



2030

**Creating Karolinska Institutet's
future together**

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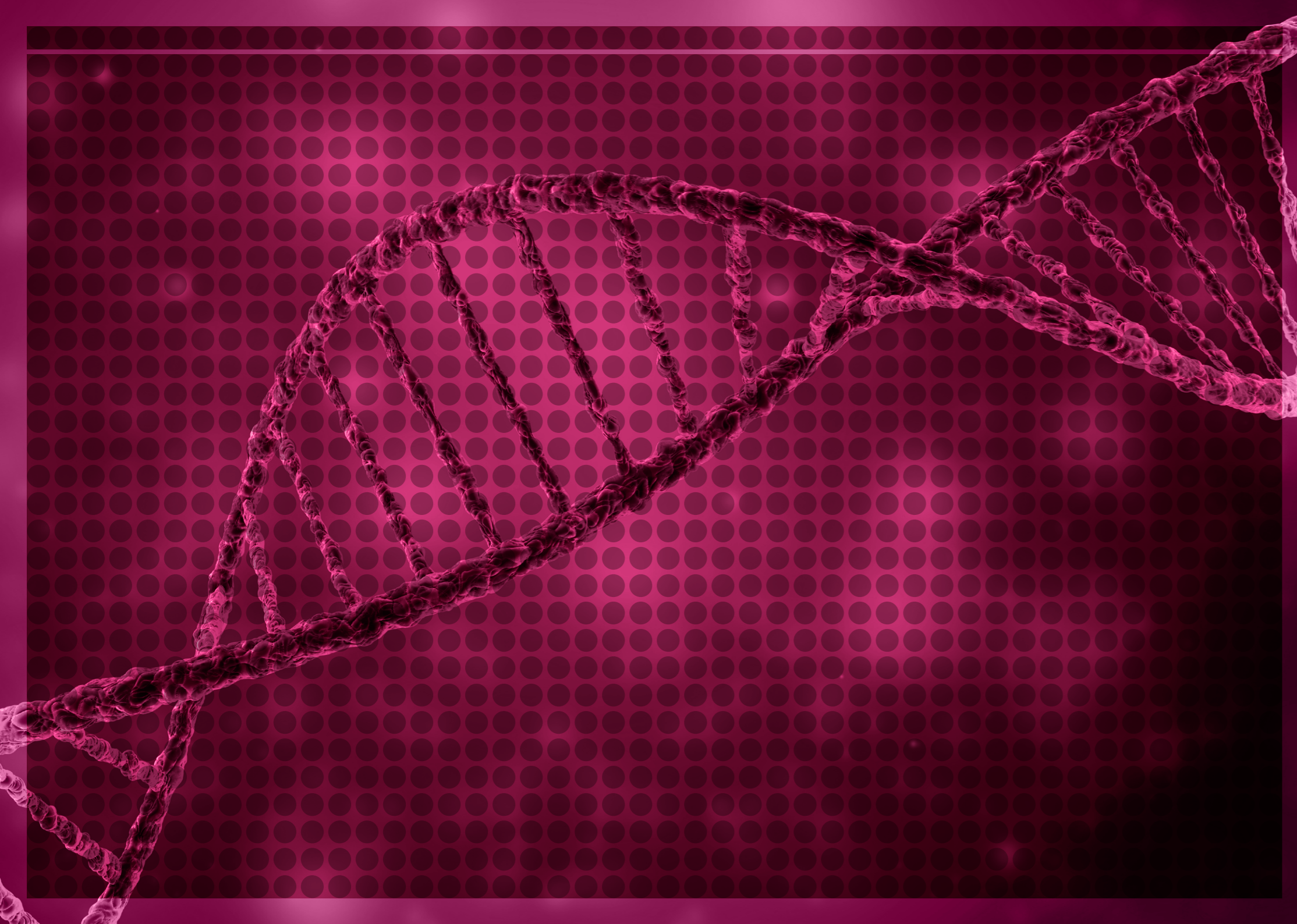
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The Karolinska Institutet University Board (Konsistoriet) adopted Strategy 2030 on 15 April 2019. The strategy was developed through a broad-based process both within KI and in dialogue with our partners. Strategy 2030 builds upon the university strategy from 2014-2018.

Please note that this is a translation of the Swedish version. In the event of any discrepancies, please refer to the original text.





Developing successfully towards 2030

Strategy is about looking ahead and daring to choose a path. A properly reasoned and firmly anchored strategy leads to changes that reflect our own priorities and capabilities as well as society's evolving demands and requirements.

Karolinska Institutet (KI) has been undergoing a process of change for a long time where the primary focus has been on its organisation and infrastructure. A new management organisation was introduced at the beginning of the year, and in recent years some 80 per cent of our experimental research has moved into new premises. With KI Strategy 2030 we now have a roadmap for the coming decade.

The Strategy 2030 priorities are grouped into three strategic themes: KI will be a *groundbreaking*, *engaged* and *global* university.

To me, it is of critical importance that KI takes responsibility for and drives societal development. Ultimately this is what gives us legitimacy as a university. Curiosity-driven research with the potential to make scientific breakthroughs must therefore be a self-evident and essential part of KI, along with high quality science-based education. In this context, *groundbreaking* is a guiding principle.

The complexity of medical research and the high demands we place on our education require that we, as a single-faculty university, must

actively collaborate with other universities and societal actors. Being *engaged* with the wider community is key to solving both today's and tomorrow's problems and challenges. Here, KI must adopt a clearer national role in the development of life science and deepen our working relationship with Region Stockholm in research, education, implementation, and skills provision. Being engaged also means seeking partnerships across sectors, national boundaries, and disciplines.

The quality of our work is enhanced by the wealth of perspectives we gain through international collaboration. The *global* university also takes into account the United Nations' Agenda 2030 and its 17 Sustainable Development Goals. These goals concern us all and show us that health must be viewed in a broad context, not least within our educational programmes.

When I look ahead towards the implementation of our strategy, I see three main areas that will need our undivided attention for many years to come. **The first** is to create the best possible working conditions for our students and employees, with predictable career paths. **The second** is to secure society's confidence in KI as a leading medical university. For this to be achieved, our work must be consistently characterised by high quality and duly informed



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by ethical and critical reflection. This is vital if we are to successfully navigate the multiple challenges and dilemmas that confront a medical university at the forefront of research – not least the ethical challenges that arise from development of new and powerful technologies. **The third** is to take full advantage of the substantial investments that have been made in recent years in modern buildings and infrastructure – investments that give KI the potential to rise to new levels in both education and research.

I am confident that Strategy 2030 will help us strengthen our position as a leading medical university – strong in its purpose, critical in its attitude, and well attuned to society's evolving needs.

Ole Petter Ottersen
President



Introduction

The Karolinska Institutet University Board (Konsistoriet) adopted Strategy 2030 on 15 April 2019. The strategy was developed through a broad-based process both within KI and in dialogue with our partners. Strategy 2030 builds upon the university's strategic plan from 2014-2018.

The necessity of looking ahead to 2030

The time horizon 2019-2030 was chosen with great care. Many of the challenges and opportunities facing our university and society at large become more apparent when considered over a longer time perspective. Research has a long time horizon, and changes we make today in our educational programmes will have their greatest impact on society in a decade or more. The time horizon also coincides with the United Nations' Agenda 2030. It is incumbent on us as a university to help realise the Sustainable Development Goals (SDGs), but we should also allow ourselves to be inspired by them. The SDGs view medicine and health in the broadest of contexts. If we are to achieve our vision of better health for all, we must do the same.

Clear priorities set a new path forward

KI's priorities are described here as strategic themes. They specify the areas on which we have chosen to focus in order to progress towards our vision and realise our overarching objectives. They also signal

a reorientation. As we adjust our focus, we will build on the many strengths we have today. The fundamental conditions that need to be in place and our common values complement these thematic choices. We have expressed our ambitions within five objectives, all of which should be achieved by 2030.

The strategic themes and prerequisites for success are in turn broken down into action areas, which provide an overall picture of the steps that must be taken to realise our vision.

Implementation

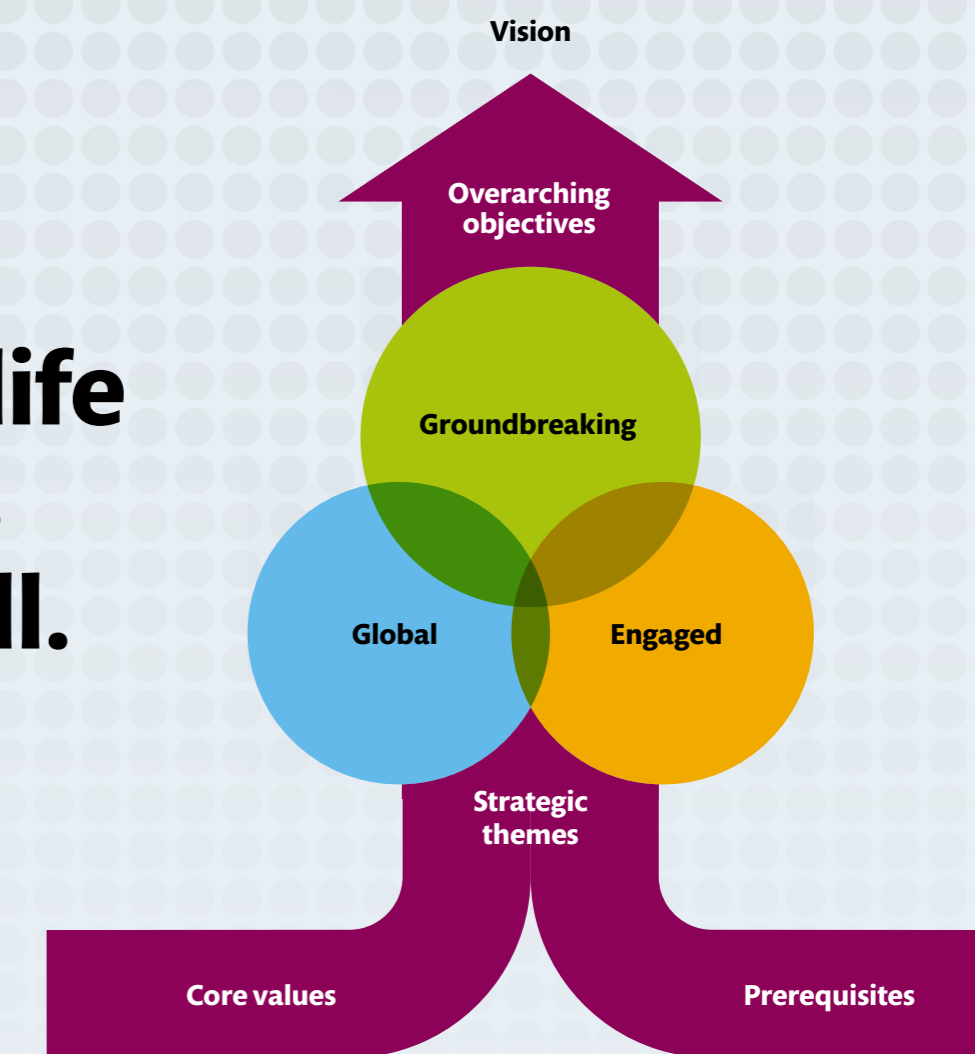
Strategy 2030 forms the platform for KI's upcoming Action Plan in which the strategy will be operationalised through resource allocation, planning, and the delegation of responsibility.

The President is responsible for ensuring that the strategy is implemented in a resource-efficient way and that it creates a solid foundation for KI's development through 2030 and beyond.

Review and revision

The strategy is in effect for just over a decade, which means that periodic reviews and revisions will be essential. The board will therefore formally review the strategy every three-to-four years based on input from a group of international experts.

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



Our overarching objectives

1

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

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 is distinguished by cohesive operational support and quality assurance systems.

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's Sustainable Development Goals and that has a symbiotic collaborative relationship with the healthcare sector.

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.

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.

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.

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.

Our points of departure

KI enjoys an excellent international reputation and conducts research and education of very high quality. However, past performance is no guarantee of continuing success.

Our world is changing. Globalisation, rapid technological and medical developments, digitalisation, and significant reforms within the healthcare sector present both new opportunities and challenges. Broad international cooperation is required to address critical questions concerning the future of the healthcare sector. We must take advantage of the opportunities that arise while proactively and effectively managing the ethical challenges they bring about.

KI is a global, national, and local actor. We must respond to fierce global competition and to opportunities for deeper collaboration – not only with other universities, but with a wide variety of organisations that contribute to knowledge development and to the growth of the healthcare sector. In our local environment, we must take into account the rapid changes within the organisation of the healthcare sector. These changes impact our own edu-

cation, research, and engagement with society at large.

KI remains highly attractive among potential students and has a healthy throughput in all first- and second-cycle programmes. Insufficient teacher capacity is a potential risk, along with limited capacity for clinical training (known as VIL or VFU). Our doctoral education has a strong international reputation, and we are working to further assure that the conditions we provide meet the highest possible quality standards within third-cycle education.

Our research enjoys a high international status; it is constantly advancing the frontiers of science and will continue to receive the best conditions for success. The ever increasing costs of curiosity-driven, experimental basic research need our attention. Our research has led to improvements in clinical practice, but more remains to be done. Through effective implementation, our groundbreaking research has the potential to contribute even more extensively to world-class healthcare. Many of our findings have commercial value and have led to the establishment of new enterprises and to a large number of patents around the world.

Internationally, KI has unique potential for world-leading experimental basic research and translational research thanks to the enormous

Broad international cooperation is required to address critical questions concerning the future of the healthcare sector.

investments that have recently been made in new buildings and infrastructure. Our close proximity to new infrastructure established by Region Stockholm adds to our competitiveness. Few other regions in Europe hold the same promise as ours when it comes to the development of life science.

Driven by successful competition for external funding, KI has experienced rapid growth in recent decades. This has weakened our internal culture and led to a lack of common purpose. Strategy 2030 addresses these issues and takes them as its points of departure.



Human-centred core values

Our core values shall pervade our culture and serve as guiding principles for how we profile ourselves and take on challenges. These values shall be reflected in the university's governance and norms and shall guide us as we navigate the changing world around us.

KI stands behind the core values that many European universities have agreed to in the Magna Charta Universitatum. This agreement establishes the importance of autonomy and academic freedom. Universities must resist external pressure and defend the freedom, integrity, and quality of our education and research.

KI's values are also rooted in those established by the government for all public authorities and employees regarding the development of a sound administrative culture. They comprise six principles describing the professional values that are to characterise all government employees: democracy, rule of law, objectivity, free opinion forming, respect for universal human worth, efficiency, and service.

KI operates in a field where the definition, communication, and adoption of core values is particularly important. KI's core values shall be ingrained in how we work, how we relate to one another, and how we interact with society. Our core values shall respond to the following questions:

- What do we stand for as students and employees of a medical university?
- What view of science and education should characterise us?
- What should guide our research and education within different medical professions?
- What view of humanity do we want to convey to our students and staff and to society at large?

In all that we do, we must see the whole individual – and all people. This is clearly anchored in our vision.



Our core values:
Passion for sustainable life

Creativity

We create groundbreaking results through creative thinking, perseverance, collaboration, and encouragement of originality.

Passion

We have a passion for science and knowledge transfer and their power to change the world.

Responsibility

Our activities are characterised by high quality and an ethical approach, as well as by respect, empathy, and critical reflection.

Improving our organisational culture

A characteristic element of a cohesive organisational culture is that core values are shared by students and staff alike. In order to achieve our strategic objectives, we need to live and act in accordance with our values. The actions that strengthen our organisational culture are described below.

- Establish incentive structures, financing, and principles for resource allocation that promote an engaged KI in which education and research reinforce one another.
- Develop and reward leadership and work culture that promote creativity, diversity, equal opportunity, participation, trust, and sustainable development.
- Establish structures and create space for dialogue and discourse on ethical challenges in medical research.
- Create transparency and clarity in university-wide governance structures.

Many parts of this strategy aim to contribute to the organisational culture: initiatives to promote equal opportunities and a healthy work environment, a university quality system, interaction between culture and science, long-term stable financing, academic independence, and cooperation and dialogue with the unions.



Prerequisites

To achieve our overarching objectives and move closer to reaching our vision, we need a sound working environment, efficient use of our premises, and effective operational support. We also require well-formulated and well-known core values and a strong, recognised, high-profile brand. Our culture and our proud history are cohesive forces for the university. Relevant action areas are listed below.

Equal opportunities for all and a sound work environment

KI's activities shall be characterised by a good physical, organisational, and social study and work environment that is free from discrimination, offensive behaviour, and harassment. Broad recruitment, equal opportunities, and fair and equal treatment must be well established in the university. This is part of KI's quality work, and there shall therefore be continuous, high-quality competence development in broad-based recruitment, leadership, work environment, equality, diversity, and sustainable development.

We must secure equal conditions and career

paths for all employees, regardless of background. We must also ensure that our educational programmes provide the knowledge about gender, power, and equality that is fundamental to equity in healthcare.

Environment and sustainability: Our collective responsibility

Our campus shall be environmentally and socially sustainable, and KI shall actively promote travel-free meetings.

Students and employees shall be given basic knowledge and skills about how to contribute to sustainable development in their work. KI shall be certified in environmental management in accordance with relevant standards.

Development through continuous improvement

The cohesive quality system shall create a common view of how quality assurance is to be conducted and shall be based on common tools and methods, with due attention to outcomes and deviations. Performance management will follow the same cyclical processes.

The university shall foster a culture that embraces continuous improvement through systematic processes. KI's working standards shall always live up to external demands.

Cultural, interprofessional and transdisciplinary activities bring students and staff together, strengthen our sense of community, and enrich our perspectives.

Operational support and facility management create clear added value

Operational support will be designed to provide the greatest possible value to individual teachers, researchers, and students. It is important that KI's researchers and teachers receive the support they need to compete successfully for external funding.

KI's operational support staff shall be respected for their professionalism and encouraged to participate in the university's development. They shall also be given opportunities to develop their careers and assume responsibility within the organisation.

Our premises shall be well administered and fit for purpose. There shall be flexibility so that operational units can be created, developed, and discontinued.

A brand that strengthens KI's competitive advantage

The KI brand, like the university itself, has a long and eminent history. The brand represents the overall confidence placed in KI and is thus one of the organisation's most important assets.

The brand has an increasingly important role to play in lifting KI's visibility and attractiveness in the face of greater international competition. If KI is to be a preeminent university,

our brand must also be perceived as such. KI shall be increasingly viewed as an outward-looking, modern, and trustworthy university with a solid reputation. Every effort shall be made to prevent misuse of the KI brand.

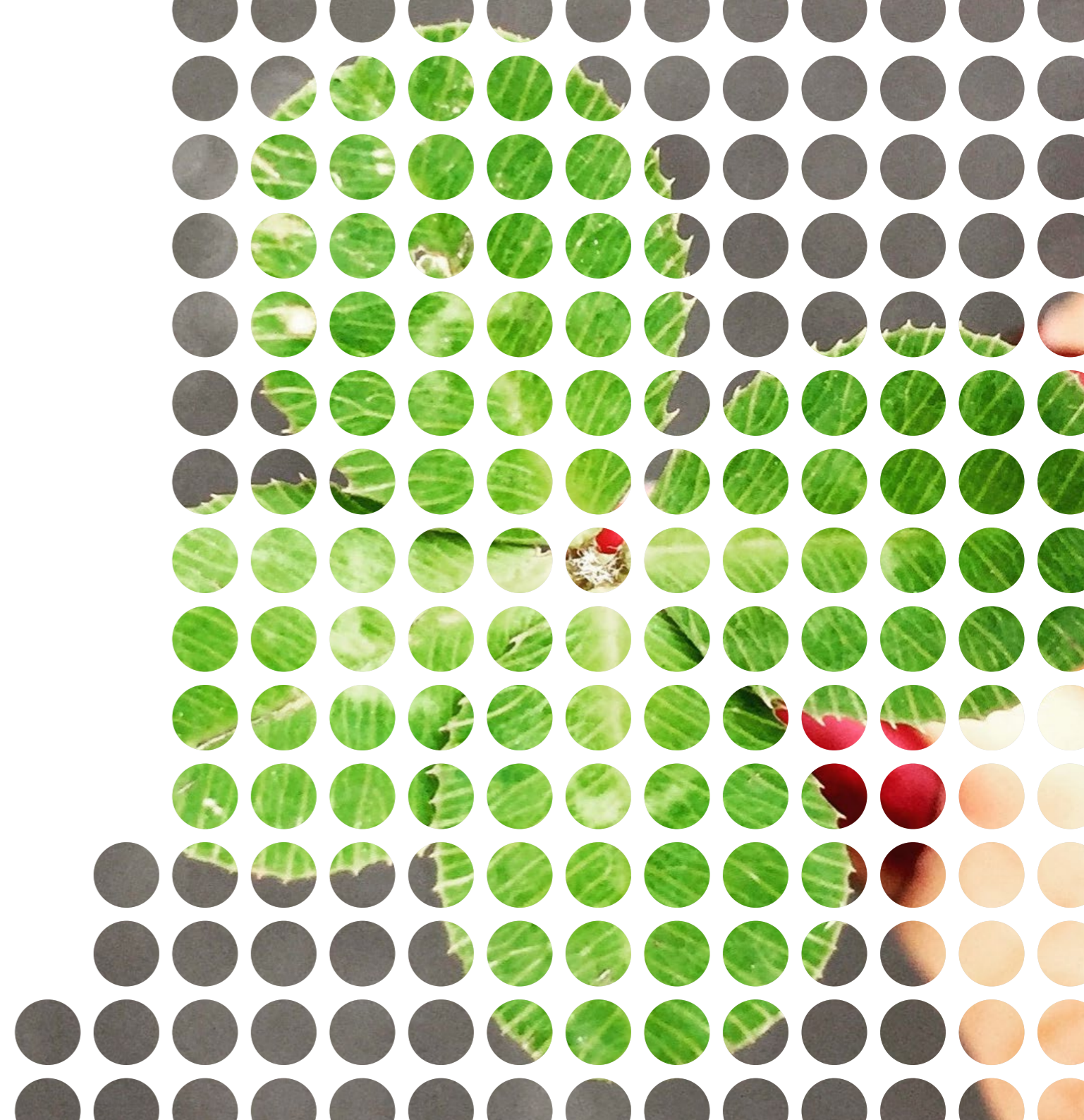
Culture and science that enrich one another

We need to integrate science and culture. In our dialogue with society, KI shall actively promote fact-based knowledge and a scientific, critically inquisitive approach in the broadest sense. This perspective is important to societal development and enriches the university. Cultural, interprofessional, and transdisciplinary activities bring students and staff together, strengthen our sense of community, and enrich our perspectives.

KI's history shall be made more visible so that visitors to our campuses can acquaint themselves with our cultural heritage.

A responsible authority

KI shall be an engaged societal actor that responsibly fulfils the remit given us by the parliament and government. In this way we will perform our social responsibilities and create value for society at large. As a public authority, we shall perform our duties respectfully and in compliance with current regulations.



Our strategic choices

KI shall approach 2030 as a groundbreaking, engaged, and global university. Through these strategic choices we will strive to reach our overarching objectives and realise our vision.

These strategic choices are interdependent: by strengthening our international profile and our collaboration with the healthcare sector, universities, and other societal actors, we will gain the perspectives needed to create new research breakthroughs and maintain high educational standards.

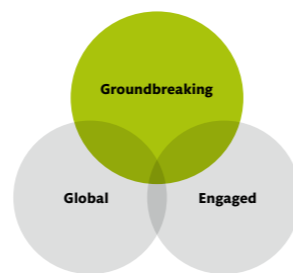
These strategic choices entail a broadening of our ambitions and require that we take greater responsibility for societal development globally, nationally, and locally.

Global

Engaged

Groundbreaking

A groundbreaking university



Individuals must be given excellent opportunities to develop their talents and achieve their goals. This is a prerequisite for creative thinking and cutting-edge research. It is through our students and staff that KI reaps success. One untapped area of potential is creating even closer synergies between education and research. The action areas that strengthen this strategic theme are described below.

Putting students and staff first

KI's students and staff need to be given the best possible opportunities to pursue their own ideas and develop their potential. This will also make KI an attractive employer and collaboration partner.

Long-term stable financing for the individual and organisation

KI shall have a stable financial base with effective long-term resource allocation. This creates a solid foundation for governance and helps secure predictable career paths. Our resource allocation model shall clearly support our overarching objectives. We shall therefore strive to engender support for an increase in our basic funding. A broadened educational mandate can help improve the stability and continuity of our core operations.

Resource allocation shall make strategic funds available at all levels of the organisation. Heads of department shall have much of their department's agency capital at their disposal. Basic funds shall be distributed so as to avoid accumulation of agency capital at the research group level.

Fundraising shall be an important means of enabling urgent strategic investments in education and research. In our fundraising activities we will draw upon our reputation as a groundbreaking medical university.

Experimental basic research is particularly resource intensive. To ensure continuity and long-term sustainability of experimental basic research, we must seek an increase in KI's basic appropriation and sustainable external financing. External funding bodies must not undermine our basic appropriation by making unreasonable demands on co-financing.

In practice, achieving predictable career paths requires that we take a stance on the optimum size of our organisation with respect to the different career levels. There is also a need to more precisely define the scientific and educational qualifications required for promotion at KI.

KI must be at the international vanguard when it comes to managing and utilising health data.

Clear requirements prepare students for their careers

KI's students shall feel secure in their study environments and in their future professional practice. Consequently, KI shall set clear requirements for our students, offer flexible forms of study that prepare students for their future careers, and create opportunities for lifelong learning. The implementation of our educational programmes shall be based upon research on teaching and learning. The programmes shall also build upon learning activities that help students develop their ability to understand, evaluate, and use the research process as a method. This requires ambitious pedagogical development.

Cutting-edge data management

High-quality education and research require active and continuous development of data management and IT support. KI's funds for investments in the field shall be used to build a more effective data management infrastructure for both research and education. A strategic IT advisory committee shall be established to provide support.

KI employees must be given the opportunity to use data management and programming tools and advanced quantitative methods. The

establishment of a research data center is an important step in this direction. By producing and analysing educational data, we acquire tools for developing our study programmes and increasing dialogue with our students.

To further develop and strengthen our research we must have ready access to data, information, and knowledge produced by, or in partnership with, the healthcare sector. KI must therefore contribute to the sector's development of a new data environment (known as "framtidens vårdinformationsmiljö"), and there must be common processes in place for management and transfer of data. KI must be at the international vanguard when it comes to managing and utilising health data.

A high level of data security is critical if we are to realise these ambitions. KI's data security organisation and processes must be bolstered and priority given to coordinated and uniform IT operations.

Academic freedom delivers a diversity of perspectives

Academic freedom is a prerequisite for KI and is an essential condition for bringing together diverse points of view. With academic freedom comes a responsibility to disseminate ideas and results and contribute to peer reviews.

Academic freedom and researchers' responsibilities are also connected to critical and ethical reflection. KI shall actively participate in and drive international debate to shed light on "ethical grey zones" in medical research. Our work in this regard shall be based on and tied to the work of KI's internal Ethics Council.

A dynamic organisation develops all KI operations

KI's organisation shall facilitate the continuous development of all our activities. The organisational structure must allow dynamic changes of research groups' composition and be conducive to the development of new educational programmes. The organisation shall provide KI's teachers and researchers with good opportunities for internal collaboration.

Education and research must be closely interconnected

Education and research at KI must stimulate one another and a good balance should be established between the two. To this end, KI needs to increase its engagement in first- and second-cycle education and ensure that teaching is duly coupled to research.

Education and research at KI must stimulate one another and a good balance should be established between the two.

When designing new educational programmes, health must be viewed in a broad context with perspectives drawn from the humanities, social sciences, and technology whenever relevant and beneficial to quality. This will be achieved in collaboration with other universities. KI's study programmes must meet increasingly complex employer needs and contribute to addressing global challenges. A greater educational volume shall be achieved without compromising the quality of current programmes.

Those who work within KI's core activities shall, as a rule, do research as well as teach. While it is important that they are given opportunities to do both, the proportion of teaching versus research may vary. Combining research and education provides a research base for our educational programmes and gives our teachers and researchers new perspectives and career opportunities. It also whets the students' interest in research, facilitates the recruitment of doctoral students, and helps students adopt a scientific approach.

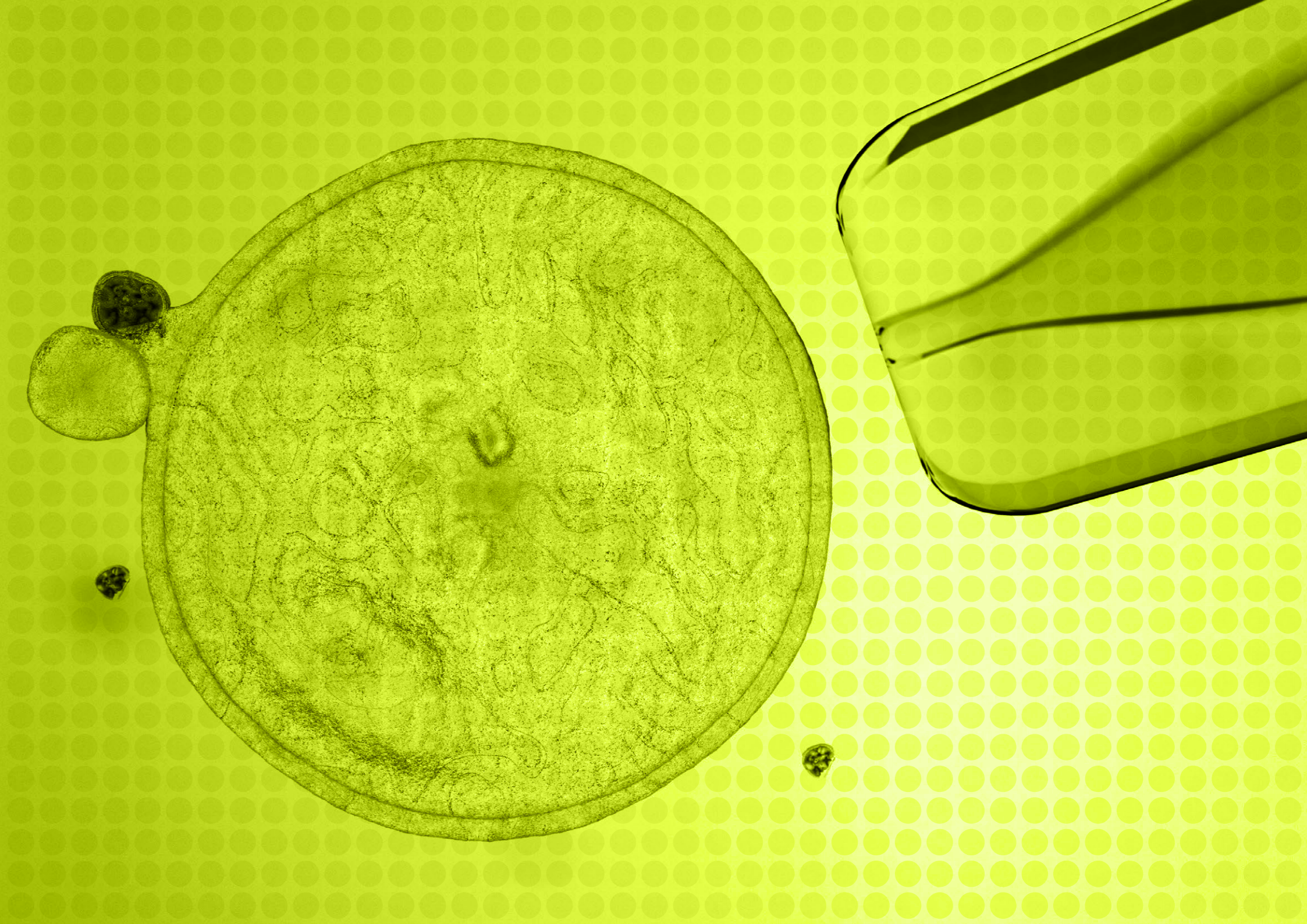
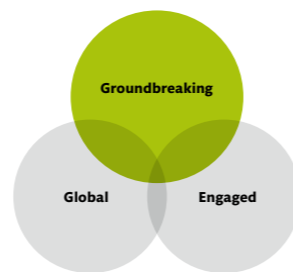
World-class education and research support

Students, teachers, and researchers shall be given access to research infrastructure, support, and educational environments that are on par with the best in the world. This will create the conditions needed for individuals, groups, and KI as a whole to excel. Over several years, substantial investments have been made to improve KI's educational and research environments. Now KI's students, teachers, and researchers must be given every opportunity to make use of them. Steps also need to be taken to facilitate sharing of resources and avoid duplication of infrastructures in the Stockholm region.

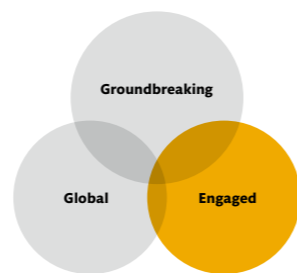
Maximise impact of investments in new buildings and infrastructure

In recent years, KI has made exceptionally large investments in new buildings and infrastructure. By using these investments in the best possible way, KI can strengthen its role as one of the world's leading medical universities. These investments create unique opportunities for realising our vision: to break new ground in our understanding of life processes and disease mechanisms and make significant contributions to improving health for all. KI must ensure that increased research costs are managed in a way that is consistent with our ambitions regarding continuity, sustainability, and predictability.

Students shall be given access to educational environments that are on par with the best in the world.



An engaged university



As the complexity of medical research increases, so too does the risk and vulnerability of being a “single faculty” university. Through our education, research, and research communication, we must reflect on how new powerful techniques and therapies meet and interact with individuals and society. To do so we must collaborate with other societal actors and universities – especially other specialised and broad-based universities in our vicinity. The action areas that strengthen our strategic theme as an engaged university are described below.

Deeper partnership with the healthcare sector for better health

KI shall collaborate with healthcare actors to develop deeper partnerships. Due attention must be given to the challenges that follow from having one principal for education and research and another for healthcare. It is vital to KI both now and in the future that we continue to be well integrated with the healthcare sector.

Through a deeper partnership, KI will be better able to make substantial contributions to the improvement of human health. Success factors include a joint commitment to trust, leadership, patient and data access, integrated teams, and – not least – the efficient implemen-

tation of new knowledge. The formal agreements between the government and county councils related to education and research (known as ALF contracts) constitute an essential platform for our collaboration.

Access to the healthcare sector is essential

KI's access to the healthcare sector is essential to our education and research. KI shall therefore take an active part in Region Stockholm's healthcare sector reforms. Systematic collaborative processes need to be established in order to mutually benefit from the opportunities that arise through the diversification of the healthcare sector.

Joint development of clinical research

KI and the healthcare sector shall work together to further develop clinical research. Activities shall be developed by exploiting the investments that have been made in new environments. The conditions for education and research should be the same throughout, regardless of principal or location. KI and Region Stockholm should jointly review their respective organisations to ensure that they are well tailored to the needs of the ongoing collaboration. A cohesive information structure shall exist between care providers, including

Translating research into clinical practice is an obvious part of a medical university's mandate. This mandate must be fulfilled in partnership with the healthcare sector.

Region Stockholm and KI. There shall also be common systems for handling research data.

Greater commitment to competence provision

KI shall work together with the healthcare sector to improve the supply of trained medical professionals. By virtue of having the broadest range of medical education programmes, KI shall adopt a leading role in discussions on competence provision on the national level.

Our educational programmes shall be continually developed in collaboration with the healthcare sector as well as with other life science actors. This will ensure that students are well prepared for the challenges they will face in their future careers. Health informatics, as well as leadership, management, and governance in the healthcare context, are particularly important. Our educational programmes must be research-based. Our collaboration shall focus on healthcare units that have long-term care commitments. High-quality learning experiences shall be gained through clinical placements (known as VIL or VFU).

Implementation in collaboration with the healthcare sector

Research shall benefit patients. Translating research into clinical practice is therefore an

obvious part of a medical university's mandate. This mandate must be fulfilled in partnership with the healthcare sector. There needs to be a well-developed common organisation and process for knowledge sharing and implementation between KI and important partners in the healthcare sector. KI shares responsibility for the management and organisation of academic healthcare and the emerging knowledge management process. In the current restructuring of highly specialised care at the national level, it is vital that KI's clinical research maintains the highest possible standards. KI shall also help to increase knowledge about how implementation can be improved. Our students have an important role to play as participants in these efforts and as bearers of new knowledge in healthcare practice.

Research can also be put to good use through innovation and commercialisation. There are large gains to be made for all parties by creating joint innovation processes between KI and healthcare actors.

Advancing our position with other universities

Our collaboration with local higher education institutions, particularly Stockholm University, the Royal College of Technology, and Södertörn

University, needs to be further developed. Such collaborations tap into regional potential and create an internationally visible academic node. By leveraging complementary expertise, the collaboration should seek to develop and coordinate research and education in the Stockholm region. Herein lies great potential to advance Stockholm's position as one of the world's foremost knowledge regions.

Our engagement with other institutions of higher education shall extend beyond our own region, particularly to our neighbouring region of Uppsala. KI shall be an active player in the academic sector and a leading champion for common sectoral goals. We shall work continuously to initiate, implement, and conclude collaborations in the sector, thus strengthening our education and research. KI shall also actively promote open access to research data.

KI shall be an active player on the national arena as a supplier and user of the national infrastructures established in Sweden and as a driver of their development. This gives researchers in Sweden access to cutting-edge competence and techniques. The same applies to larger national collaboration initiatives focusing on medical research.

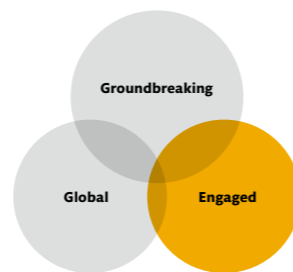
Our collaboration with local higher education institutions must be further developed.

An engine for life science

KI shall be a driving force in realising Sweden's potential in life science and in bringing together relevant actors. KI's strengths in this regard lie in the understanding of human health and fundamental disease processes with a focus on translational medicine. KI's research is an integrated life science concept. This concept shall be presented to the commercial sector and other stakeholders to facilitate entrepreneurship and new research-related job opportunities. Innovation efforts shall be focussed on the public's needs.

Interactions with industry and the private sector need to be proactive and strive towards identifying new areas of collaboration. These interactions must be viewed in relation to other partners, such as universities, research institutions, and end users. This ensures provision of the right expertise and platforms, which in turn should contribute to implementation of research results in the healthcare sector.

Interactions with industry shall aim to improve people's health based on complementary approaches and skills. Co-creation entails the sharing of ideas, knowledge, and resources. Collaborations that have been identified as strategic, multidisciplinary, and long-term shall be consolidated and given resources.



KI's partnership with Region Stockholm is of paramount importance. We must work together to optimise our common collaborations with the commercial sector and our processes for innovation, commercialisation, and other means of research implementation.

KI shall offer students and staff commercialisation support so that enterprises can be started and grow. The Solna and Flemingsberg campuses shall be developed into attractive arenas for life science companies and other actors that strengthen the innovation ecosystem.

New partners broaden perspectives

We shall develop strategic partnerships with important local, national, and international authorities and actors. The process of choosing strategic partnerships shall be proactive and transparent. New categories of partners from civil society and the public sector broaden perspectives and shall therefore be prioritised. Examples are the city of Stockholm and other municipalities in which KI is active. Partnership objectives shall be effectively communicated both internally and externally.

Students as co-creators in the design of educational programmes

KI must provide optimum conditions for student influence throughout the organisation. The students are our partners and thus share responsibility for influencing the design of educational programmes. KI shall facilitate this process.

Open internal dialogue based on trust

Collaboration within KI through the unions shall enable an open internal dialogue about KI's activities that is based on mutual trust. This will facilitate staff influence and participation in matters relating to their own positions and to KI as a whole. Such interaction shall also benefit the development of employee competence and a sound work environment.

The employer and the unions should work together to make KI a sustainable workplace. One challenge is to reconcile the strong dependence on external funding with the need to secure continuity in research and teaching and predictable career paths.

KI shall be a driving force in realising Sweden's potential in life science and in bringing together relevant actors.



A global university

It is inherent in the very concept of a university to think and act across regional and generational boundaries. International collaboration provides the perspectives required to maintain high quality in our education and research. It is also important for us as a university to take a global responsibility and to realise our vision of working towards better health for all. The action areas that strengthen our strategic theme as a global university are described below.

International perspectives are imperative

KI shall be an important actor in the global development of education and research. We therefore need to adapt KI to international conditions and collaborations.

Internationalisation shall pervade everything we do and we shall endeavour to raise the level of internationalisation of first- and second-cycle education, clinical research, and operational support. KI needs to take clear ownership of the international issues involved. To achieve our goals, we need to further develop internationalisation activities at home. Increasing mobility (inwards and outwards) for educational programmes is also a priority.

The wealth of perspectives that comes from internationalisation helps to enhance KI's quality and attractiveness as an education pro-

vider and employer. An increasing proportion of KI's staff and students have a non-Swedish background and most researchers are engaged in international collaborations.

By fully including all students and staff in KI's internationalisation activities, we will be well positioned to benefit from and expand our international collaborations. Improving support for staff who wish to apply for international financing and engage in international collaborations will strengthen our global engagement.

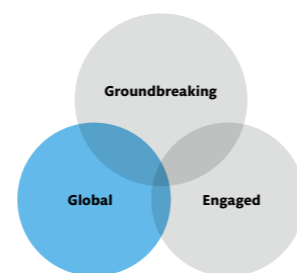
Improve international impact and visibility

The image of KI as a world leader in education and research with a global responsibility must be entrenched and developed. Visibility and presence in international contexts both in Sweden and abroad are essential.

We need to actively ensure that we are seen as a first-choice partner by actors inside and outside the academic sector. This will facilitate our inclusion in collaborations that are vital for society and that provide opportunities to exert influence on many different fields.

Carefully prepared and purposeful international communication increases visibility. Our staff shall also be given incentives to actively take part in civic discussions internationally.

We shall endeavour to raise the level of internationalisation of first- and second-cycle education, clinical research, and operational support.



KI shall endeavour to enter into a larger number of deep partnerships with leading universities, companies, and organisations around the world in order to increase our impact.

KI's alumni shall be attractive to other universities and shall have lifelong opportunities to return to KI to teach, conduct research, or become otherwise engaged in the university. KI's alumni can also contribute to the creation of KI's clear international profile.

Active engagement and participation in the European research arena is important in order to exploit funding opportunities and influence future priorities.

Increase international attractiveness for students and staff

KI shall be the first choice for prospective students, teachers, researchers, and partners. Education and research quality is the most important factor in achieving this. Other factors include a welcoming attitude in the recruitment process, good employment conditions, and – not least – a sound work and study environment. To attract overseas students, it is imperative that we increase the range of second-cycle education programmes that are available to international students. The research base of our programmes and their clear ties to future

career opportunities shall make them even more attractive.

Leading multilateral collaborations

KI's teachers and researchers are engaged in a large number of international research collaborations. By taking project leadership roles in larger multinational research projects, we can strengthen our agenda-setting role and increase our influence within and outside of Europe. This also gives KI better opportunities to conduct research and obtain financing. In order to take on leading roles in such collaborations, additional resources for administration and management are required.

Better processes for international collaborations

We need to seek deep, lasting, strategic partnerships with overseas universities and organisations. Compatibility with KI's strategy shall be an important criterion in the prioritisation of new collaborations and the development of existing ones. We shall be flexible when it comes to new forms of partnership. When establishing new partnerships, we must be able to offer co-financing solutions for shared activities. Collaborations are to be regularly followed up, evaluated, and reviewed.

Prepare students for the global community

The labour market for our students is global, and there is mobility amongst our graduates within Sweden, Europe, and around the world. Careers in healthcare, business, or academia require international and intercultural skills. Therefore KI has a responsibility to prepare our students for global citizenship. This requires well-integrated teaching in global health and cross-cultural competencies.

Global health perspectives shall be incorporated into our educational programmes and included in our curricula. Our students shall be prepared to work towards UN Agenda 2030 goals in a wide range of contexts.

Opportunities to positively impact global health

Over the past decades, KI has built up a strong position in global health and health equity. KI shall therefore aim to be a leading actor in ongoing efforts to achieve the sustainable development goal that directly relates to health and wellbeing. KI's activities are also relevant for many of the other goals.

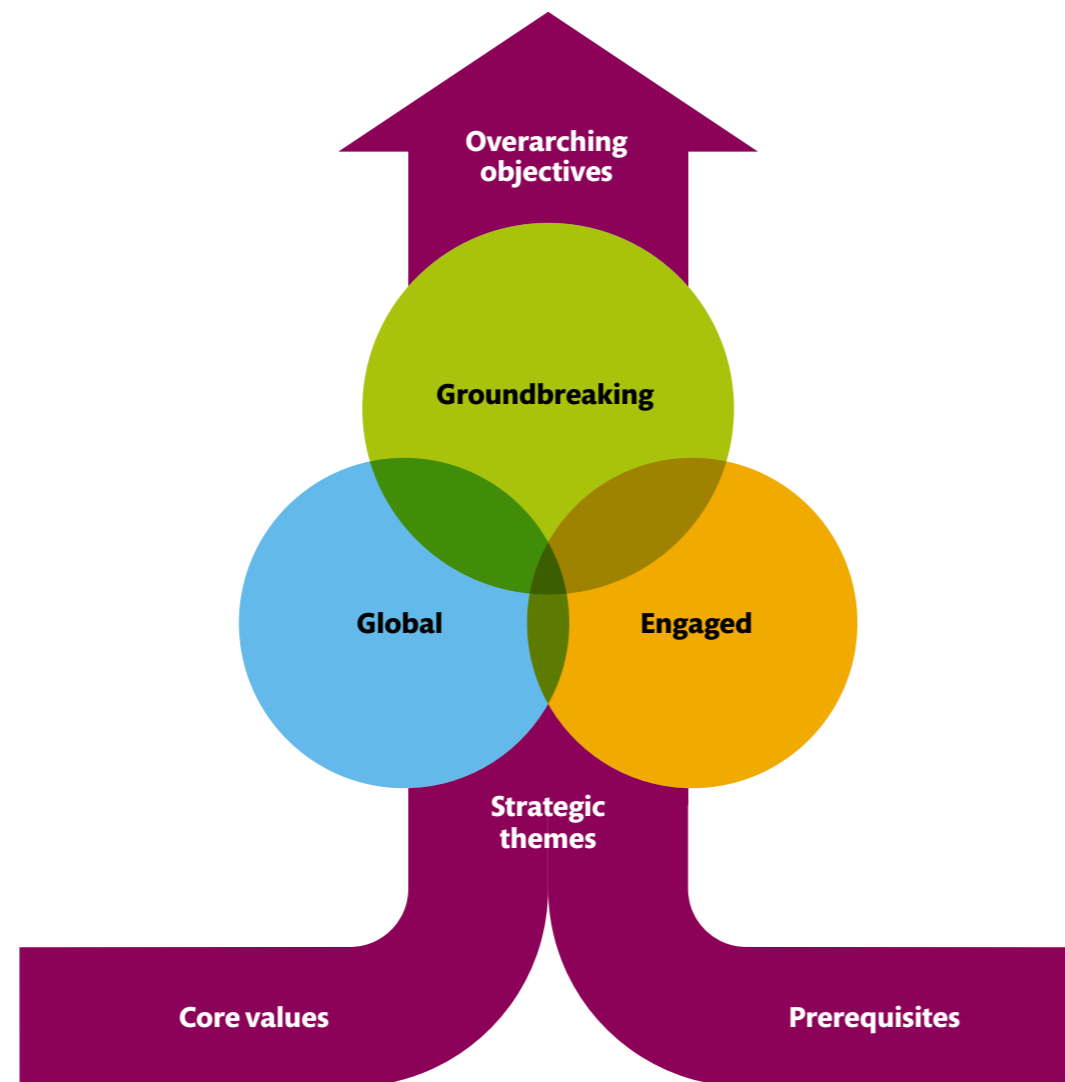
A stronger focus on global health issues requires that this perspective pervades KI's operations and that distinct structures are established to support this work. Basic research

KI shall aim to be a leading actor in ongoing efforts to achieve the sustainable development goal that directly relates to health and wellbeing.

needs to be given opportunities to make clearer contributions to these areas, and incentive structures, reviews, and evaluations need to be developed. A focus on global health and the UN Sustainable Development Goals requires strategic societal engagement – locally, nationally, and internationally. In this regard, KI must take greater responsibility for analysing ethical questions related to global health and health equity.



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



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