



**Karolinska
Institutet**

Dnr 1-462/2019

Goals and Assignments for Karolinska Institutet's Operational Plan (OP) for Strategy 2030

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1 Introduction

Karolinska Institutet has been undergoing an important transformation for quite some time with a focus on organisational changes and infrastructure investments. In order to clarify our ambitions and overarching priorities, in April 2019, KI's university board approved Strategy 2030.

Strategy 2030 is grounded in KI's long-standing international reputation and high-quality operations. To maintain its standing as an attractive educational institution with pioneering research, KI must make long-term investments in several areas.

The strategic choices and priorities described in Strategy 2030 will be realized by clearly defining goals and assignments.

During the next step, managers will be assigned to each assignment and will be responsible for developing action plans, including time and resource estimates. The president will decide on any additional funding that may be needed to successfully complete the assignments.

This operational plan is structured in the same way as Strategy 2030. This means that goals and assignments are described under each section, including *Prerequisites that lay the foundation*, *Human-centred core values*, and the three strategic choices: *A groundbreaking university*, *An engaged university*, and *A global university*. The plan also shows how goals and assignments relate to the overarching objectives defined in Strategy 2030. The goals and assignments have been widely reviewed and discussed throughout the university.

2 KI's vision

We are advancing knowledge about life and strive towards better health for all.

3 Overarching objectives

3.1 An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.

This means that by 2030, we will be a university with a proactive approach to ethics, a clear and well-communicated set of core values, and a strong brand. We will prioritise students and staff and ensure predictability, transparency, and participation. KI will distinguish itself through harmonised operational support and quality assurance systems.

3.2 A deep global, national, and local commitment to human health shall characterise our education and research.

By 2030 we will be a university that draws inspiration from and takes responsibility for the UN Sustainable Development Goals and that has a symbiotic collaborative relationship with the healthcare sector.

3.3 A richness of perspectives shall define our education and research. Education and research shall be tightly coupled and synergies explored.

By 2030 we will be a university that strengthens the quality of its education and research through global, national, and local collaboration and engagement. We will interlink excellent education with excellent research.

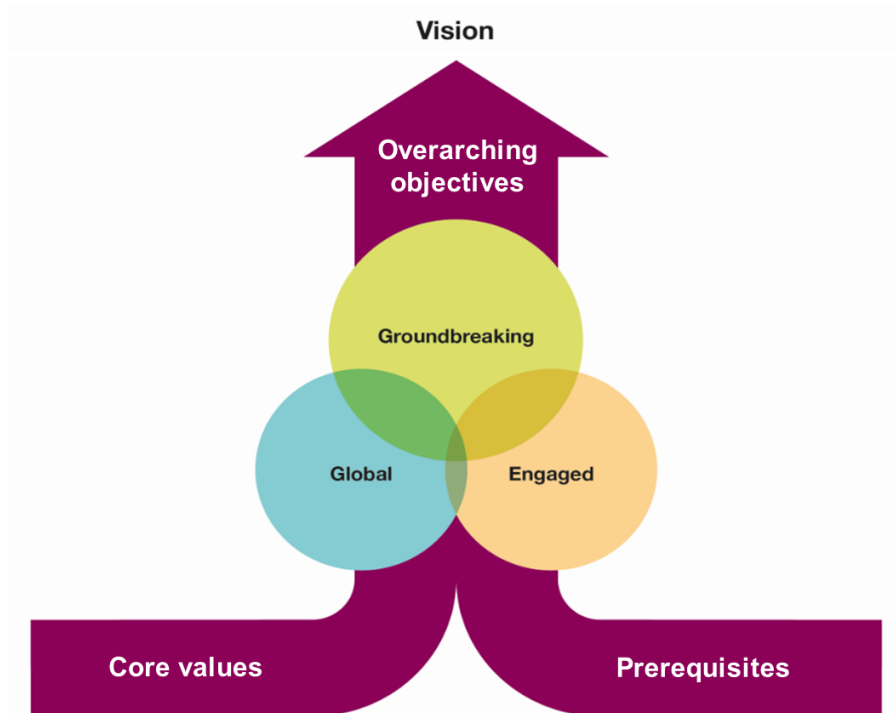
3.4 Interprofessional learning, lifelong learning, and internationalisation shall characterise our educational activities.

By 2030 we will be a university characterised by pedagogical creativity and innovation. We will offer education that reflects the needs and challenges of society and that explores new learning processes.

3.5 Curiosity-driven knowledge acquisition about life processes and disease mechanisms, reproducibility, state-of-the-art methodology, and scientific breakthroughs of the highest international standard shall characterise our research.

By 2030 we will be a university that champions the freedom of teachers and researchers to formulate and pursue their own lines of scientific inquiry. We will further explore the meaning of excellence and quality within our university and work to give our researchers the best possible conditions to achieve new breakthroughs.

4 Values, prerequisites, and strategic choices



4.1 Human-centred core values

Our values shall be ingrained in our culture and set the standards by which we are perceived and by which we take on challenges. KI's values consist of three components: Magna Charta Universitatum, The Ethical Foundations of the State, and Karolinska Institutet's own core values: creativity, passion, and responsibility.

4.2 Prerequisites that lay the foundation

For students and staff to succeed in their studies and work, the university must provide them with adequate environments and systems, including both physical and psychosocial aspects.

4.3 A groundbreaking university

Students and employees must have the right conditions to develop their talents and reach their objectives. This will enable them to think in new ways and explore uncharted paths, creating more opportunities to achieve groundbreaking results.

4.4 An engaged university

Local, national, and international collaboration across sectors and professional boundaries enriches our perspectives and unlocks solutions to current and future challenges.

4.5 A global university

The global university takes inspiration from Agenda 2030 and the UN Sustainable Development Goals. We must strive for increased internationalisation and greater integration of sustainability approaches into our operations based on the goals related to global health and well-being.

5 Direction, goals, and assignments

This document describes the goals and assignments that will be implemented in order to achieve Strategy 2030.

6 Follow-up and review

Once a year the activity plans will be formally presented to and reviewed by KI's leadership, at which time revisions may be made. The KI University Board will review the strategy every three-to-four years and may at that time seek input from an international advisory group.

7 Goals and assignments for achieving Strategy 2030

7.1 Human-centred core values

The goals and assignments below contribute to the following overarching objective:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.

Values ingrained in KI's culture

- Develop the plans, organisational structure and process for implementing core values throughout the organisation.

KI has a cohesive organisational culture in which KI's core values are shared by students and employees

- Ensure leadership and employeeship that promote creativity, diversity, equal opportunity, feedback, participation, and trust as well as sustainable living.
- Ensure organisational structures and create space for dialogue and follow-up concerning ethics and quality.
- Ensure transparency and clarity in university governance and structures.

7.2 Prerequisites that lay the foundation: Research and education of the highest quality

7.2.1 Equal opportunities for all and a sound work environment

The goals and assignments below contribute to the following overarching objective:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.

KI's students have knowledge about power relationships between genders and equal opportunities in order to be better prepared for professional life

- Identify needs for and implement education related to power relationships between genders and equal opportunities at all educational levels.

KI is free from discrimination, offensive behaviour, and harassment

- Develop systematic methods for working with organisational and social work environments.
- Develop research and collaboration programmes together with other higher education institutions to reduce the risk of sexual harassment and gender-based vulnerability for students and employees.

KI's employees and students have a sustainable worklife

- Create conditions for balance between work and private life as well as opportunities for recuperation.
- Create conditions for balance between studies and private life as well as opportunities for recuperation.

KI is a stimulating, safe, and secure workplace and study environment

- Ensure that all departments and units adhere to work environment laws and internal regulations.

7.2.2 Environment and sustainability: Our collective responsibility

The goals and assignments below contribute to the following overarching objective:

2. A deep global, national, and local commitment to human health shall characterise our education and research.

KI's campuses are environmentally and socially sustainable from a long-term perspective

- Implement improvements to reduce KI's environmental and climate impact.

Students and employees have basic knowledge on how they can contribute to sustainable development within their respective work and study environments.

- Develop a common structure for local and global sustainability work.
- Provide education at KI about the UN Agenda 2030 Sustainable Development Goals and sustainable development.

KI is certified in environmental management according to relevant standards.

- Implement environmental management and sustainable development systems in accordance with ISO 14001:2015 or the most recent applicable standards.

7.2.3 Development through continuous improvement

The goals and assignments below contribute to the following overarching objective:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.

Harmonised quality improvement work creates a common understanding of how quality work shall be conducted

- Implement structures and systematic working methods as well as common terminology and tools for use throughout KI.
- Develop a quality assurance system for research and identify areas for improvement.
- Develop a quality assurance system for professional services and identify areas for improvement.

Harmonised quality improvement work takes place according to the same cyclical processes as those used for university management.

- Coordinate quality improvement work with university management processes.

7.2.4 Operational support and facility management create clear added value

The goals and assignments below contribute to the following overarching objective:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.

KI has harmonised, need-based, and optimised professional services

- Develop harmonised professional services at all levels of the organisation.

KI has well-utilised facilities adapted to meet organisational requirements

- Ensure short- and long-term flexibility so that activities can be established, developed, and discontinued.

7.2.5 A brand that strengthens KI's competitive advantage

The goals and assignments below contribute to the following overarching objective:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.

KI has a solid reputation and is perceived as outward-looking, modern, and trustworthy

- Develop plans and organisational structures to support the brand.
- Ensure that the brand is protected.
- Expand collaborative relationships with alumni.

7.2.6 Culture and science that enrich one another

The goals and assignments below contribute to the following overarching objective:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.

Science and culture are well-integrated at KI

- Develop cultural, interprofessional, and transdisciplinary activities. Ensure that KI's history is made more visible.

7.3 A groundbreaking university

7.3.1 Breakthrough research

The goals and assignments below contribute to the following overarching objectives:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.
2. A deep global, national, and local commitment to human health shall characterise our education and research.
3. A richness of perspectives shall define our education and research. Education and research shall be tightly coupled and synergies explored.
4. Interprofessional learning, lifelong learning, and internationalisation shall characterise our educational activities.
5. Curiosity-driven knowledge acquisition about life processes and disease mechanisms, reproducibility, state-of-the-art methodology, and scientific breakthroughs of the highest international standards shall characterise our research.

KI achieves scientific breakthroughs

- Create innovative research environments
- Facilitate and create incentives for mobility
- Develop incentives for creativity-driven research

7.3.2 Putting students and staff first

The goals and assignments below contribute to the following overarching objectives:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.
4. Interprofessional learning, lifelong learning, and internationalisation shall characterise our educational activities
5. Curiosity-driven knowledge acquisition about life processes and disease mechanisms, reproducibility, state-of-the-art methodology, and scientific breakthroughs of the highest international standards shall characterise our research.

KI has long-term stable financing

- Develop fundraising as a natural component of KI's long-term financing.
- Strengthen support for researchers applying for external funding.

KI allocates resources appropriately for strategy implementation

- Develop the resource allocation model.

Students are able to influence all KI activities related to education and student life

- Ensure that practical conditions are in place to facilitate student participation in the university.

KI's educational activities are characterised by well-developed modern pedagogics

- Design a plan for pedagogical development.
- Give educators opportunities to further develop their teaching skills.
- Develop pedagogical support functions.

Students feel secure in their study environments and are well-prepared for their future professional responsibilities

- Develop seamless communication systems that offer students clear and relevant information.

KI has predictable and transparent career paths

- Evaluate and recommend career path changes for teachers and researchers and clarify the necessary academic and pedagogic requirements.
- Develop career paths for technical and administrative personnel.

7.3.3 Cutting-edge information management

The goals and assignments below contribute to the following overarching objectives:

4. Interprofessional learning, lifelong learning, and internationalisation shall characterise our educational activities.
5. Curiosity-driven knowledge acquisition about life processes and disease mechanisms, reproducibility, state-of-the-art methodology, and scientific breakthroughs of the highest international standards shall characterise our research.

KI has effective infrastructure for data management within education and research

- Implement an information management strategy.

- Establish an IT council.

7.3.4 Academic freedom delivers a diversity of perspectives

The goals and assignments below contribute to the following overarching objective:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.

KI is a driving force in the international debate regarding ethical gray zones in medical research

- Establish an international discussion forum on ethical gray zones in medical research.

7.3.5 A dynamic organisation develops all KI operations

The goals and assignments below contribute to the following overarching objective:

3. A richness of perspectives shall define our education and research. Education and research shall be tightly coupled and synergies explored.

KI's structure is dynamic and offers good opportunities for development throughout the organisation

- Ensure that KI's organisational structure provides good opportunities for internal research collaboration.
- Review the division of institutions.

7.3.6 Education and research must be closely interconnected

The goals and assignments below contribute to the following overarching objectives:

3. A richness of perspectives shall define our education and research. Education and research shall be tightly coupled and synergies explored.
4. Interprofessional learning, lifelong learning, and internationalisation shall characterise our educational activities.

Take advantage of KI's full potential as a university

- Continue the ongoing work and dialog needed to expand contract education, particularly at the advanced level, while ensuring quality.

Education and research stimulate one another

- Strengthen education's connection to research and research's connection to education. Ensure that staff recruitment takes into account the needs of both research and education.
- Stimulate research interest among students by offering them activities that prepare them for and generate interest in research, and improve conditions for continuing studies at the doctoral level.

KI's educational programmes meet employers' needs

- Ensure that the concept of "health" is viewed in a broad context that includes perspectives from other fields such as the humanities, social sciences and technology, where relevant, and ensure the quality of our educational programmes. This work should take place in collaboration with other higher education institutions, such as Stockholm Trio.

Staff within KI's core activities should both teach and conduct research

- Create better balance and coordination between educational and research activities for KI's teachers.

Ensure sufficient teacher capacity within KI's educational activities

- Identify areas in which there is a shortage of teachers and develop a plan to reinforce capacity within these areas.

7.3.7 World-class education and research support

The goals and assignments below contribute to the following overarching objectives:

4. Interprofessional learning, lifelong learning, and internationalisation shall characterise our educational activities.
5. Curiosity-driven knowledge acquisition about life processes and disease mechanisms, reproducibility, state-of-the-art methodology, and scientific breakthroughs of the highest international standards shall characterise our research.

Students and staff have access to research infrastructure and educational environments that are comparable to the best in the world

- Develop a plan for KI's educational, postgraduate, and research infrastructure.
- Facilitate infrastructure coordination for optimal usage and avoid infrastructure redundancy both internally and within the Stockholm region.

7.3.8 Maximise impact of investments in new buildings and infrastructure

The goals and assignments below contribute to the following overarching objective:

5. Curiosity-driven knowledge acquisition about life processes and disease mechanisms, reproducibility, state-of-the-art methodology, and scientific breakthroughs of the highest international standards shall characterise our research.

Research infrastructure is fully utilised

- Implement administrative support systems for infrastructure and develop training and support for its use.

7.4 An engaged university

7.4.1 Deeper partnership with the healthcare sector for better health

The goals and assignments below contribute to the following overarching objectives:

2. A deep global, national, and local commitment to human health shall characterise our education and research.
3. A richness of perspectives shall define our education and research. Education and research shall be tightly coupled and synergies explored.

4. Interprofessional learning, lifelong learning, and internationalisation shall characterise our educational activities.

KI has good access to the healthcare sector that meets educational and research needs

- Establish systematic internal processes that facilitate active participation in Region Stockholm's change initiatives.

Research and education at KI and Region Stockholm take place in a seamless environment

- Evaluate the organisation, processes, and development opportunities together with Region Stockholm.

Common research data systems exist for KI and healthcare providers

- Assess activities for clinical follow-up research including a clear interface with Region Stockholm's Center for Health Data.

KI is a leading actor in discussions at the national level on competence provision

- Increase engagement in development initiatives related to the role of higher education in competence provision.

Educational programmes are developed in close collaboration with the healthcare sector and other actors

- Together with Region Stockholm and the municipalities, establish new care and learning environments where students are active participants.
- Assess how health informatics as well as healthcare leadership and management can be included in relevant KI educational programmes.
- Ensure educational methods that include active student participation.
- Increase participation of patients, families, and patient organisations in educational programmes.

Our educational programmes shall be characterised by interprofessional learning

- Develop an action plan to increase interprofessional learning in the programmes.

Clinical training is of the highest quality

- Ensure KI's presence in healthcare settings with educational responsibilities in the form of staff members with joint employment or adjunct positions.

There is a well-established organisation and process for knowledge application and dissemination between KI and healthcare partners.

- Establish an appropriate organisation and better processes for implementing research results and new knowledge.

KI has cutting-edge knowledge about the implementation of research results

- Establish a centre for research and knowledge development in implementation science.

KI and Region Stockholm have common innovation processes

- Identify and manage barriers to current innovation processes.

7.4.2 Advancing our position with other universities

The goals and assignments below contribute to the following overarching objective:

3. A richness of perspectives shall define our education and research. Education and research shall be tightly coupled and synergies explored.

KI has well-established regional and national collaborations with other higher education institutions.

- Expand collaboration within Stockholm trio.
- Increase collaboration with other medical faculties to create a stronger common voice that represents Swedish research.

7.4.3 An engine for life science

The goals and assignments below contribute to the following overarching objective:

3. A richness of perspectives shall define our education and research. Education and research shall be tightly coupled and synergies explored.

KI is an engine in realising Sweden's potential within life science

- Strengthen regional, national, and international life science cooperation.

KI's collaboration with industry is proactive and has identified new collaborative areas.

- Develop an overarching communications platform regarding KI's collaboration with industry and the results of that collaboration.
- Communicate and educate others about the value of collaborating with industry.

7.4.4 Open internal dialogue based on trust

The goals and assignments below contribute to the following overarching objective:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.

KI has a well-developed collaborative relationship with employee organisations

- Implement structures and systematic processes for collaboration at the unit, department, and government authority levels in accordance with the cooperation agreement.

7.5 A global university: Internationalisation ingrained in our operations

7.5.1 International perspectives are imperative

The goals and assignments below contribute to the following overarching objectives:

3. A richness of perspectives shall define our education and research. Education and research shall be tightly coupled and synergies explored.
4. Interprofessional learning, lifelong learning, and internationalisation shall characterise our educational activities.

Internationalisation will strengthen education and research

- Develop international mobility and collaboration.
- Increase internationalisation work on KI's campuses.

7.5.2 Improve international impact and visibility

The goals and assignments below contribute to the following overarching objectives:

3. A richness of perspectives shall define our education and research. Education and research shall be tightly coupled and synergies explored.
5. Curiosity-driven knowledge acquisition about life processes and disease mechanisms, reproducibility, state-of-the-art methodology, and scientific breakthroughs of the highest international standards shall characterise our research.

KI is international institutions' first-choice collaborative partner

- Develop a strategic action plan to increase the international visibility of the university as a whole.
- Establish strategic partnerships with leading international universities, companies and organisations.
- Establish an office in Brussels in collaboration with Stockholm trio.

KI has increased its financing from European funding sources

- Increase KI's active participation in the European research and education arena in terms of collaboration, contributions and discussions with key institutions.

7.5.3 Increase KI's international attractiveness for students and staff

The goals and assignments below contribute to the following overarching objectives:

1. An ethical approach, academic freedom, critical reflection, high quality, and high ambitions shall pervade and support everything we do.
4. Interprofessional learning, lifelong learning, and internationalisation shall characterise our educational activities.

KI is an attractive employer and learning environment

- Develop routines for welcoming and conditions for international students.
- Develop routines for welcoming and conditions for international staff.

KI has more international students in second-cycle educational programmes

- Expand the selection of attractive second-cycle educational programmes that are available to international students.

7.5.4 Opportunities to positively impact global health

The goals and assignments below contribute to the following overarching objective:

2. A deep global, national, and local commitment to human health shall characterise our education and research.

KI takes a leading role in working to achieve the UN Sustainable Development Goals related to global health and well-being

- Develop a plan for KI's work with global health and well-being in which education and research are tied to the UN Agenda 2030 goals.
- Establish a virtual centre or network for equitable health.
- Develop interaction among a variety of academic disciplines to achieve the UN Agenda 2030 goals.