

The President's Decision-Making and Delegation of Authority at Karolinska Institutet

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**Karolinska
Institutet**



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Introduction

"The President's decision-making and delegation of authority are determined by the President. Based on this, delegations to the Faculty Board, Professional Services, and other sub-delegations are outlined."

1 General principles for decision-making and delegations at Karolinska Institutet

1.1 Delegation of responsibilities and decision-making authorities

Delegation entails responsibility for ensuring that tasks are carried out with high quality and efficiency and in accordance with applicable rules.

The responsibility includes ensuring effective internal governance and control within the delegated area of responsibility. This includes risk management, follow-up and control measures to prevent and manage any deviations, as well as the obligation to act and report to the superior (manager/entity) if the task is not performed in accordance with the delegation.

Decisions on delegation to an individual official must be made in writing. There should be a structure or plan for all assignments and delegations for replacement in the event of absence. In general, a decision-making power may be sub-delegated unless otherwise stated. "If the recipient is not in service or is otherwise unable to act — for example, due to a conflict of interest, expiration of the delegation term, or revocation by the issuing authority — the delegation shall not apply."

1.2 Decision-making entities

For all groups/entities at Karolinska Institutet (KI) with decision-making authorities, the following applies:

The decision-making entity:

- may decide to co-opt members;

- An adjunct appointment must be limited in time or to a certain type of case. A co-opted member has the right to attend and speak but may not participate in decision-making.
- has a quorum when at least half of the members are present, including the President;
- may delegate matters of urgency to its chairperson;
 - The decision of the chairman must be announced at the next meeting
- should have a vice-chairman who takes the place of the chairman when he or she is disqualified, is prevented from doing so or by agreement with the chairman;
- must ensure student influence in accordance with KI's instructions for student influence.
 - According to the Higher Education Act, students have the right to be represented when decisions are made that have an impact on education or the students' situation.
 - Student representatives have the same rights and obligations as other members.
 - It is the Student Union that appoints student representatives. If the union has not appointed a student representative, this position shall not be included in the decision on quorum.
 - When decisions are to be made or preparations carried out by a single individual that affect education or the students' situation, students have the right to receive information and be consulted.
 - A member of a decision-making entity may, in accordance with the Administrative Procedure Act, make a reservation against the entity's decision by having a dissenting opinion recorded.

1.3. Establishment of organisational entities

When groups or entities are established, the establishing entity shall ensure and formulate:

1. purpose and overall mission statement,
2. the composition of the group or entity;
3. possible decision-making authorities;
4. principles and source for financing resource needs outside of regular assignments.

In some cases, the mission statement can be further developed by another entity within the framework decided by the establishing entity.

Items 1, 3 and 4 also apply when an assignment is given to an individual.

2 The assignment of the President

The President is KI's head of university/public authority, appointed by the Government and is responsible for the management of activities under the University Board.

Chapter 2. Section 2 of the Higher Education Act (1993:100), HF, specifies the matters on which KI's board, the University Board, is to make decisions. Certain particulars are set out in the University Board's decision-making and processing procedure. Other matters are decided by the President in the presence of the University Director or an appointed deputy, unless otherwise stipulated by law or ordinance or the University Board has decided otherwise.

The President may delegate his or her duties unless otherwise specifically prescribed (Chapter 2, Section 13 of the Higher Education Act).

The organisation chart, adopted by the University Board, states that the University Management consists of the President, the Vice President and the University Director.

2.1 The President's decisions

Decisions on matters that are not the responsibility of the University Board or that the President has not delegated to the Faculty Board, Dean, Head of Department or other official are made by the President in the presence of the University Director. The President decides on the following:

Research and education

- assignments to the Faculty Board, Deans, Academic Vice Presidents and university-wide functions,
- withdrawal of the right to supervision and other resources for doctoral education,
- referral of cases to KI's Disciplinary Committee.

Organisation

- division of departments, department names and department affiliation to department group.

Staff

- appointment as professors, adjunct professor and visiting professor,
- termination of appointment as professor,
- positions as Dean, Academic Vice President and Vice Committee Chair.

Finance

- budget framework for the Faculty Board within the framework decided by the University Board,
- model for the allocation of funds to departments,
- funds at the President's disposal for special initiatives.

General administration

- consultation responses and other responses from KI that are not issued by the University Board or have been delegated to the University Director or other party.
- university-wide governing documents and other rules that have not been delegated to others,
- referral of cases to the State Disciplinary Board and KI's Personnel Disciplinary Board,
- status as a student union.

Collaboration according to ALF agreement

- representation in a collaborative organisation (within clinical research and education) in accordance with the national ALF agreement,
- representation in the management organization according to the regional ALF agreement.

Collaboration with other organizations

- university-wide agreements with universities, industry or other organisations, which are not delegated, or agreements that are of particular importance to KI (for example, for security or strategic reasons).

Other matters that are not to be decided by another entity or official according to the Swedish law or delegation.

2.2 Vice President

According to Chapter 2. Section 10 of the Higher Education Act, the President shall have a Vice President who acts in the President's place when he or she is not in office and who otherwise replaces the President to the extent decided by the President.

The organisation chart adopted by the University Board states:

At KI, the President's deputy is called the Vice President. In addition, the Vice President has the duties decided by the President. The Vice President is appointed by the University Board.

The President's delegation:

The Vice President makes decisions on behalf of the President when the President is on a business trip or is otherwise unable to attend.

The Vice President may, through a special delegation, be responsible for several university-wide tasks.

If neither the President nor the Vice President is in office or for some other reason is unable to attend, an official who meets the eligibility requirements for appointment as a professor or senior lecturer shall be appointed by the President as acting President. However, the acting President may only make decisions that cannot be deferred.

2.3 University Director

The University Director is appointed by the President, reports to the President and is the head of Professional services. This includes leading, organising and developing Professional services.

The University Director is part of the University Management and, under the President, has overall responsibility for KI's support services. This entails the right to make university-wide decisions.

The assignment as University Director entails the right to:

1. sign on behalf of KI,
2. decide on matters concerning the disclosure of public documents,
3. decide on regulations for KI's activities within his/her area of responsibility,
4. decide on admission matters regarding education at basic and advanced level,
5. sign agreements on contract education,
6. decide, after consultation with the President, on KI's Professional services,
7. decide on consultation responses and other responses from KI to authorities other than the Government Offices, but not in supervisory matters,
8. award diplomas at all levels of education,
9. decide on the receipt or use of funds for investments in buildings,
10. decide on loan-taking,
11. decide on the investment of funds in other ways than in KI's accounts connected to the Swedish National Debt Office,
12. decide on the disposal of furnishings or equipment,
13. sign a lease agreement with an external party,
14. decide on secondary employment that includes a business transaction with an employee's, relative's or other related party's company,
15. decide on investments and changes in IT infrastructure,
16. decide on an opinion on an appealed decision within the activities of the joint support services,
17. decide on dismissal due to lack of work.

Support for preparatory and decision-making entities is prioritised by the University Director within the framework of Professional services.

The University Director is responsible for ensuring that students have access to health care (Student Health Service).

Regarding Professional services, the University Director also has responsibilities and general authorities pertaining to the Head of Department where applicable.

The University Director may delegate his or her decision-making authorities to another official. This is stated in the rules of working order of Professional services.

3 Departments, department groups and their representatives

3.1 Departments

The organisation chart adopted by the University Board states that:

1. The core activities – education and research – are conducted at the departments, unless otherwise decided.
2. The department is led by a Head of Department.

To support the Head of Department in carrying out their responsibilities for the department's activities, a position as head of administration is required.

According to the instructions for delegations at a department or equivalent, there are several functions at the department that have been delegated responsibility.

3.2 Institutional groups

The organisation chart adopted by the University Board states that:

1. KI has an organisational level where departments are divided into three groups.
2. The President decides on the department's affiliation to the department group.
3. The head of the department group is called the Dean.

President's delegation:

Within each department group there is a management group.

1. In addition to the Dean, the management group is made up of the heads of each department.
2. The management group is led by the Dean.
3. The Dean may co-opt additional expertise as needed.
4. The management group advises on the Dean's decisions and other matters that affect activities at the department group level.

5. The management group shall strengthen the joint responsibility for the departmental group's activities and shall provide support for the members.
6. The Dean shall anchor and develop operational and strategic matters in the management group, both for the department group and between the department groups.

3.3 Dean

The organisation chart adopted by the University Board states that:

1. The Dean is appointed by the President.
2. The Dean is a member of the Faculty Board.

The Dean reports to the President.

President's delegation:

Dean:

1. Is appointed by the President after consultation with the heads of department group,
2. reports to the President,
3. shall, based on its delegation from the President:
 - a. coordinate activities within each department group and between them,
 - b. support the university management in the overall development of KI's activities,
 - c. contribute to constructive dialogue between heads of department and university management.
4. The Dean is the head of the departmental group's heads of department, which includes the Dean:
 - a. appoints heads of department after consultation with the President in accordance with the University-wide, regulated nomination committee process and University-wide remuneration rules,
 - b. has staff responsibility for heads of department,
 - c. may delegate tasks to heads of department,
 - d. is a support to heads of department in their managerial role,

- e. may terminate the Head of Department assignment after consultation with the President.

As a substitute for the Dean, the President may appoint one of the Heads of Department. This Head of Department is not a member of the Faculty Board.

3.4 Head of Department

The Head of Department is appointed by the Dean after consultation with the President in accordance with the university-wide, regulated process and university-wide remuneration rules.

The Head of Department reports to the Dean.

The President's delegation:

3.4.1 The Head of Department's responsibility and decision-making authority

Head of Department

1. is responsible for and leads all activities at the department. Decision-making at the department must be carried out in accordance with applicable rules and within the framework of the resources at the department's disposal.
2. be equated with the head of a scientific department under the Medicinal Products Act,
3. is responsible for ensuring that the necessary permits are in place for research at the department,
4. is responsible for collaborating with other heads of department both within the department group and with other heads of department at KI,
5. have the right, within the delegation authorisation, to sign for KI's name on behalf of the department,
6. shall decide on rules of procedure, including an organisation chart and decision-making and delegation of authority for the department in accordance with a template developed for this purpose,
7. is responsible for work environment tasks at the department, which means working for a good work environment and that risks at work are prevented,

8. is responsible for the systematic work related to the environment and sustainable development at the department in accordance with current regulations,
9. is responsible for the systematic work on equal opportunities and gender mainstreaming in accordance with current rules,
10. decides, within the department's educational assignment for first- and second-cycle education, in accordance with the rules adopted by the Faculty Board (or, on delegation by the Faculty Board, by the committee for first- and second-cycle education),
11. decides, in accordance with the rules adopted by the Faculty Board (or, on delegation by the Faculty Board, the committee for doctoral education), on:
 - a. establishment of a doctoral studentship,
 - b. admission to doctoral studies,
 - c. to appoint supervisors for doctoral students,
 - d. adoption of an individual study plan for doctoral students,
 - e. credit transfer for doctoral students,
 - f. to appoint an examiner for a doctoral course.
12. decides on employment at the department, except for decisions on the appointment of professors, adjunct professors and visiting professors,
13. decides on affiliation with the institution,
14. decides whether to approve or reject the application for promotion from associate senior lecturer to senior lecturer, on a proposal from the Recruitment Board,
15. is responsible for the department's systematic quality work,
16. is responsible for internal governance and control within the department,
17. decides whether to approve or reject secondary occupations. The right to make decisions may only be delegated to the head of administration,
18. responsible for information security within the department.

The Head of Department may not delegate further decisions referred to in item 11(a)–(c) above. The Head of Department may, unless otherwise specifically stated, otherwise delegate his or her decision-making power.

More about the Head of Department's tasks and possibilities to subdelegate as well as follow-up responsibilities can be found in the instructions for delegations at departments or equivalent.

3.4.2 Employment, salary and benefits matters

In the following matters, the Head of Department decides in consultation with another official. The Head of Department may not delegate his/her decision-making power in the following matters.

The Head of Department decides, in consultation with the Dean and with the university director, or a person appointed by the university director, when setting salaries and reviewing salaries for:

1. professor, visiting professor and senior lecturer.

The Head of Department decides, in consultation with the University Director or a person appointed by the University Director, whether:

2. employment, salary setting and salary review for administrative managers,
3. employment benefits in addition to salary and partial pension.

3.4.3 Agreements and agreements with external parties

The following decision-making delegations do not apply to matters decided by the University Board, nor to matters described in sections 2.1 and 2.3 regarding the decision-making authorities of the President and the University Director, respectively. The Head of Department is responsible for the content of the agreement and compliance. If more than one department is affected, the Dean must be consulted before a decision is made. The Head of Department may delegate the following decisions to the deputy Head of Department or head of administration, except for 1 c and 2 b.

1. The Head of Department, in conjunction with the University Director, or a person appointed by the University Director, decides on;
 - a. agreements relating to procurement, purchasing, renting or leasing at an institution, exceeding SEK 1 million or with a contract period longer than 3 years,
 - b. acceptance of prize money, from both Swedish and international donors,

- c. acceptance of donation or sponsorship, from both Swedish and international donors of less than SEK 10 million (SEK 10 million and above, decided by the President),
 - d. grant agreements (GA) with the EU and other foreign donors with comparable formal requirements (e.g. National Institutes of Health (NIH)) as well as consortium agreements (CAs) linked to these grants. This also applies where Swedish research councils are funders via international calls with corresponding requirements.
- 2. The Head of Department decides, except for item 1, whether:
 - a. assignment and grant agreements with Swedish research councils and well-established foundations such as the Swedish Cancer Society, the Swedish Heart-Lung Foundation,
 - b. agreements regarding the financing of third-cycle education with external employment,
 - c. assignment, grant and cooperation agreements up to SEK 3 million and contract period of no more than 5 years.
- 3. The Head of Department, in conjunction with the University Director or a person appointed by the University Director, after consultation with the Dean, decides on:
 - a. assignment, grant and cooperation agreements, except for items 1 or 2 above, exceeding SEK 3 million or contract periods longer than 5 years.

4 Faculty Board and Academic Vice President

4.1 Faculty Board

The organisation chart adopted by the University Board states that:

1. The disciplinary domain of medicine comprises all academic activities conducted at KI and constitutes the Faculty of Medicine.
2. The management of the faculty includes a Faculty Board.
3. Under the President, the Faculty Board has the overall responsibility for education and research at the faculty,
4. Examples of areas of responsibility are resource allocation, infrastructure, quality and skills supply of teachers and researchers.
5. Under the Faculty Board there are three committees.

6. The committees' task is to support the Faculty Board through preparation and implementation in each area and to make decisions according to delegation from the Faculty Board.

President's delegation:

The Faculty Board is delegated the decision-making authority required to carry out the Board's assignment. The Faculty Board's responsibilities and delegation are limited by the decisions made by the President.

The Faculty Board decides on the following overarching and strategic issues that may not be delegated further:

- long-term development of research and education activities,
- annual allocation and follow-up of funds to departments based on the decided resource allocation model,
- budget frameworks for committees and other entities under the Faculty Board,
- distribution of other funds allocated to the Faculty Board,
- establishment and discontinuation of degree programmes, professional qualifications, main fields of study or general qualifications, as well as delegation of programme responsibility in first- or second-cycle education,
- the establishment and discontinuation of the subject for doctoral education,
- issues related to more than one committee's remit and cross-functional priorities,
- overall strategic decisions for the implementation of the systematic quality work in KI's core activities.

The Faculty Board may instruct a department or several departments to participate in the preparation and implementation of decisions made by the Faculty Board.

The University Director appoints the chief presenter. The chief presenter is responsible for ensuring that matters are prepared.

Committees and boards under the Faculty Board may delegate to the Chair to make decisions on certain matters in addition to urgent ones. The decision of the chairman must be notified at the next meeting of the entity.

Sub-delegations and entities under the Faculty Board are described in the Faculty Board's decision-making and delegation of authority.

4.2 Academic Vice President

The rules for academic elections state that:

The Academic Vice President, and the Vice Chairmans of each committee, are appointed by the President following an advisory election.

The organisation chart adopted by the University Board states that:

1. Each Academic Vice President chairs a committee under the Faculty Board.
2. Each Academic Vice President is a member of the Faculty Board.

The Academic Vice President reports to the President.

1. leads the work of each committee,
2. pushes issues within the area of responsibility, both as chairman of a committee and as a member of the Faculty Board,
3. carries out other assignments by decision of the President,
4. may, if prevented from attending, appoint a deputy for specific assignments, but not for the assignment as a member of the Faculty Board,
5. has the following ceremonial duties: the Academic Vice President for Doctoral Education promotes doctors, the Academic Vice President for Higher Education hosts the graduation ceremonies for first- and second-cycle education, and the Academic Vice President for Research promotes honorary doctors and jubilee doctors,
6. decides on international agreements on student exchange at degree programme level (Academic Vice President for Undergraduate and Master's Education),
7. decides to enter into an agreement with Swedish or foreign higher education institutions regarding education leading to double, multiple or joint degrees (Academic Vice President for Higher Education and Doctoral Education respectively).

8. decides to enter into other university-wide agreements in addition to p. 7 above on doctoral education collaborations (Academic Vice President for Doctoral Education).

Vice-Chair:

1. pursues issues within the Committee's area of responsibility after consultation with the relevant Academic Vice President,
2. replaces the Academic Vice President as Chairman of the Committee when the latter is unable to attend,
3. replaces the Academic Vice President for other tasks in his or her delegation, but not as a member of the Faculty Board.

5 Professional services

The organisation chart adopted by the University Board states:

Karolinska Institutet's students and researchers are provided with administrative and professional support by the departments and the Professional services.

The University Director is the head of the Professional services and reports to the President.

President's delegation:

The overall mission of the Professional services is to provide support for KI's core activities. The Professional services shall:

- be a support to enable management and governance of the organisation via the President and other management functions,
- contribute to the University fulfilling its official mandate and complying with applicable rules,
- be efficient and meet the needs of core activities,
- proactively assess needs and actively participate in the identification of challenges and the development of common solutions,
- is characterized by a professional, committed and positive attitude.

The support services throughout KI shall strive in the same direction. It is therefore particularly important to work closely with the departments' support services.

Organisation, areas of responsibility and decision-making authorities are set out in the rules of procedure of the Professional services.

6 Councils and committees

The organisation chart adopted by the University Board states that:

KI may have special units or entities established by decision of the Government, the University Board or the President. KI has faculty councils, personnel disciplinary boards, disciplinary boards, fund and foundation councils.

Councils and committees are regulated in the organisation chart, in the President's decision-making and delegation of authority or in special decisions.

6.1 The Council for the Investigation of Deviations from Good Research Practice

KI shall have a council for the investigation of deviations from good research practice.

The Council shall:

1. assess whether there is suspicion of misconduct in research and if the case should therefore be submitted to the national board for consideration,
2. investigate suspected deviations from good research practice other than suspected misconduct in research,
3. deal with issues relating to the reporting obligation pursuant to Section 13 of the Act on Responsibility for Good Research Practice and Examination of Research Misconduct (2019:504).

Members:

- a chairman, who is or has been an ordinary judge, is appointed by the President
- three teacher representatives, appointed by the principal

- KI's General Counsel
- a student representative

The President appoints the Vice chairman from among the members.

There must be substitutes for teacher representatives and for student representatives.

6.2 Internationalisation Board

The Internationalisation Board is an advisory, preparatory and, in certain matters, decision-making entity regarding internationalisation.

The Board:

1. supports the internationalisation process at KI in accordance with current goals and strategies,
2. works with issues linked to overall international collaborations, networks and strategic partnerships,
3. prepares documentation for decisions to be made by the President or the Faculty Board within the area of responsibility,
4. prepares budget documentation within the area of responsibility and decides on the use of resources within the established financial framework,
5. appoints representatives with assignments pertaining to international collaborations, networks and strategic partnerships.

Members:

- The chairman is the President, or a person appointed by the President
- two members appointed by the Faculty Board
- three members appointed by each committee (one each)
- one member appointed by the University Director
- Three student representatives

6.3 Recruitment Board

The Faculty Board decides on the Recruitment Board's activities other than what the President decides. The Teachers' Appointment Regulations and related instructions contain certain provisions on the employment of teachers.

The Recruitment Board is an entity for:

1. preparation of employment matters relating to professors (except for invitations to employment as professors), visiting professors, adjunct professors, senior lecturers, adjunct senior lecturers and promotion matters regarding applications for promotion from associate senior lecturer to senior lecturer,
2. preparation of policy documents regarding the employment and promotion of teachers.

The President, Head of Department, Dean, Vice President, or Faculty Board may refer a recruitment matter to the Recruitment Board, which is responsible for its preparation.

The person who initiated an employment case, will also make the decision to go ahead with it, after consultation with the Recruitment Board. The Recruitment Board will decide on the requirement profile/advertisement based on a proposal from and in consultation with the person who initiated the case.

Only the person who has initiated an employment case may also decide to terminate the employment procedure. If necessary, the Recruitment Board may recommend that the application period be extended or that the employment matter be discontinued. Before such a decision, the Recruitment Board and the person who initiated the case must consult on the matter.

The Head of Department in question participates as a member of the Recruitment Board in processing employment matters to be determined by the President.

The Dean participates as a member of the recruitment board in employment matters relating to his or her department group, unless there is a predetermined departmental affiliation. If affiliation to a department group has not been decided either, the Deans appoint one of the Deans to participate in the matter.

Members:

- four members appointed by the Faculty Board, from among whom the President appoints the Chairman and Vice Chairman

- two members appointed by each committee (six members in total)
- Three student representatives
- two union representatives (without voting rights)

6.4 Safety committee

KI has a safety committee. The safety committee must participate in the planning of the work environment management and monitor the implementation of the work. It shall monitor developments in matters relating to protection against ill health and accidents and work for satisfactory working environment conditions.

Members:

- the chairman is the President, or a person appointed by the President
- a maximum of three representatives of the employer and the education provider appointed by the President,
- a maximum of three employee representatives,
- two student safety representatives.

The Health and Safety Committee has a Biosafety Committee, which is a coordinating and advisory entity in the field of biosafety and the use of genetically modified microorganisms.

7 Other organisational entities

7.1 University Library

Higher education libraries are regulated in the Higher Education Act and in the Library Act. These state, among other things, that libraries must be responsible for library activities in the areas related to education and research at the University and collaborate with each other.

The organisation chart adopted by the University Board states that there will be a university library at KI.

The University Director decides on the focus and scope of the activities at KI University Library (KIB).

KIB is led by a library director who is employed by the University Director.

The Library Director reports to the University Director.

The Library Director has the authority to represent KI in matters relating to library collaboration and is responsible for conducting activities so that the requirements of the Library Act are met.

The Library Director has responsibilities and authorities pertaining to the Head of Department, where applicable.

The Library Director may delegate his or her decision-making authorities to another official at KIB.

KI must have a Library Council. The Council provides guidance on operational orientation and participates with advice in the preparation of the library's internal resource allocation. The Council reports to the Library Director.

Members:

- Chair, appointed by the University Director in consultation with the President
- three members appointed by each committee (one each)
- two external members, one of whom has cultural heritage expertise, are appointed by the University Director
- three student representatives
- Operations Manager of Teaching and Learning (UoL)

The Library Director may attend Council meetings.

7.2 University dental care

The University Dental Service at KI is an educational clinic for dental and dental hygienist students as well as a specialist clinic in dentistry.

The Head of the Department of Dentistry leads the activities.

The Head of Department may delegate the overall responsibility and decision-making authorities for the activities of university dental care to the Head of dental care. The dental care manager reports to the Head of Department.

University dental care consists of several clinics (corresponding to units). For each university dentistry clinic, there is a clinic manager appointed by the Head of Department. The head of dental care may delegate responsibility and decision-making authorities for the activities of university dental care to the head of the clinic. The clinic manager reports to the dental care manager.

7.3 Comparative medicine

Comparative Medicine (KM) is responsible for all KI's licensed animal activities.

The Faculty Board decides on the scope of the activities of KM at the overall level.

The Faculty Board determines the overall scope of activities of KM.

The Operations Manager reports to the President.

KM has a board appointed by the President. The board's assignment is regulated by special decision.

The Operations Manager is the permit holder for KI's licensed animal operations and thus has criminal liability according to law. If the Operations Manager considers that a board decision conflicts with applicable rules, permits or accepted ethical standards, the matter must be reported to the President. Such a decision may not be implemented before the President has taken a position on the matter.

The assignment as Operations Manager at KM includes being responsible for rules regarding deviation management in animal experimentation activities. This will be done in collaboration with Professional Services and the Committee for Research. The Operations Manager answers externally generated questions about animal experiments.

The Operations Manager has responsibilities and general authorities that pertain to the Head of Department, where applicable.

The Operations Manager at KM may delegate his/her decision-making authorities to another officer in the organisation, but not the authorities that follow from being a licence holder.

7.4 Teaching and learning

Teaching and Learning (UoL/TL) is a university-wide medical educational unit of Karolinska Institutet. The overall purpose of the unit is to contribute to the pedagogical development of KI's assignment at education at first, second and third cycle levels. The assignment includes both the development of educational infrastructure and pedagogical competence development as well as support for pedagogical development work.

UoL/TL is led by an Operations Manager who is hired or appointed by the University Director.

The Operations Manager reports to the University Director.

In the case of UoL/TL, the Operations Manager has responsibilities and authorities corresponding to the Head of Department of Professional services.

UoL/TL has a council to support anchoring the focus and content of the activities within the framework of the decided budget. The Council reports to the Operations Manager.

Members of the Council:

- The Chair is the Academic Vice President for Education,
- Academic Vice President for Doctoral Education,
- three operational representatives, each representing their own Department group, appointed by the respective Dean,
- one member is appointed by the Library Director,
- additional members may be appointed by the Chairman after consultation with the Operations Manager,
- one member is appointed by the University Director,
- three student representatives.

Each Academic Vice President may delegate assignments to another official.

The Operations Manager may attend meetings of the Council.