person

Title

Address

City/Town

State/Province

ZIP/Postal Code

Country

Email Address

Phone Number

**\* Position:**

Core facility manager

Technical staff

Other (please specify)

**\* Field of expertize:**

Biological imaging

Molecular imaging

Medical imaging

2

**\* Imaging technologies and related services you are expert in:**

<input type="checkbox"/> Multi-modal advanced light microscopy	<input type="checkbox"/> PET, SPECT	<input type="checkbox"/> Dual PET (or SPECT)/MRI
<input type="checkbox"/> Super resolution microscopy	<input type="checkbox"/> MRI/MRS	<input type="checkbox"/> Phase contrast imaging
<input type="checkbox"/> In vitro functional Imaging (Fluorescence and Raman spectroscopy)	<input type="checkbox"/> CT	<input type="checkbox"/> Population imaging
<input type="checkbox"/> High-throughput microscopy	<input type="checkbox"/> Ultrasound	<input type="checkbox"/> Image and data analysis
<input type="checkbox"/> EM	<input type="checkbox"/> Optical imaging	<input type="checkbox"/> Animal models
<input type="checkbox"/> CLEM	<input type="checkbox"/> Photoacoustic imaging	<input type="checkbox"/> Imaging probes
<input type="checkbox"/> Mesoscopic imaging	<input type="checkbox"/> Dual PET (or SPECT)/CT	<input type="checkbox"/> Cell culture
<input type="checkbox"/> Other (please specify)		

**\* For how long have you been working at your imaging facility?**

**\* Please describe in few words (max. 200) your current tasks at your imaging facility:**

**\* Name of the imaging facility / Node Candidate you are applying to:  
(if several possibilities, please specify in preference order)**

3

**\* What kind of job shadowing are you most interested in?**

- Aspects related to user access
- Quality management
- Software tools
- Image data analysis
- Image data storage and management
- Facility organization and management
- Latest imaging technologies
- Other (please specify)


**\* Upload your CV using this [link](#)**

**\* Please describe in few words (max. 200) your expectations about this shadowing program:**

**\* Please upload a letter of approval of the application signed by your supervisor/facility manager using this [link](#)**

4

**Annex 4a. Feedback form for hosting facility**



**Shadowing program: Feedback form for hosting facility**

**\* Name of the hosting facility / Node Candidate**

**\* Country**

**\* Research infrastructure**

Euro-Bioluminescence

AMMRF

NIF

India-Bioluminescence

**\* Address of the hosting facility**

Contact person	<input type="text"/>
Title	<input type="text"/>
Address	<input type="text"/>
City/Town	<input type="text"/>
ZIP/Postal Code	<input type="text"/>
Country	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>

1



**\* Name of the vising person**

**\* Facility he/she comes from**

**\* Person assigned as a supervisor for the visiting staff:**

Name

Title

Email Address

Phone Number

**\* Position of the supervisor of visiting staff**

Core facility manager

Technical staff

Other (please specify)

**\* When did the job shadowing take place?**

**\* Duration of the shadowing?**

2

**\* Which type of job shadowing has taken place?**

- Aspects related to user access
- Quality management
- Software tools
- Image data analysis
- Image data storage and management
- Facility organization and management
- Latest imaging technologies
- Other (please specify)

**\* In a scale from 1 to 5: How positive do you evaluate the job shadowing program?  
(1: negative; 5 highly positive)**

1                      2                      3                      4                      5

**\* In a scale from 1 to 5: Did the experience fit your expectations?  
(1: not at all, 5 yes completely)**

1                      2                      3                      4                      5


                                                                                      

**\* Has this job shadowing been useful for your facility? Please describe how.**

**\* Did you encounter any issues during the shadowing? Please describe shortly.**

**Would you have some suggestions on how the program could be improved?**

**Annex 4b. Feedback form for visiting staff**



**Shadowing program: Feedback form for visiting staff**

**\* Personal information**

Name	<input type="text"/>
Title	<input type="text"/>
Address	<input type="text"/>
City/Town	<input type="text"/>
ZIP/Postal Code	<input type="text"/>
Country	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>
Name of the facility / Node Candidate coming from	<input type="text"/>

**\* Name of the visited imaging facility / Node Candidate**

**\* Address of the visited facility**

Contact person	<input type="text"/>
Title	<input type="text"/>
City/Town	<input type="text"/>
Country	<input type="text"/>
Email Address	<input type="text"/>

**\* Your position**

Core facility manager

Technical staff

Other (please specify)

**\* Period and duration of the job shadowing:**

**\* Which type of job shadowing has taken place?**

Aspects related to user access

Quality management

Software tools

Image data analysis

Image data storage and management

Facility organization and management

Latest imaging technologies

Other (please specify)

**\* In a scale from 1 to 5: How positive would you evaluate the job shadowing program?  
(1: negative; 5 highly positive)**

1                      2                      3                      4                      5

**\* In a scale from 1 to 5: Were you satisfied on hosting and guidance by hosting facility and supervisor?  
(1: not at all, 5: yes completely)**

1                      2                      3                      4                      5

2

**\* In a scale from 1 to 5: How did the experience responded your expectations?  
(1: it did not respond at all; 5: it responded very well)**

1                      2                      3                      4                      5

**\* Do you think this job shadowing will enhance your personal/career development? If yes, how?**

**\* Do you think this job shadowing will affect your facility's performance? If yes, how?**

**Did you encounter any issues during your stay at the host facility? Please describe shortly.**

**Would you have some suggestions on how the program could be improved?**

3