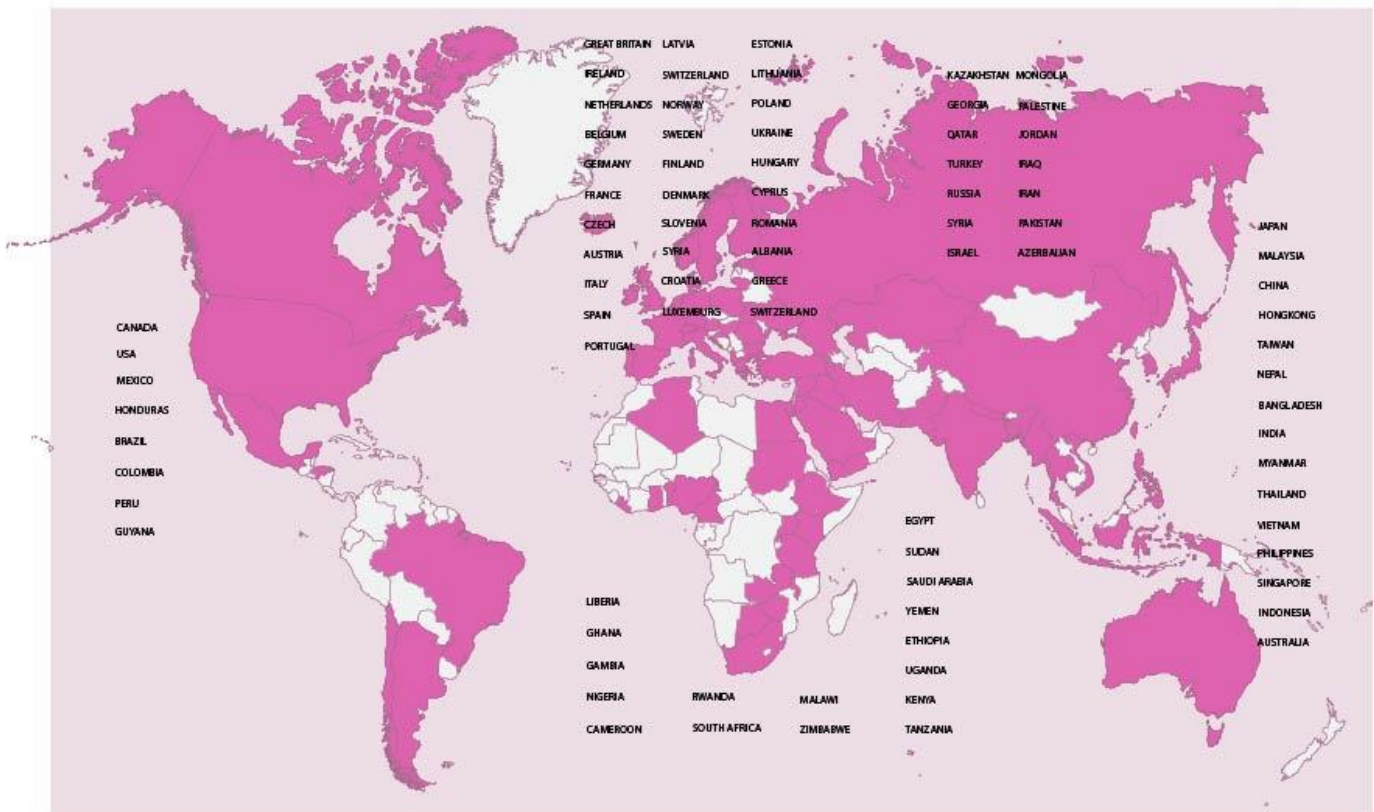


Tuition fee based organisation

Report 2020

Students admitted to the Global programmes in 2020



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1: Executive Summary

Quick facts 2020

12 departments – out of KI's 22 had fee-paying students in 2020

10 Global Programmes – welcomed students (9 master's programmes and one bachelor's)

70 countries – from which students registered to the Global Programmes at KI

496 applications on average per Global Master's programme - making KI's Global programmes the most popular international programmes in Sweden

9% selection rate for most Global programmes – on par with for ex. Harvard University, Yale University and Princeton University.

323 new students registered 2020 - of which 107 pay tuition fees

28 scholarships received by students

165 000 – 200 000 SEK charged in tuition fee annually per full time student

≈ 31 million SEK in revenue in 2020

2,4 million SEK extra allocated to departments and programmes for quality improvement

≈ 26% of revenue allocated to student support and recruitment at Central Administration

≈1000 hours are spent by the programme representatives to merit rate applicants each year

Potential for more Global Programmes

KI is an attractive university for international students and the university with most applicants per programme in Sweden. KI Strategy 2030 states clearly that *“it is imperative that KI increase the range of second-cycle education programmes that are available for international students”*. With ten Global Programmes in the portfolio, it is hopeful to understand that the process of launching new Master programmes for intake autumn 2022 at KI has started during 2020.

Scholarships

To attract international students to Sweden and KI, there are a handful of KI Scholarships awarded to the best qualified students each year. KI works with strategic scholarship partners abroad to attract talented students and a new strategic partnership with Study Abroad in Scandinavia (DIS) has developed this year. The Swedish Institute is working with attracting talent to higher education in Sweden and some of their scholarships are awarded to KI students.

A deeper collaboration with the Indonesian governmental scholarship scheme, LPDP, was initiated during 2020.

Exchange collaborations boost recruitment – research collaborations do not

The Global Programmes at KI have students from all over the world and recruitment is done actively in countries outside the EU/EES, even though European and Swedish students are reached in the recruitment phase as well. Surprisingly, one can see that the strategic international research collaborations from Karolinska Institutet do not lead to any applications to our Global Programmes while exchange collaboration on first and second cycle seem to be effective.

Tuition fees also fund extra student services and support

Thanks to funding from the tuition fee organization at KI extra resources are given to the departments. This strengthens the quality of the education. Extra support services for international students at the Global Programmes, such as Academic Writing Support, Career Services for students and pedagogical course for the teachers are some examples also funded by these extra resources. There are funds earmarked for improving the quality of these programs.

Small in Sweden – but popular

Overall, the number of applicants to international master's programmes on a national level increased with 14% from 72515 to 84934. Karolinska Institutet had a 8% growth and the total number of applications was 6222.

This is a small share of the total number of applicants to Swedish universities. However, KI offers only 10 programmes and has the highest number of applicants per programme in Sweden.

Most applicants to KI have previous academic merits from Bangladesh, Egypt, the UK, China and the USA.

Many applicants – but many are not eligible

In total, KI received 4714 applications for the autumn 2020 intake. 2756 (76%) of these were eligible applications and 684 admissions offers were given. Many applications are not reviewed because they do not (and perhaps cannot afford) pay the 900 SEK application fee. 280 students registered for the programmes. These 320 students came from 70 countries, 107 (33%) were fee paying students.

Fee-paying students have higher merit ratings

9.22 is the average merit rating of fee-paying applicants, compared to 7.61 for fee-exempt, making fee-paying students highly qualified and more qualified than fee-exempt. 19 or 20 is the highest merit rating at KI's international programmes. The programmes spend around 1000 hours each year on merit rating.

Unfortunately, since KI does not calculate statistics on completion rates, it's hard to tell the correlation between high merit ratings and completions.

Largest part of recruitment budget spent on Digital Ambassadors helping future students

The largest part of the budget allocated specifically for international student recruitment goes to the Digital Ambassador group, students at the Global Programmes who help prospective students, blog about their study programmes and manage social media channels such as Facebook, Instagram, YouTube and Chinese social media channels.

Social Media is still growing and newly admitted students are the most active

Facebook is constantly growing and so is Instagram as main media channels. More and more prospective students read the student blogs. Students who have just received their notification results are most active in the social media channels. YouTube has proved to be a channel where prospective students are very engaged and a strategy is needed to use it to its fullest potential.

Recruitment events abroad

During 2020 Karolinska Institutet has only participated in on-line Education Fairs. This is of course an effect of the pandemic. After students receive the notification results there are pre-departure events online. These are very well visited and gives admitted students an instant feeling of being part of the KI community.

A global outlook

KI is as an internationally recognized university. The selection rate for these global master's program is between 9 %, which is about the same selection rate as for example Yale, Princeton and Harvard. KI recruits 'great students and the mix of different nationalities and perspectives increases the overall quality of the programme. As one Global Health student puts it *"I felt like entering the United Nations that first day when I entered the class"*. This is the strength of the Global Programmes at KI.

The well-being of the world reflects and affects student recruitment. The pandemic hit the world hard during 2020 but surprisingly it did not have any negative affect on the recruitment to KI. More international students than ever started their studies at KI during autumn 2020, both as Master and Bachelor students. This is indeed something KI should be proud of.

Aim of the report

The aim of this report is to map how the academic and administrative part of KI works together in a strategic and systematic way, in order to achieve the vision of attracting the most talented students to the classrooms of KI. Furthermore, the report could serve as a manual for The Committee for Higher Education and the departments who is about to launch new global master programmes, in order to see what kind of support and service functions and added value they get when working with the team for the tuition fee based organisation.

2: Goals and Strategy

Tuition fees – a integrated part of the university

Tuition fees were introduced in Sweden 2011 through the ordinance 2010:543, Förordning (2010:543) om anmälningavgift och studieavgift vid universitet och högskolor. In a Nordic context, Norway is the only country without tuition fees.

According to this ordinance (2010:543), the tuition fee should be set so full cost coverage is achieved for the study-funded activity. This means that all students, fee paying and non-fee paying, generates the same Håp to the departments. KI has also decided about an add-on to all departments with fee paying students, they receive an extra 15 000 SEK per fee paying student. These extra funds should be used to improve the educational quality. 12 of KI's 22 departments have fee paying students.

Internationalisation goals for first and second cycle education at KI

According to KI strategy 2030 KI shall be the first choice for prospective students. Education and research quality is the most important factor in achieving this. The research base of our programmes and their clear ties to future career opportunities shall make them even more attractive.

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. To attract overseas students, it is imperative to increase the range of second-cycle education programmes that are available to international students. The wealth of perspectives that comes from internationalisation helps to enhance KI's quality and attractiveness as an education provider.

The students at KI's Global Master programmes plays an important role. They bring global perspectives to the classrooms. Since KI attracts all these international students, one should think about how this international richness could be used in the Internationalisation at Home work at KI. The moment the international master students is a quite closed group, more interactions between the global programmes and KI's Swedish programmes could be done! This would be a win-win for all students.

KI's international students are instrumental in contributing to spread the word about high class education and the good values KI stands for when carrying these perspectives further on.

Working group for internationalisation

The working group for internationalisation, run by the chair of internationalisation of Higher Education, decides in strategic and economic matters related to the tuition fee business. The group is also responsible for the operational tasks associated with the tuition fee organisation.

During 2020 the international student's situation in the wave of Covid-19 has been the main prioritizing. Online studies, online studies and its relation to tuition fees, communication between KI centrally and the students and the well-being for the international students have been the main topics for the working group for internationalisation.

KI's strategic scholarship collaboration

The scholarship collaboration with Study Abroad in Scandinavia (DIS) had its first application round. Many students applied and both parties consider it to be a success!

KI renew the Memorandum of Understanding (MoU) with the Indonesian governmental scholarship programme, LPDP. There are no fee-waivers in this agreement, but for the last years there has been a trend of more Indonesian students, which also is the case for 2020. An increase of Indonesian scholarships from LPDP is a fact for 2020. One can say that this agreement has a good favourable recruiting effect for KI.

Comment: It would be very appreciated with more scholarships. We need to work harder with scholarships and it would be good if KI could work more proactive with scholarships from e.g. companies and businesses. The creation of The KI- DIS Fellowship is a small but important step to more scholarship.

The Karolinska Institutet Global Master's Scholarships

The Karolinska Institutet Global Master's Scholarships is a scholarship awarded to global master's students. It's the working group for internationalisation for Higher Education that manages and allocates the scholarships. The funds come from Swedish Council for Higher Education (UHR) and from KI internally. A small sum from each paid tuition fee is allocated to the scholarship.

The scholarship is based on merits and is awarded to the most prominent students according to the assessment made by the programmes. The scholarship only covers the tuition fee. The number of scholarship holders varies over the years, since the UHR funding varies from year to year.

In 2020, 546 students applied for the scholarship and eight KI scholarships were awarded to students. 2020 the awardees came from USA, Indien, Iran, Etiopien, Uganda, Myanmar, Zimbabwe.

Scholarships holders are normally invited to a scholarship award ceremony at the beginning of the autumn semester together with KI President and programme representatives, this has not been the case for this batch due to Covid-19.

	Students	Fee paying	KI Scholarship	SI Scholarship	Invoice
2020	323	107	10	18	77
2019	280	88	8	19	61
2018	262	77	9	13	55
2017	239	67	7	14	42
2016	215	61	6	21	33

Comment: Some programmes (Public Health Sciences, Global Health, Nutrition) are more dependent on scholarships, and it is not a coincidence that these programmes often have the majority of the SI-scholarship holders. Students are asking for more scholarships. KI Global Master's Scholarship is purely merit based and the most talented students compete for them. KI is lacking a need-based

scholarship scheme – it would be brilliant if KI could offer a scholarship where excellence and need is combined.

KI's strategic international collaborations and international student recruitment

From an international recruitment perspective, it may be interesting to see if there is any correlation between KI's strategic international collaborations and if we recruit master's students from the same region or university, as a measure to see if KI's research collaboration also create an awareness of KI as a high standard university. Clearly, student recruitment does not need to be interconnected with research grants and that there is currently no relationship between strategic partnerships and where KI recruit students.

As far as the definition of strategic partnerships is concerned, we have assumed the cooperation that the Internationalisation advisory council at KI to some extent considers to be prioritized. These partnerships are Singapore, Japan (Tokyo University), China (especially Shandong), Hong Kong, USA (Mayo Clinic), Canada (Toronto), UK, Brazil and Uganda.

The application statistics clearly indicate that the strategic overall co-operation doesn't affect the recruitment of international students. 534 students from these countries applied for a master's programme at KI. 89 of these students are registered as students. 12 students, compared to 3 students 2019, are from our strategic partner universities which is a nice increase!

What exchange cooperation does KI have, and do these partnerships act as a recruitment tool?

For the academic year 2020, KI had 306 different student-and teacher exchange agreements (first and second cycle) with 47 different countries. 265 applications to MASTER HT20 came from applicants with a degree from any of KI's exchange agreements. Interesting to note is that 25% of UK applicants came from one of KI's exchange partners. 61% of Uganda applicants came from Makerere University. Among the Chinese applicants, students from KI's partner universities do not apply for Masters program with higher frequency than non-partner universities. Compared with 2017, there were fewer applications from students with a degree from any of KI's exchange partners.

Swedish Institute and national initiatives regarding third country students

The Swedish Institute (SI) is active and works strategically to promote Sweden as a study destination. Likewise, SI's scholarship programme **SI-SGP**, is an important part of attracting international talents to the Swedish universities. During 2020, a total number of **329** scholarships were awarded to third-country students. KI admitted 18 students with SI scholarships at the autumn 20 intake.

In 2017, SI signed a Memorandum of Understanding (MoU) with the Indonesian scholarship programme, LPDP, this must have had a spill over effect at KI since we have quite a few applicants and LPDP scholarship holders.

The Swedish Migration Agency

All Erasmus Mundus students who started their studies here at KI in March have had huge troubles with the Swedish Migration Agency (MIV)! All of them got a negative decision from MIV when they applied for resident permit, all students appealed. Three students have got negative responses on their appeals and have been forced to leave Sweden, this is really crazy!

The newly admitted Master and Bachelor students had fewer problems with MIV than we expected. The uncertainty with Covid-19 when it comes to on campus studies vs online studies has not created any problems with resident permit for our students.

3: Budget

Tuition fee

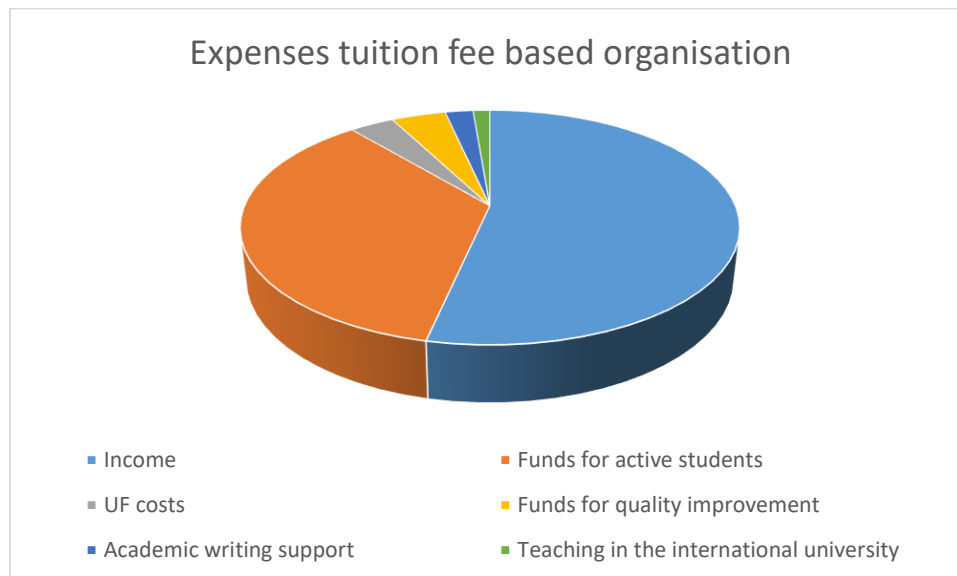
Tuition fees at KI range between 165 000 sek – 200 000 sek per year. The tuition fee is calculated at full cost coverage. Funds may be used and reinvested, however, it must be matched with other funds (eg not from fee paying students) if it should benefit other students as well. Calculating the budget for the tuition fee organisation is tricky, since it is based on admitted fee paying students and this changes constantly. There is a positive balance which is re-invested into the programmes, the departments and to the support-and service functions, with the aim to improve the quality of the education and KI as an international university.

Below are the outcomes for 2020.

Budget overview

Income ≈ 31 000 000

Expenses ≈ 26 000 000



Funds distributed back to the departments

- Funds for active students (HÅP) ≈
- Academic Writing Support ≈ 741 000
- Teaching in the international university (UoL) = 750 000
- Funds for improvement of education quality ≈ 2 434 000

4: Organisation

Different units at the central administration (UF) are involved in the tuition fee-based organisation. It is a dedicated crew of administrative and academic staff. Much of the administrative part is carried out within UF, but in close collaboration with programme counsellors, officers and study advisers at the different departments.

Collaboration between study programmes and Central Administration

The activities of the tuition fee-based organization span different departments and units within the university administration (UF). Employees from the Finance Office, Student and Career Services, the Study Administration Unit, Secretariat of the Study Programmes and the International Relations Office work actively with the tuition fee-based organization.

The collaboration between UF and the Global master's programmes is well-functioning. Compared with other Swedish institutions of higher education, KI has a centralized organization regarding the tuition fee-based organization, which in a benchmark against the rest of Sweden proves to be successful.

The Admissions Office at KI is the clearest example of this, with the Admissions Office working closely with the programme directors before and during the application period. They work together with and for the programmes and programme directors in a strategic and progressive way. Many other higher education institutions have a much more decentralized organization.

PD/GUA Twice a semester the Program directors (PD's) and the Departmental Directors of Education (GUA) for the Global Master programmes have meetings with chair for the Working Group for Internationalisation and the tuition fee coordinator. It's an excellent discussions forum for all parts. General questions/problems that concerns all programmes are raised as well as budget and how to make the most of the extra quality funds that have been set aside to improve the quality for the global programmes.

IRMA (International Marketing and Recruitment Group) is a working group which meets approx. one time per semester and where programme directors, international student recruiters, admissions officers, programme administrators, student representatives and the coordinator for tuition fees meet and discuss mostly admission to the programmes and communication to prospective students. In between meetings, information is distributed digitally.

INTENSIV is a work group for UF-officers and study counsellors from the Global Programmes, where more student related topics are discussed. Meetings are carried out monthly.

Overall, there is a good collaboration between the programmes/programme representatives and the central administration. Representatives from the programmes are active in international recruitment activities and participate in fairs and trips. They are also very valuable when participating in webinars or other events organized by the Student and Career Service.

Global study counsellors

Each programme is organised within a Programme Committee. The Programme committee has the overarching responsibility for quality assurance. Each programme is led by a Programme Director who is academically responsible for the programme and its content. Devoted and talented academic and administrative staff work continuously to improve the education and surrounding support. Each programme has a Study counsellor available for the students.

Work during the year

Each study programme has a dedicated study counsellor for the current students, in accordance with Swedish law. The study counsellor is often the students first point of contact for questions related to the studies and support students with the transition to the new study environment.

KI Welcome Days are organised the week prior to the semester starts with general information about the university. Introduction to the programme starts the first day of the semester and the study counsellors take part in this and present how they work. During the year the study counsellors keep the students posted on rules and regulations for the continued studies such as choice of courses, or support in the choice of degree project, and update students on extracurricular activities at KI.

The work and service for students include:

- support the introduction to the study programme for the newly admitted students
- give information on the content of the education and rules concerning eligibility for advancing onto courses offered in a higher semester, exemptions, the interruption of studies, the resumption of studies
- support in study techniques and learning strategies
- help planning of future studies and career advice
- support student social issues related to the studies or the study environment, support student rights and responsibilities, including equal treatment factors (gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age) although much of the responsibility lies with the Course director
- support mental health and social wellbeing
- inform students of extracurricular activities at KI
- help with practical matters such as certificates
- follow up on academic achievement
- administrating the students in the educational support systems
- offer support in managing the studies and write a study plan

Students can book a personal meeting with the study counsellor. All information needed is updated on the KI website and the programme pages. The study counsellors at KI are bound by a pledge of confidentiality and will on no condition disclose information about a student's personal circumstances to a third party without the student's explicit consent.

The study counsellor is in close contact with the programme director and the different course directors, the Student union (MF) and the Student ombudsman to be able to support the students in the best way. Common issues among the Global programme students:

- dealing with a new learning environment and study environment
- working in groups and collaborate in pairs
- career questions, internship, including potential doctoral studies
- how to find a project and supervisor for the degree project

- stress
- culture shock
- financing tuition fee and living costs
- residence permit
- loneliness
- mental health and illness

KI receives an increased number of students with disabilities. KI can provide students with disabilities special support during their studies, and a dedicated coordinator for students with disabilities works with the course leaders and study counsellors.

During 2020 KI has employed a coordinator for the work environment of students, including work with equal treatment.

The global programme study counsellors collaborate with the KI Library, Academic writing support, the KI Career service, and the KI Students health centre in organising activities for students. Furthermore, they collaborate with the Student union to promote activities for KI students.

Student wellbeing during 2020

The effects of the pandemic have in some ways been extra challenging for the global students. Being away from family and friends in this new, uncertain situation caused stress and anxiety for many students. During spring, when KI switched to online teaching, some students travelled home to be with their family. In some countries this meant spending weeks in quarantine and at the same time keeping up with their studies. Some students also reinforced the health care by working in their home countries. When these students wanted to return to Sweden to start the autumn semester on campus, extensions of residence permits were in some cases rejected. These students then had to follow their studies from distance during the autumn semester and could not take part in the campus teaching in the same way as their fellow students. Three of the global programmes decided to offer only online- teaching during the autumn semester.

Change in family income due to, for instance unemployment or illness, has also been an effect of the pandemic. This has led to difficulties in payment of the tuition fee. Also, withdrawal of scholarships has affected some students which in some cases has led to cessation of studies.

After just a few months in a new country not all students have gained a social network in Stockholm. When the online teaching started, many students expressed loneliness and difficulties in focusing and following the studies online. When the autumn semester initially started with partially campus teaching for some of the global students, many enjoyed meeting fellow students and teachers in person again while others did not feel safe especially when travelling to and from campus. They also had questions on the Swedish strategy to fight Covid, some were concerned while others appreciated that the society stayed relatively open compared to their home countries.

Extra activities for students during the Pandemic

In the beginning of summer 2020 it was clear that many students could not travel home during the summer break, due to the pandemic. To reduce the feeling of isolation and loneliness, a course in Swedish was initiated by GPH and coordinated by the study counsellor for GPH and LIME. The course was offered to all international students at KI.

Over 130 students signed up and 114 of them chose to participate in the course, which was either held online on Zoom or in parks around Stockholm. The arrangement meant that even students who were in their home countries around the world had the opportunity to participate. The evaluation of the course was very positive, and many students emphasized the opportunity to get to know other

students within KI as a great benefit of the course. In addition to learning the language, Swedish customs and cultural codes were also parts of the course. This great initiative was paid by the funds from the tuition fee budget.

In some programme's online activities for students during fall have been organized. The activities have for example been quizzes, online coffee, Christmas mingle, etc.

During a meeting with one of the study counsellors some students emphasized that they do not feel included in the academic world at KI and want more opportunities to meet researchers and teachers at KI.

Upon request, the study counsellors have started several seminars for all international students at KI to make them feel more included. The following seminars have been offered:

1. Prof. Johan von Schreeb - spoke about his mission in the WHO after the explosions in Beirut.
2. Prof. Hans Hägglund was invited to LIME Talks to talk about the health benefits of taking a sauna, all international students where invited
3. Online coffee with Deputy Chairman of the Committee for Education and representative of the Internationalisation Council Lars Henningsohn where he presented himself and his work at NKS
4. Prof. Gunilla Karlsson Hedestam had a seminar about Alfred Nobel and the Nobel Prize and the work with the Nobel prize committee
5. During Christmas holiday Josh Lenn was hired to hold a fire-up session with dance and drama for the students
6. Two of the students had an online cook-a-long with fellow students and made a dish and drink with avocado

Comment: The global study counsellors play a really important role. They meet the students during both good and bad times, and they can identify where the support from the central administration is lacking. During this year they have identified areas where improvement is needed- Here is the wish list for the Global Study counsellors 2020:

-Workshops in English organised by the Student health centre on stress, sleep, procrastination and public speech

-Improved collaboration with Career centre

-Increased collaboration between the three global programme study counsellors.

5: Support to the Global Programmes

As stated before, student recruitment and manage expectations of prospective and on-campus students can at first glance seem easy. But honestly, it is quite complicated. This is the extra support the global programmes get from central administration:

- Recruitment and marketing to prospective students
- Structured admissions process
- Communication with the students from admission to start of semester
- Student digital ambassadors, structured in a strategic way
- Extra funds for quality improvement of the programme
- Coordination of the Global Programmes at KI
- Coordination of student fees
- Student health services
- Career Service
- Alumni activities

Student support services funded by tuition fees

Tuition fees are used to improve and enhance the quality of KI's support services for international master's students. Due to this funding, targeted efforts have been made for student support services for the international students.

Academic Writing Support

The Academic Writing Support at the KI library has received funding for workshops and supervision, as well as open lectures for the international master's students. The programme directors have requested more extensive academic writing support for their students.

Career Service

KI Career Service organized, during 2020, targeted events for global master students as well as events for all students at KI. The purpose of the events was to rise thoughts and reflection on how one can influence its career after graduation, as well as teaching the students skills necessary for their future career, such as networking, CV, and presentation skills. These activities were carried out during the spring:

- CV,/ LinkedIn seminar together with Go Monday
- Workshop- Networking
- Workshop - Teamwork
- Workshop - Erasmus internship
- Webinar with Randstad: Careers within LifeScience
- Webinar - Transferring your international experience on your CV

Teaching in the multicultural classroom

The internationalisation team at UoL developed the course Global Online (GO), which intention was to help these programmes going online during the spring. A direct effect of Covid-19. The course Teaching in the international university, developed by LIME/UoL is still given as an ordinary course during.

Programmes taught in English at KI

KI currently offers 11 programmes given in English – one bachelor's programme and ten master's programmes. The programmes are:

- Bioentrepreneurship
- Biomedicine (Bachelor and Master)
- Global Health
- Health Economics, Policy and Management
- Health Informatics
- Molecular Techniques in Life Science
- Nutrition Science
- Public Health – Epidemiology
- Public Health – Promotion and Prevention
- Toxicology
- Erasmus Mundus- Public Health in Disaster

Of these, 10 has been labelled as “Global Programmes” receiving roughly the same service and being marketed as “one package”. Erasmus Mundus Master programme Public Health in Disaster differs since almost all administrative work is done from Oviedo.

Joint programmes

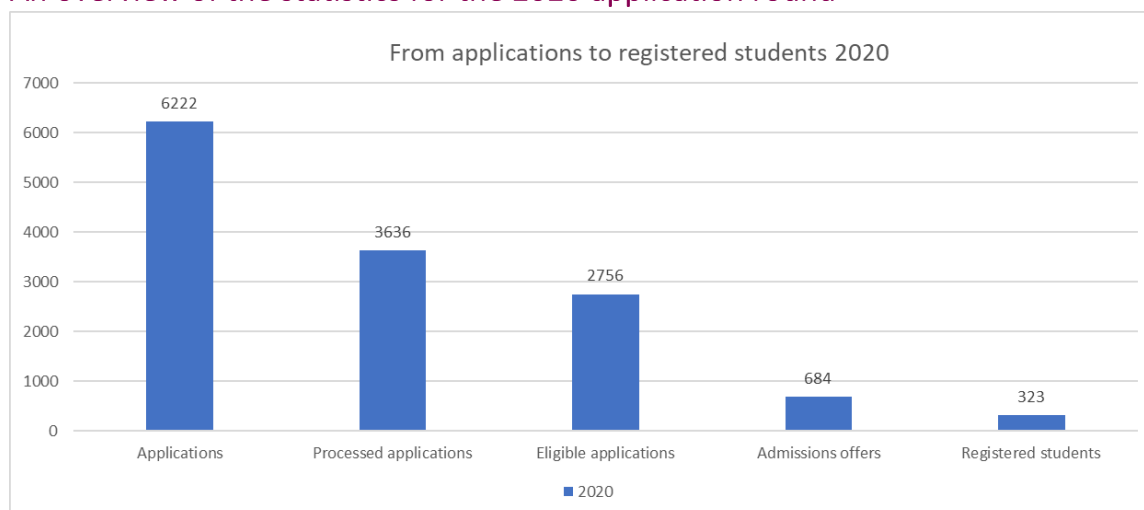
- Health Informatics (KI and SU) – is handled at KI, including admissions and tuition fees. Therefore, data for the programme is shown in this report.
- Molecular Techniques in Life Science (KTH, KI and SU) – is handled by KTH who are responsible for the admission procedure, recruitment activities and programme information. This also means that the data shared in this report does not include Molecular Techniques in Life Science.
- Erasmus Mundus Master programme Public Health in Disaster – is a joint programme between Oviedo University (Spain), University of Nicosia (Cyprus) and KI. The EU-administrative work is handled from Oviedo as well as the admissions and tuition fee/scholarship process. Oviedo also produces the degree certificate.

6. From applications to registered students

This section presents an overview of the process from application to registration.

One application (individual) can have up to four applications.

An overview of the statistics for the 2020 application round



*Registered students as of Sept 3, 2020.

As the Covid-19 pandemic had not fully hit prior to January 15 – the last day to apply to university studies in Sweden – KI did not see an increase in the total number up applications up to this date. By January 15, KI had received 5083 applications. To compare with MASTERHT19, when KI received 4768 applications, this slight increase was expected.

The main effect of the Covid-19 pandemic hit the application round later in the process. UHR held a campaign about the possibilities for making a late application (for university level studies in Sweden in general). At KI, some programmes were open for late applications, and some were re-opened to secure a list of reserves in the case of possible large numbers of dropouts in the upcoming selection.

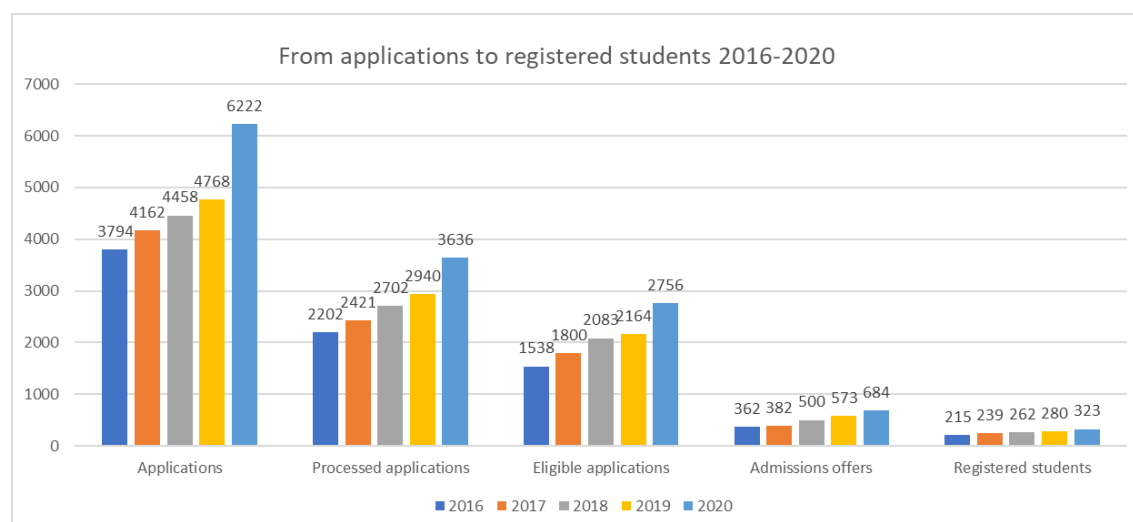
In the 2020 application round between mid-October to mid-May when late admission closed to a few of the programmes – KI received 6222 applications to the nine master's programmes. In order to have their applications reviewed by University Admissions (UHR, the Swedish Council for Higher Education), the applicants must pay the application fee. Out of the total number of applications, 58% (3636) were processed by KI after the applicants had either paid the application fee or certified fee exemption.

The Admissions Office deemed 76% (2756) of the processed applications eligible – meaning that the applicant fulfilled the specific eligibility criteria as set up by each programme. These 2756 applications – 44% of the total number of applications – were then merit rated by the programmes.

As a result of the Covid-19 pandemic, the Admission's Office received a highly increased number of questions from concerned applicants and admitted students regarding all admissions' processes.

KI in total gave 684 admissions offers (including offers made to reserve placed applicants). 323 registered students were registered on September 3.

An increasing trend during the last years



KI received 6222 applications to the nine master's programmes that KI administered in the 2020 application round. That increases the number of applications with 1454 compared to 2019. However, some programmes were open for late applications.

In 2017, the increase in admissions offers and registered students was due to starting a new programme (Nutrition Science) and that reserve admission for some programmes was difficult to predict.

In 2018, the Public Health programme split up into two separate tracks – one in *Epidemiology* and one in *Public Health Promotion and Prevention*. With new and relevant programmes, more and more applicants keep finding KI as a relevant option for studying a master's programme.

The numbers can also vary from year to year due to keeping certain programmes open for late applications.

Tuition fee-paying applicants – from application to registration

Applicants who are citizens of countries outside of the European Union (EU), European Economic Area (EEA) and Switzerland are required to pay application and tuition fees, with some exemptions. The application fee is an administrative fee of 900 SEK which is paid to University Admissions. Applicants that apply but do not pay the application fee many times do so hoping to receive an application fee waiver from University Admissions.

58% (3636) of the applications were processed, meaning that they either showed proof of fee exemption or paid the application fee. 47% (1722) of the processed applications were made by tuition fee-paying applicants, and 53% (1914) by fee-exempt applicants.

Further, the admission offers were distributed approximately 50/50 in the selection in April. KI gave admissions offers to 359 fee-paying applicants and 325 fee-exempt applicants

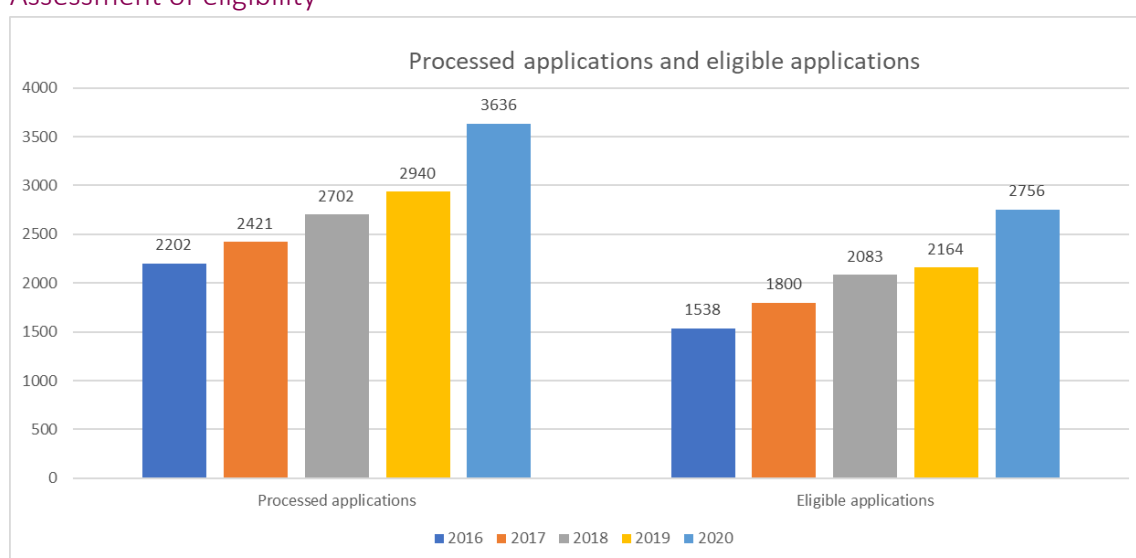
This year, reserve admission continued over the summer also for the tuition fee paying students. As some programmes were to be held online, reserve admission of fee-paying students that, during these circumstances did not have to apply for the study visa, was possible.

This resulted in 107 fee-paying students, of which 28 students received a scholarship either from KI or from another organization.

Assessment of eligibility and merit rating

This section describes how KI handles all eligible applications, as well as the merit rating process.

Assessment of eligibility



An application is reviewed by several organisations and different administrative officers.

Firstly, University Admissions registers an applicant's documentation as well as their eligibility for university studies in Sweden. This assessment takes place between mid-October to mid-March, with the most intense period being early February and onwards. The applicants that do not submit proof of fee-exemption or pay the application fee will not have their applications reviewed.

Secondly, the Admissions Office at KI assess the eligibility for entrance to a programme at KI – starting in mid-January and ending after the administrative officers at University Admission have completed their part of the process in mid-March.

In the eligibility assessment, the Admissions Office assesses whether the applicant meets the programme specific entry requirement (a bachelor's degree within a relevant area). These can be found on each programme web page. In the 2020 application round, 2756 applications were deemed eligible by the Admissions Office at KI.

Finally, all eligible applications – applications made by applicants who fulfil the eligibility requirements as well as have paid the application fee to University Admissions – are merit rated by the programme representatives, from early February to the second last week of March.

Merit rating

All the Global Master's Programmes have more eligible applicants than study places, which forces them to select students.

In order to select which applicants to give admissions offers, the representatives from the master's programmes make a holistic evaluation of each applicant. All applicants are asked to fill in the KI CV form, to make the evaluation fair, efficient, and to select the very best applicants.

Each programme has its own CV form. Previous academic studies, work experience, research experience, extra-curricular activities and a statement of intent are taken into consideration. The applicant is graded on each section, and in the end receive a merit value.

The programmes use different merit rating scales. Moreover, some programmes made changes to their merit rating scales between 2017 and 2018.

Overall, fee-paying applicants receive higher merit values:

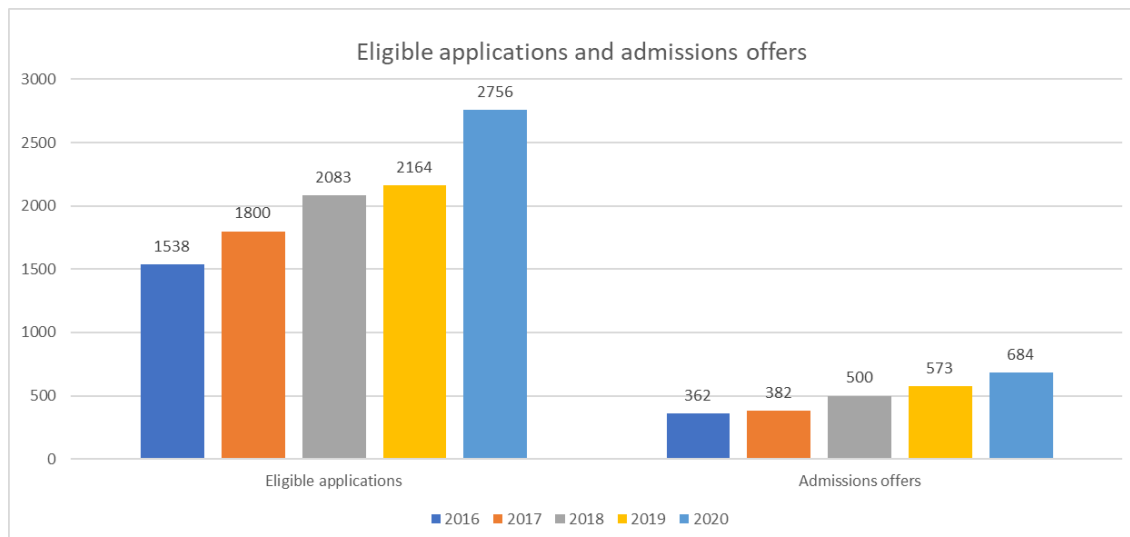
	Average merit rating fee-paying applicants	Average merit rating fee-exempt applicants
2020	9,19	8,56
2019	9,22	7,61
2018	9,01	7,76
2017	8,83	7,92
2016	8,65	7,88

The international applicants on average have higher merit values. One reason could be that they have more experiences that are highly ranked in the merit rating process, such as previous research experiences.

Late applications are not merit rated. Instead, applicants receive a number based on the date/time of application.

Selection and admissions' offers

This section describes the selection of candidates to which KI gives admissions offers.



After all eligible applications have been merit rated by the programmes, it is time to decide on how many admissions offers to send out. The programme directors meet with the Admission's Office for two days just before the national selection for all Swedish universities will take place.

The decision on how many admissions offers to send out is based on the number of study places that are financed by direct government funding, the capacity limit of the programme in question, as well as historical conversion rates.

The historical conversion rates are used to estimate how many applicants to admit in April, in order to have the correct number of students starting in autumn. The conversion rates differ between groups of applicants (Swedish, EU/EEA, global), as well as in more detail between different countries. The decision on how many admissions offers to send out is therefore based on an analysis of the merit rated applicants.

Separate admission

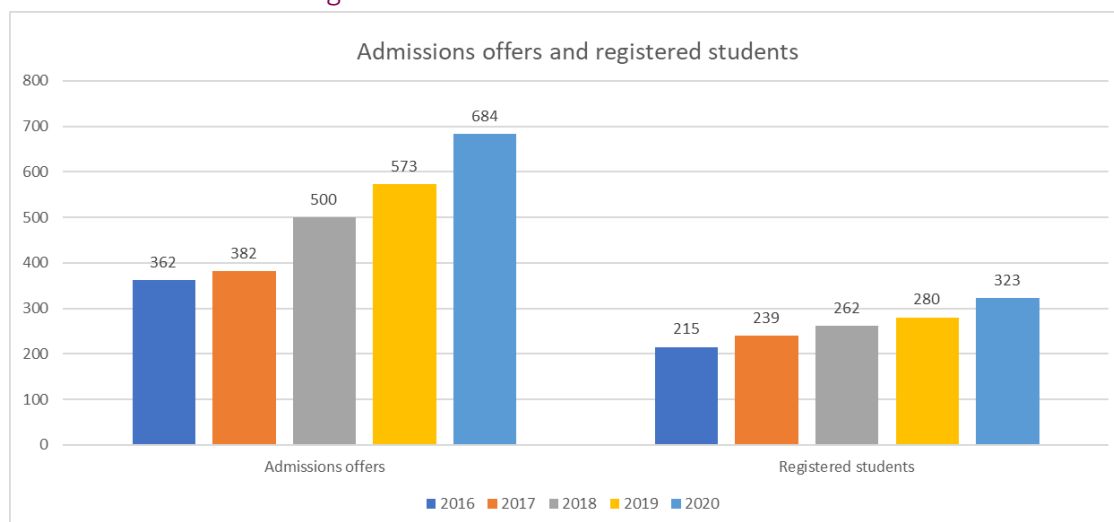
Separate admission was introduced in KI in 2017. When admitting the students, a specific number of study places are reserved for Swedish/EU/EEA-students and a specific number of study places are reserved for fee-paying students. Students compete for their study place within each selection group. This means that the number of study places with direct government funding and the study places for the fee-paying students are predetermined.

When deciding on the number of admissions offers, the Admissions Office ensures that the last fee-paying applicant per programme does not have a lower merit value than the last fee-exempt applicant.

Registered students

This section describes what happens in the months between selection (and admissions offers) until registration.

Admissions offers and registered students



KI practices so called over admission and sends out admissions offers to more applicants than there are study places. The conversion rates are used to estimate how many applicants to admit in the selection in April, and it is expected that admitted students decline their study places during the months April-August, prior to the start of the programme.

Together with the admissions' offers, all fee-paying students receive information on how to pay the tuition fee. The deadline to pay the tuition fee was mid-May. Thereafter, KI revoked the offers for the applicants that had not paid the tuition fee. The reason is that after the beginning of June, applicants will have a difficult time receiving a student study permit from the Swedish Migration Agency in time to start their studies at KI in the fall. This year, due to offering programmes online, reserve admission of fee-paying students was possible also after the beginning of June.

Acceptance rates for registered fee-paying students

(2020) MASTER'S PROGRAMME IN	Processed applications (fee-paying and fee-exempt)	Processed applications (fee-paying)	%*	Eligible applications (fee-paying, total)	%*	Eligible applications (fee-paying, first priority)	%*	Admitted applicants (fee-paying)	%*	Registered students (fee-paying)	%*
Bioentrepreneurship	234	88	38%	69	29%	40	17%	32	14%	15	6%
Biomedicine	476	187	39%	151	32%	99	21%	23	5%	10	2%
Global Health	696	262	38%	220	32%	107	15%	33	5%	8	1%
Health Informatics	318	134	42%	109	34%	56	18%	57	18%	17	5%
Health Economics, Policy and Management	400	218	55%	167	42%	80	20%	68	17%	12	3%
Public Health Sciences - Epidemiology	203	83	41%	64	32%	31	15%	26	13%	12	6%
Toxicology	523	332	63%	245	47%	110	21%	45	9%	8	2%
Nutrition Science	238	91	38%	47	20%	26	11%	30	13%	12	5%
Public Health Sciences - Health Promotion and Prevention	548	327	60%	259	47%	68	12%	45	8%	9	2%
TOTAL	3636	1722	47%	1331	37%	617	17%	359	10%	103	3%

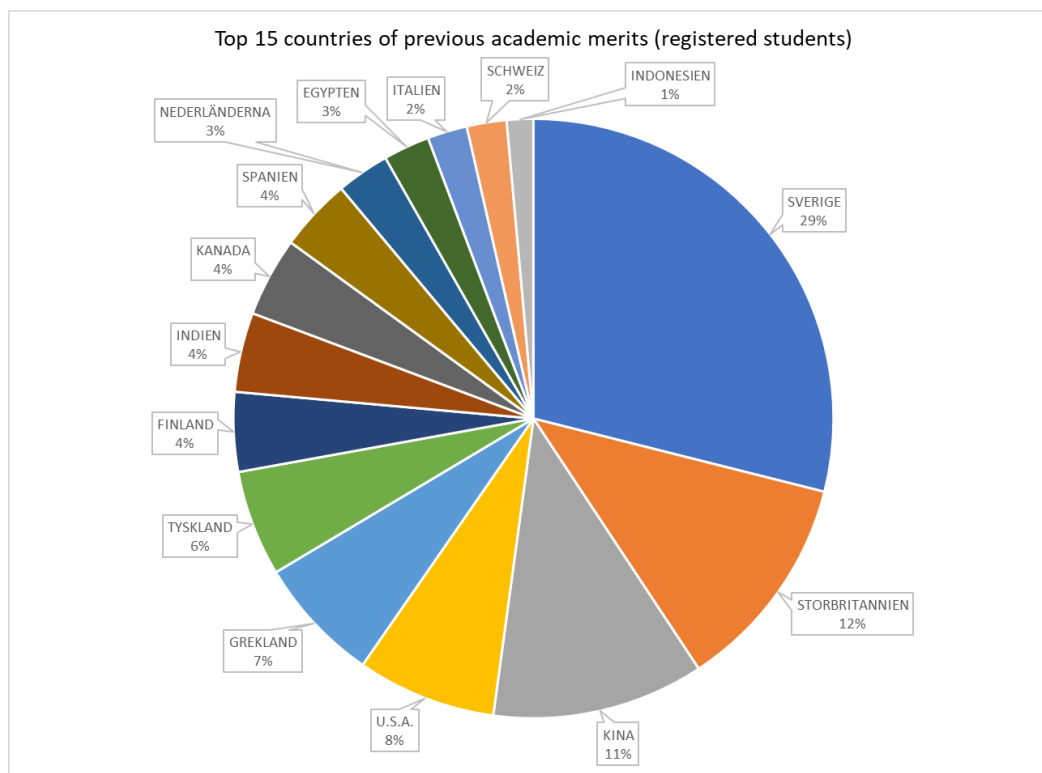
* % of total processed applications (fee-paying and fee-exempt).

(2020) MASTER'S PROGRAMME IN	Processed applications (fee-paying)	Eligible applications (fee-paying, total)	%**	Eligible applications (fee-paying, first priority)	%**	Admitted applicants (fee-paying)	%**	Registered students (fee-paying)	%**
Bioentrepreneurship	88	69	78%	40	45%	32	36%	15	17%
Biomedicine	187	151	81%	99	53%	23	12%	10	5%
Global Health	262	220	84%	107	41%	33	13%	8	3%
Health Informatics	134	109	81%	56	42%	57	43%	17	13%
Health Economics, Policy and Management	218	167	77%	80	37%	68	31%	12	6%
Public Health Sciences - Epidemiology	83	64	77%	31	37%	26	31%	12	14%
Toxicology	332	245	74%	110	33%	45	14%	8	2%
Nutrition Science	91	47	52%	26	29%	30	33%	12	13%
Public Health Sciences - Health Promotion and Prevention	327	259	79%	68	21%	45	14%	9	3%
TOTAL	1722	1331	77%	617	36%	359	21%	103	6%

** % of processed applications (fee-paying).

Geographical diversity in the Global Master's Programmes

In the country specific statistics, the numbers refer to country of academic background, not of citizenship or residency.



At the start of the autumn semester 2020, students with academic background in about 70 different countries were represented in the classroom. As in previous years, the possible diversity in the classroom drops between admission and registration, as fee-paying students from certain countries lack possibilities to finance their studies.

A comparison with selected Swedish universities

This section shows application statistics and a comparison with selected Swedish universities.

The national number of applicants (on-time and not including late applications) increased from 72515 in the 2019 application round to 84934 in the 2020 application round – not including all late applications – an increase of 14%.

Applicants per programme

KI received applications from 4467 applicants by Jan 15, which represents about 2,6% of the total number of applicants to Swedish universities. The share is small, but breaking it down to applicant per programme, Karolinska Institutet is one of the most popular universities in Sweden:

University	Applicants	Master's programmes	Applicants per programme
Karolinska institutet	4467	9	496
Göteborgs universitet	13069	40	327
Kungl. Tekniska högskolan	18181	61	298
Lunds universitet	25701	111	232
Umeå universitet	8280	39	212
Uppsala universitet	20009	109	184

Applicants by country – Sweden in total compared to KI

In total, the universities in Sweden attracted applicants from 192 countries. In comparison, KI had applicants from 128 countries. To all universities in Sweden, most applicants had previous academic merits from India, Pakistan, Nigeria, China and Ghana

The top countries applying to KI differ a bit from the top countries for Sweden in total. The upper part of the top list is fairly stable. Indonesia keeps climbing the top list at KI, which is gratifying as KI has had active recruitment efforts aimed towards Indonesian applicants.

Top 10 countries Sweden and KI, 2020 (2019)

Top 20 countries Sweden (2020)			
	Country	Total applicants	Fee-paying
1 (1)	INDIEN	9017	5785
2 (3)	PAKISTAN	8072	6048
3 (4)	NIGERIA	7004	5758
4 (5)	KINA	6560	3839
5 (6)	GHANA	3987	3302
6 (2)	BANGLADESH	3055	2283
7 (7)	STORBRIANNIEN	2747	1259
8 (9)	U.S.A.	2462	1300
9 (8)	TYSKLAND	2046	562
10 (11)	IRAN	1968	1388
11 (10)	SVERIGE	1884	179
12 (13)	ETIOPIEN	1662	1393
13 (12)	TURKIET	1601	1102
14 (16)	KENYA	1489	1293
15 (19)	EGYPTEN	1484	1196
16 (14)	INDONESIEN	1468	1183
17 (-)	KAMERUN	1407	1026
18 (-)	RWANDA	1231	1023
19 (15)	NEDERLÄNDERNA	1183	350
20 (20)	UGANDA	1100	912

Top 20 countries KI (2020)			
	Country	Total applicants	Fee-paying
1 (1)	NIGERIA	415	355
2 (4)	KINA	334	194
3 (5)	GHANA	221	188
4 (6)	INDIEN	207	130
5 (7)	U.S.A.	193	117
6 (3)	STORBRIANNIEN	189	79
7 (2)	BANGLADESH	158	116
8 (12)	PAKISTAN	146	107
9 (17)	ETIOPIEN	124	101
10 (9)	INDONESIEN	123	95
11 (11)	UGANDA	117	100
12 (13)	SUDAN	111	87
13 (8)	EGYPTEN	107	84
14 (18)	RWANDA	106	81
15 (15)	SVERIGE	102	7
16 (10)	KENYA	101	88
17 (-)	TANZANIA	99	89
18 (16)	TYSKLAND	94	24
19 (-)	ZIMBABWE	93	78
20 (14)	GAMBIA	91	73

Regarding the Bachelor's Programme in Biomedicine

KI offers one Bachelor's programme in English, the Bachelor's programme in Biomedicine. Since there is no active recruitment strategy for the Bachelor's Programme in Biomedicine, this report is focused on the Global Master's Programmes, even though we receive applications from all over the world to the Bachelor's programme in Biomedicine. There are several reasons why we do not recruit students with the same intensity to the Bachelor's Programme in Biomedicine – the main reason being not being able to offer conditional admissions offers to students in the last semester of upper secondary studies. Moreover, applicants from many countries cannot achieve the specific eligibility requirements (Mathematics 4, Biology 2, Chemistry 2 and English 6 from Swedish upper secondary school) with their upper secondary qualifications. For example, applicants from countries such as Bangladesh, Iran, China, Pakistan, Greece, Italy, Poland and Ethiopia cannot fulfil the eligibility requirements with their upper secondary qualifications alone.

A few short facts about the applications from the last four international admissions round:

IKHT	Total no of applications	First priority	Eligible	Admitted	Registered
2020	790	560	109	40	17
2019	630	453	84	30	18
2018	592	409	91	29	13
2017	617	462	106	24	14
2016	548	401	75	24	9

7: Student recruitment activities

The international student recruitment function is often the first point of contact with prospective students and follow those same prospectives from first contact until they first set foot on campus – in close collaboration with the Admissions Office.

The main purpose of the function is to:

Recruit the right fee-paying students for each of the Global Programmes – highly qualified candidates who will thrive, benefit from, and contribute to the quality of the programme as well as serve as a highly qualified recruitment base for doctoral positions at KI.

Boiling this down to measurable, actionable goals is not always easy, but The International Student Recruitment Team has set three goals to strive for:

1. *Increase the number of eligible applicants for Global Programmes at KI*
2. *Increase the average merit rating of applicants*
3. *Managing expectations to increase the number of satisfied students once they have arrived at KI*

Recruitment activity overview

- Digital ambassadors
- Social media
 - Facebook
 - Wordpress (blog)
 - Instagram
 - YouTube
 - Chinese social media (WeChat, Weibo, Zhihu, and Yinku)
- [Ki.se/education/prospectivestudents](https://ki.se/education/prospectivestudents) – updating and maintaining pages targeted towards prospective students
- Advertisement (mainly online)
- Education fairs abroad (a few select ones)
- Webinars
- Pre-departure events and other guidance for admitted students
- Email newsletters
- Agent management (only one agent - located in China)

7a: Information for students – email, newsletters, and student services

Monthly newsletters and emails

The CRM system (Customer Relations System) named SRS (Student Recruitment System) is the main system for international student recruitment. It's a tool for managing leads, enquiries and communication to prospective and admitted students via email and newsletters. Leads from prospective students are gathered in SRS from ki.se, two different study portals, education fairs, webinars and the student blogs. This makes it possible to send targeted and automated information to prospective students to keep them well informed and confident that KI is their right choice of study destination.

Contacting the Admissions Office

As of 2018 the primary point of contact for all admissions-related questions go through the admissions contact forms on ki.se (ki.se/Contact-admissions), leading to SRS, rather than a direct email address. The reason for this is that the admissions office can handle queries from applicants more efficiently and make the communication more coherent, creating and combining standard templates to give better answers. This makes the workload easier to handle but answering questions from prospective students remains a significant task for the Admissions Office. The digital ambassadors also answer many questions by email.

Emails received by admissions@ki.se

Total amount (year)	2971 (2020)	2683 (2019)	3470 (2018)*	4896 (2017)	5255 (2016)
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* During 2018, the admissions office started the transition of handling messages in SRS instead, which makes it complicated to separate messages that are handled by autoreplies from the ones that are handled individually.

Study-guidance@ki.se

The email address study-guidance@ki.se is the primary point of contact for everything not covered by Admissions, but especially for contact and assistance after admission offers have been sent and Student and Career Service takes over as the main source of information for admitted students. A lot of questions from foreign nationals not related to student recruitment for KI's global programmes also end up here. Study-guidance@ki.se is not yet integrated in SRS.

Stay-in-touch-activities

Much time is spent on so called stay-in-touch-activities to keep the service level high and maintain the students' interest in KI as their study destination. As students get offers from several universities, every effort matters when they make their decision. After the notification results are published on Universityadmissions.se, we stand ready with several stay-in-touch-activities both online and on location around the world.

Pre-departure events online

Approximately one week after the notification results are published, Student- and Career Services hosts a live broadcast for all admitted students. It starts with a 20 to 30-minute information session from Study Guidance, the scholarship coordinator and a student from one of the global programmes,

which is then followed by a 30 minute Q&A session. The webinar is also recorded to be available afterwards for any admitted student who could not attend, or for anyone wishing to watch it again.

This year we hosted the webinar virtually due to the pandemic. We did not have a student present since we needed to address the many questions regarding migration, tuition fees and other administrative matters.

Pre-departure events with the Swedish Institute

Due to the pandemic and the uncertainty of events during the spring, all pre-departure events were cancelled. Normally its busy days for the recruitment team to carry out these different events, fore example during 2019 Pre-departure events arranged in more than 20 different countries.

Pre-arrival Guide

The Pre-arrival Guide is a booklet containing all the information admitted students need in order to prepare for coming to Sweden and arriving at Karolinska Institutet. This is sent in the very first newsletter to admitted students that goes out on the day of the notification results.

Monthly newsletters

Monthly newsletters are sent to all admitted students at the Global Programmes. Practical information such as the Pre-Arrival Guide, Introduction Week and much more.

Digital Ambassadors and phone calls

What has really been appreciated by newly admitted students are the phone calls the Digital Ambassadors make after the notification results go out. Many students have a lot of questions and want a personal contact to KI in order to take their final decision about coming here to study.

The changes we made regarding these calls was to let the newly admitted students register to get a phone call instead of calling everybody from the newly-admitted-list. This way we didn't have to waste time and effort and could concentrate on talking to those who really showed interest. We also made it clear for them that these call would be held during a specific period of time so they could in the registration form give the proper information about, time zone and date in which we would contact them. We thought this went very well and felt very efficient.

7b: education.ki.se and online marketing

Online presence and marketing are playing an increasingly important role as most students expect to find information about studying abroad online. It's not only important that students find KI, the information they find needs to be up to date, visually appealing and true to the brand to compete with other universities.

KI's online presence and marketing includes but is not limited to; the website education.ki.se; paid advertisement; social media presence and student blogs through our digital ambassador team.

Website - education.ki.se

Information about Karolinska Institutet's global study programmes can be found on education.ki.se and more specifically on education.ki.se/bachelors-masters-studies.

Many users do, however, enter through ki.se or education.ki.se, so it's important keeping prospective students top of mind on these pages as well.

Main objectives

The website has three main objectives:

- Provide information about KI's global programmes and how to get admitted
- Convince students to apply and lead them to appropriate pages on universityadmissions.se to complete the application
- Generate leads (prospective students signing up for more information)

Page views 2020

The pages with the by far most page views on education.ki.se are:

- education.ki.se/global-bachelors-and-masters-programmes (165,427 views)
- education.ki.se (151,494 views)
- education.ki.se/bachelors-masters-studies (114,566 views)

Page views - education.ki.se/global-bachelors-and-masters-programmes

The page with the most page views (almost 9% of total views) on education.ki.se is the page listing the global bachelor's and master's programmes. This is good to see as leading prospective students to this page is a priority in our strategy.

Quick stats

2020

Pageviews 28 May – 31 December: 109,773

Unique pageviews 28 May – 31 December: 74,383

Pageviews 1 January – 31 December: 165,427

Unique pageviews 28 May – 31 December: 111,387

Web traffic

Traffic to education.ki.se mainly come from **organic search** through **Google** (319,933). This was also the case in 2019. Clicks from organic search is not tied to any cost.

The second biggest source is **direct traffic** (125,165) which implies previous knowledge of KI.

Other mayor sources of interest include:

- **Google Ads** (45,004)
- **Universityadmissions.se** (24,091)
- **Studyinsweden.se** (15,737)
- **SRS** (email from us) (14,063)
- **Topuniversities.com** (listing site we pay for) (14,063)

Website conversions

Conversion rate is the litmus test for how well the website convince prospective students to take certain actions on the web. In this case converting users into applicants (clicking an application button on the website) or converting users into leads (signing up to our newsletters).

It's important to keep in mind that application button clicks don't necessarily equal an actual application. The button leads the prospective student to universityadmissions.se where the application needs to be completed.

The application process online rarely is linear. An applicant is for example likely to look around at education.ki.se and universityadmissions.se, leave and come back multiple times before completing the application. Conversion data is therefore used as an *indication* of how well the website is performing in terms of finding information and showing interest.

Quick stats – number of clicks

Conversion goal:	2018	2019	2020
Sign-ups web form	1,428	2,955	10,371
Application buttons	3,639	6,435	9,074

“Sign-ups web form” means a user clicked on the Call-to-Action button “Sign up for more information” found in the header on various pages on education.ki.se.

“Application buttons” means a user clicked the “Apply at universityadmissions.se” button included in the admissions information on the programme pages, or the Call-to-Action button “Apply now” at the top of the programme pages. Both direct the user to universityadmissions.se during the application period.

There is a substantial increase in clicks for both our goals in 2020. There are two reasons for this.

- Call-to-Action-buttons were made possible through the new CMS (Drupal 8) in 2019, making it much easier working with conversion goals.
- A Google Ads campaign with the goal of increasing conversions to both goals was launched in 2019 and is on-going.

For the sign-ups web form, it's however, important to point out that the increase in users who clicked **and** filled out the form is lower. This is measured by the number of thank you emails to users who completed the form. Unfortunately, we don't have complete statistics for thank you emails in 2019. Comparing the available period September-December 2019, the increase in clicks and form completion in 2020 is 108% and 46%.

For the Application buttons there is a clear peak in conversion around the opening and closing of the application period, while sign-ups form conversion is quite evenly distributed over the year, however peaking in April, September, and October.

Major sources of traffic and conversion rate

The below statistics show the number of conversions to our goals based on source of traffic.

Application buttons

- Universityadmissions.se - 7.75%
- Google Ads – 1.38%
- Google/organic - 1.26%
- Direct – 1.14%

Sign-ups web form

- Topuniversities.com - 4.30%
- Google Ads – 3.11%
- Universityadmissions.se - 2.19%
- Google/organic - 1.64%

Users entering education.ki.se through Google Ads are more likely to click on the application button or sign up for information, compared to users entering through organic or direct search.

We can also see that users entering from paid listing sites (i.e. Topuniversities.com) are more likely to click for more information. This is good to see as a rather big part of the budget is allocated to Google Ads and listing sites.

Users entering from universityadmissions.se are the most likely to click on any of the application buttons. Universityadmissions.se launched a new, improved website in 2020. It will be interesting to see if the launch will lead to an increase in conversions from universityadmissions.se under 2021.

Web content

Due to the COVID-19 pandemic, information pages on how the current situation effects studies and students at KI has been added to the education pages. To inspire both current and prospective students, a page with a guide to distance learning was also developed.

Comments: As listing sites are performing so well, we should put more time into managing the content on them. Google Ads is a good tool for collecting new leads. Considering the importance of organic traffic, search engine optimization should be a continued priority.

Paid advertisement

Paid advertisement can be divided into the following categories:

- Reaching new candidates
 - o Google Ads
 - o Listing sites (topuniversities.com)
- Convincing/reminding leads to apply
 - o Facebook ads – retargeting
 - o Instagram ads – retargeting
 - o Webinars (see travel and events)

Google Ads

Most prospective students do their research on Google, and it is therefore key to show in relevant searches.

In 2020 Google Ads have continued to run throughout the year. A bigger proportion of the budget was allocated to the application period, although not as big as in 2019.

An increase in, and a relatively even flow of conversions to our Sign-ups web form shows that the strategy to advertise year around is working well.

Looking at conversion rates we can also see that users entering through paid searches are more likely to fulfil our website goals (see section on Website conversion) compared to user entering through organic search.

In 2020 an effort was made to optimize our google ads by looking at admissions statistics of the number of qualified applications in relation to country. We decided on a new bidding strategy focussing on countries with applicants that are the most likely to convert.

Looking at statistics it's positive to see that the average cost per click decreased with 40%, and cost per conversion with 59% in 2020. While lowering the cost is desirable, it's equally important to continuously oversee that the quality of the clicks or leads is kept.

Statistics Google Ads

Year	2020 (Jan-Dec)	2019 (Sep-Dec)	Change in %
Total cost	125,294	89,586	+40%
Clicks	40,263	18,220	+121%
Avg. CPC (cost per click)	3 kr	5 kr	-40%
CTR (Click through rate)	12%	11%	+1%
Conversion	1,990	576	+254%
Cost per conversion	63 kr	155 kr	-59%

Re-targeting campaign on Facebook and Instagram

A re-targeting campaign on Facebook and Instagram was launched during the application period.

Re-targeting means that a user who visited a programme page on education.ki.se will be targeted with an ad when entering Facebook or Instagram. Users are only subject to re-targeting in the application period, as a way of reminding them to apply before the deadline.

New in 2020 was the addition of Instagram ads and Facebook ads in video format.

Due to a pixel error, it was unfortunately not possible to measure leads correctly during the 2020 campaign. This is unfortunate and needs to be investigated further to be avoided next year.

Statistics Facebook and Instagram ads 2020 (2019 in parenthesis)

Total cost: 9,526 kr (10,447 kr)

Reach: 19,797 (24,808)

Exposure: 719,114 (583,472)

Clicks: 3,305 (3,280)

Cost per click: 1,93 kr (2,46 kr -21,34%) (Goal: 3 kr)

Leads: 38 (332) *Note! -N/A-*

Cost per click (CPA): 110 kr (30 kr +265,75%) -N/A-

Best performing ads:

The ad generating the by far most leads was a Facebook ad:



The ad generating the most link clicks (582) was an Instagram story:



Comment: With both Google Ads and re-marketing it is important with continuous discussions around the ethics of tracking users on our web. More internal guidelines on this would be helpful moving forward.

Listing sites

Throughout the years we have been working with different listing sites/student portals online that either generate leads or traffic to our website to promote our global programmes.

Keystone Academic Solutions – Masterstudies.com

Keystone focus on lead generation and mainly send signups directly to SRS, although also generating some traffic. The countries targeted on masterstudies.com are Brazil, China, Colombia, Indonesia, Iran, Mexico, Saudi Arabia, Singapore, USA and Vietnam.

Leads 2020: 1,119

Leads 2019: 1,301

Working with listing sites is expensive and our agreement with Keystone was ended on 31 December 2020 (decision in 2019) to free budget for other pressing things or, possibly, to try another listing site to broaden our experience.

QS – TopUniversities.com

QS mainly drives traffic to ki.se and doesn't generate many leads. QS has also been used for paid articles & email campaigns and these have proved successful in the past. No campaigns were brought out with QS in 2020.

QS is highly successful in driving traffic to education.ki.se and is a good platform for sharing content and promoting new programmes.

In 2020 topuniversities.com generated 7,001 sessions to education.ki.se, to be compared with 5,092 sessions in 2019. Traffic from topuniversities.com has a remarkably high conversion rate, especially to our Sign-ups web form. No other traffic generates as many leads. Considering the amount of traffic topuniversities.com generate, we should put more time into managing our pages on their website.

7c: Digital Ambassadors and Social Media

Digital ambassador training, management and teambuilding activities

The digital ambassadors (DA's) are KI students who assist in international student recruitment. They create all the recruitment content in our social media channels. Prospective students can also contact them directly via email.

The digital ambassador's play an important role in providing an authentic student perspective on studying at KI and living in Sweden, and in managing expectations of studying at KI. Especially the latter shouldn't be underestimated as expectations not fulfilled often lead to disappointment.

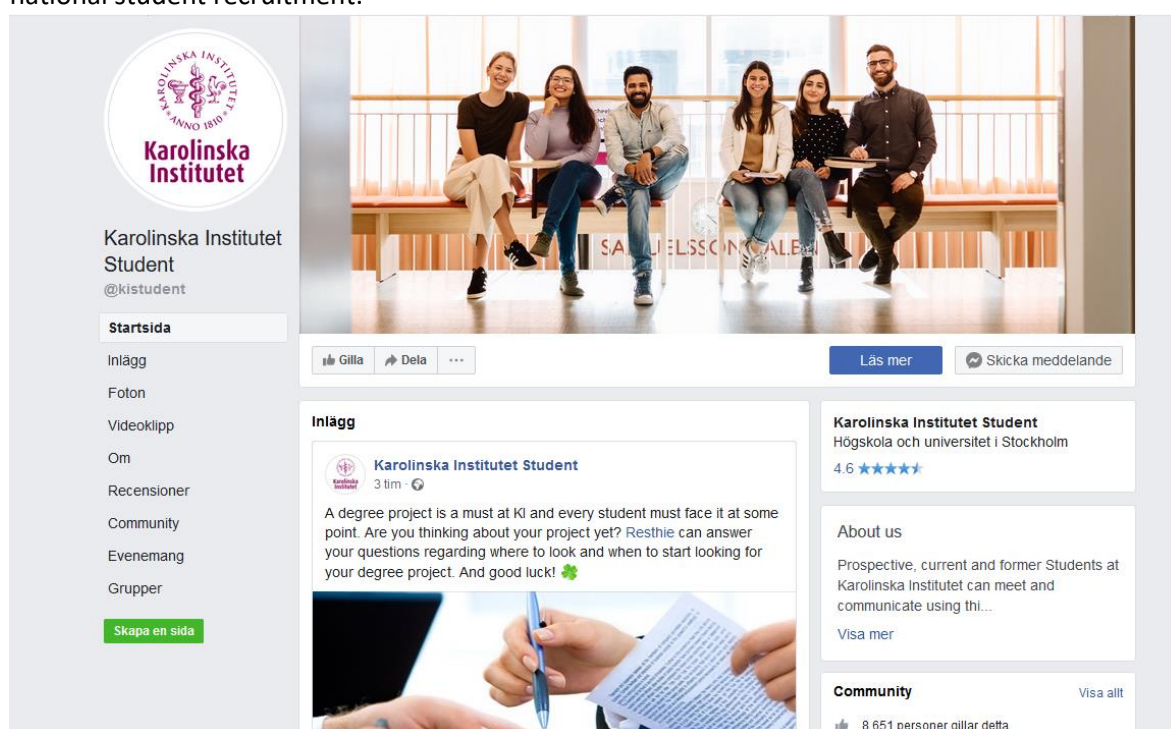
Tasks related to the DA team include training, monthly meetups, individual and team meetings, team building activities, coordinating phone calls to admitted students, recruitment of new DA's, and administration and payment.

Due to the special circumstances of the pandemic, we had to lift the hour limitations introduced in 2019 in order to sufficiently provide both prospective and current students the service and information they needed. By having an open dialogue with our ambassadors we have been able to let them have more hours without their studies suffering. We expect to go back to normal as soon as possible as to not overwork our digital ambassadors.

Comment: Due to the COVID-19 pandemic, meet-ups and teambuilding activities was happening online from March. The DA:s were able to help spread information to both current and prospective students on how corona affected their student life and make inspirational content.

Facebook – Karolinska Institutet Student

Facebook connects all our social media channels to each other (Chinese channels excluded) through the sharing of blogs, Instagram posts and videos etc. This is the only channel that is shared with national student recruitment.



Number of page likes

The total number of likes of the page continue to increase, although there's a decrease in likes for 2020 when compared to 2019.

2020

Total number of likes: 10,009

Increase in likes: 1,515

Top Facebook post based on reach (excluding Swedish posts)

The most popular post is a post on ranking and KI. A series of posts featuring alumni has also proved very successful. Photo driven posts with messages such as Happy National Day, Congratulations graduates, and Happy midsummer have also proved very popular.

Most popular post:

Reach: 17,629

Engagements: 2,525

Karolinska Institutet Student
Published by Tetiana Poliakova · 7 March 2020 ·

Karolinska Institutet is in the world's (!) Top 10 for Life Sciences & Medicine according to the QS Ranking 2020!
Image Credit: QS World University Ranking

The Top 10 Universities for Life Sciences & Medicine		
1	Harvard University	United States
2	University of Oxford	United Kingdom
3	University of Cambridge	United Kingdom
4	Stanford University	United States
5	Johns Hopkins University	United States
6	Massachusetts Institute of Technology (MIT)	United States
7	University of California, San Francisco (UCSF)	United States
8	UCL (University College London)	United Kingdom
9	University of California, Los Angeles (UCLA)	United States
10	Karolinska Institute	Sweden

17,629
People reached

2,525
Engagements

Boost Post

290 reactions (likes, loves, wow)

4 comments 57 shares

Like Comment Share

Most relevant

Facebook Lives

Facebook Lives, organised by the Facebook-team, have become a regular and much appreciated activity. In 2020 some of the Lives were moved to Instagram as it is easier to broadcast from two different locations at once, a necessity because of the pandemic. Lives is a good complement to the webinars organised by the international marketing and recruitment team.

Most popular Facebook Live:

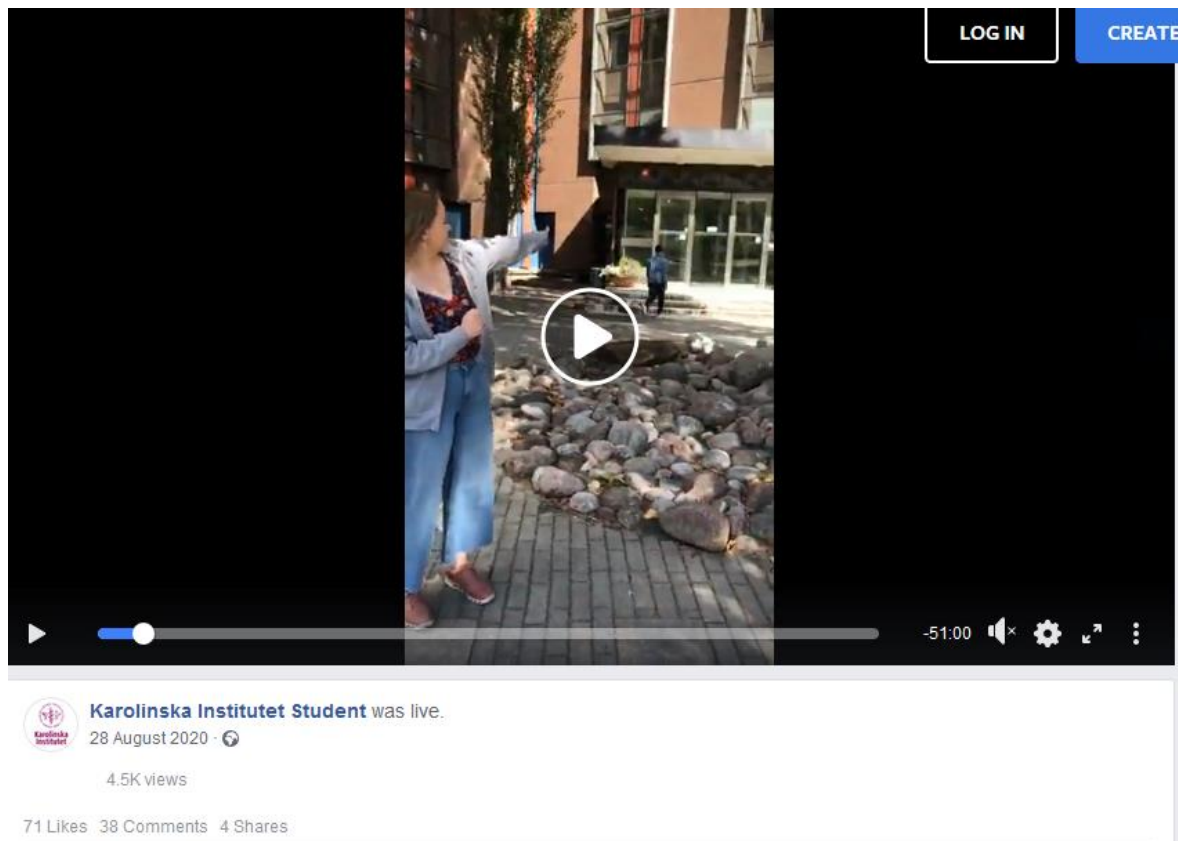
Campus Solna Tour

Views: 4,500

Likes: 71

Comments: 38

Shares: 4



Blogg – studentblogs.ki.se

The student blogs provide more in-depth content. There's at least one blogger for each global programme, with the task of writing specifically about their programme experience. Blogs also include topics on student life and life in Stockholm and Sweden.

It's been a goal to actively increase the quality of the blogs, encouraging the bloggers to do fewer but more well-researched blogs to increase the relevance of the content. This will result in more quality views and more visitors staying longer or returning to the site. The overall trend is an increased number of visitors and views on the blog.

In September 2020 the blog was moved to a new domain on ki.se. The new domain is studentblogs.ki.se. This was much needed as the theme of the old blog was unstable. For branding reasons, there was also a wish for the blog to have a ki.se domain, and not a Wordpress domain (studentblogs.ki.wordpress.com) as was the case before.

The new blog is still in a big need of further processing before it's up to standard. A substantial amount of time will have to be used for this at the beginning of 2020. There's an on-going dialogue with the Communications Office around continuous support and development of the blog.

Because of the move, it is, unfortunately, not possible to present comparable/complete statistics for 2020. Statistics will therefore be kept to a minimum this year.

Top 3 blogs published in 2020 (Note! Statistics from the old blog)

It's interesting to see that blogs on online learning due to the pandemic has had such a big impact. Views are well over the usual for top blogs.

Blog	Views
Disadvantages of distance learning and how to tackle them	13,476
How to stay focused when studying online	2,532
Is Sweden a nice place to live? Great and odd facts about this country.	2,445

Video/ YouTube - Karolinska Institutet student blogs

The YouTube channel shows in moving pictures what cannot be read in the student blogs. Showing what campus looks like and what it is like to be a student at KI is the main purpose of the channel.

Due to the special circumstances of the pandemic we have been upping the number of our videos to meet demand and adjust to the new digital routines. We updated the appearance, the SEOs, the content and more. We also put more effort into lifestyle content - videos of work-outs and food blogs are some of them.

Quick stats

2020

Watch time = 1,881.6 (hours) | Views = 53,126 | Likes = 513 | Current subscribers: 2,256 | Added subscribers, end of year = +740 | Number of published films = 38

2019

Watch time = 1,266 (hours) | Views = 42,094 | Likes = 533 | Current subscribers: 1,560 | Added subscribers, end of year = 524 | Number of published films = 20

3 most popular videos published in 2020

1. Student housing in Stockholm | KI Housing, SSSB and others 2,221 views
2. Before you apply to Karolinska Institutet 1,639 views
3. How to make your student room feel like home 713 views

Instagram: KI Students

KI Students is primarily aimed at prospective international students who are interested in studying at KI, to get the feel of what it's like to study at KI and live in Stockholm, secondary to current students to connect and feel part of a community. We aim to have a certain quality of the photos we post as we've seen that this is driving both the number of likes and reach.

As stories is an increasingly used feature on Instagram, our ambassadors focused on adding more content to stories in 2020.

On Instagram, it is easier to broadcast from two different locations at once during the same live. Because of the social restrictions, the Facebook team broadcasted lives from the Instagram account several times which got a lot of interaction from prospective students.

Quick stats

2020

Followers: 6,627 | Average post likes: 242

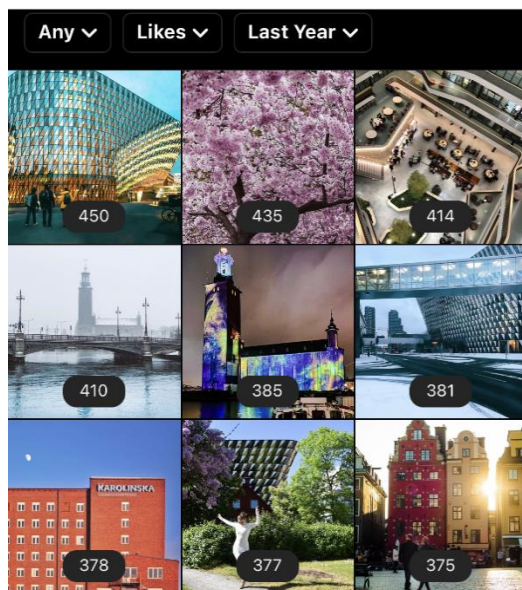
2019

Followers: 5,431 | Average post likes: 170

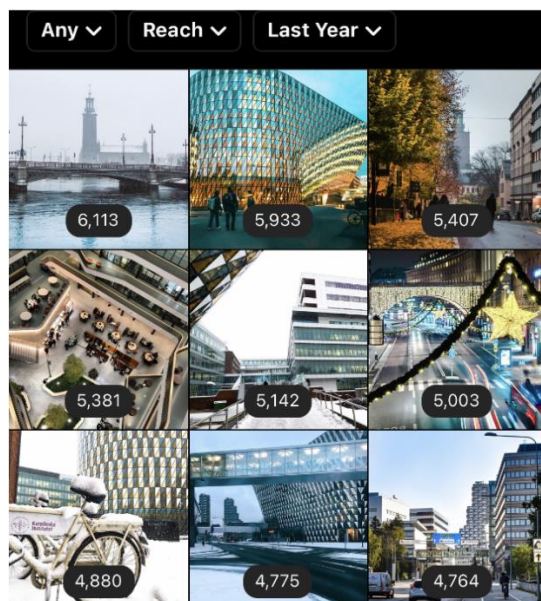
2018 (October)

Followers: 2,600 | Average post likes: 70

Top 3 posts 2020 based on likes



Top posts 2020 based on reach



Chinese social media Channels

KI is present on 5 of China's most popular social media platforms thanks to a team of 2 Chinese Digital Ambassadors.

- Sina Weibo (could be compared to Facebook)
- Red (could be compared to Twitter)
- WeChat (could be compared to a combination of Instagram and WhatsApp)
- Zhihu (a platform for knowledge sharing, could be compared to Quora)
- Yinke (live broadcasts - *not active*)

Weibo

Followers end of 2020 = 6,026 (+13.3%)

Top 3 posts

1. Application guideline (the post is pinned to the top and explains why it was also the most popular post 2019)

146,000 reads, 53 shares, 46 comments, 79likes



2. News about the Nobel Prize (24,000 reads, 27 shares, 21 comments, 19 likes)



3. Visa regulation during the pandemic (16,000 reads, 2 likes)



Red

Red is a new channel, launched in 2020. Live broadcasting is possible through this platform.

Followers: 1277

Likes and favorites in total: 1461

Top 3 posts

1. Karolinska Institutet in Times Higher Education World University Ranking 2021 (135,000 reads, 381 likes, 92 favourites, 41 comments)



2. Karolinska Institutet in U.S. News University Ranking 2021 (7128 reads, 132 likes, 37 favourites, 30 comments)



3. Brief introduction of Karolinska Institutet (5046 reads, 124 likes, 54 favourites, 38 comments)



Wechat

This is a multifunction app and can be compared to both Whats App and Facebook. This means that it has both a post and chat function. Because of account regulations the current ambassadors have had some issues logging in to the official KI student account. But Wechat is still very useful when creating chat-groups for newly admitted students.

In 2020 there was a group of 63 newly admitted students and a group of current KI students answering common questions.

Zhihu

Followers end of 2020 = 9,452 (+166%)

Followers end of 2019 = 3,549 (+1095%)

Top 3 posts

1. How to apply for KI international master program (41 Likes, 20 Comments)
2. KI research on the new mechanism of Epiphyseal Growth (29 Likes, 14 Comments, 119 Shares)
3. KI Nobel Lecture 2018 (20 Likes, 2 Comments)

Comment on how the pandemic affected online marketing and communication:

Due to the pandemic, much more focus has been on online activities. We already worked with online communication, but due to the restrictions, this work became even more important than previous years.

Work with the website, online advertisement and social media continued like previous years but this year we had to add another dimension to the digital content. Instead of only informing about KI:s Global Programmes and inspire to studies in Sweden, the webpage and social media was this year also used to keep both current and prospective students informed about current measures taken by Karolinska Institutet and the Swedish government regarding the corona virus. Also, the Digital Ambassadors created content made to inform and inspire students to study despite the difficult situation with distance learning. This content was used in marketing material to give prospective students a realistic idea of what it was/is like to study at KI during the pandemic.

We have had tried and experiment with new platforms to reach prospective students. We have used Instagram live, Zoom to broadcast live on Facebook and welcomed new students with an online welcome ceremony. It has been challenging but it has also been amazing to see how creativity has sparked during these challenging times.

7d: Education fairs, travel and online events

Education Fairs

Karolinska Institutet participate in very few but well selected education fairs around the world in order to recruit international students to our global programmes. Even if it's time consuming and lots of work behind the education fairs, it's important to keep in mind that there is more to it than student recruitment - the KI education brand, building networks with universities, scholarship organizations, colleagues among other things. It's difficult to calculate ROI on the Education Fairs since it at many times takes years before the visitors apply. Depending on the cost of the fair we only need to recruit one student to pay off the cost of the fairs.

This year we have cancelled all education fairs and decided to focus solely on a joint venture with SI. They arranged for 5 virtual fairs which we attended and the majority of people that registered was:

Turkey: 792
Iran: 774
Pakistan: 664
China: 635
India: 585
Indonesia: 542
Brazil: 239
Ethiopia: 198
Nigeria: 191
Bangladesh: 155
Colombia: 147
Sweden: 133
Uganda: 133
USA: 118

Out of all these at least 258 prospective students (leads) attended our booth and was actively engaged in both our chatroom and booth. And 71% of all these had a further interest in learning more about KI. Our virtual booth contained both links, pictures, videos and the presence of two digital ambassadors, one communications officer and one admissions officer. We could also see that we had more visitors on our website ki.se/education during these days. Overall it was a good collaborative activity with SI and the other universities and perhaps something to consider more of in the future.

During this pandemic we have learnt that virtual fairs can give great results and still be personal for our prospective students. Having a virtual fair would reduce travel cost, material costs, give data that you cannot get on a physical fair while helping KI reach it's sustainable goals.

Comment: It is obvious that recruitment fairs are not necessarily the best place to find the best students. But as mentioned earlier, there is more to it than recruiting students. Some of the travels don't generate any students but is a platform for other collaborations, for example scholarships or exchange agreements. It's also important to keep in mind that students sometimes take two years or more to decide where to study and therefore it's still too early for us to see what some fairs have generated.

Webinars

We decided to not have spread webinars this recruitment fall and instead focus on having a Digital Open house for our prospective students. Since we couldn't travel and attend fairs, we made a fair of our own. That way the students had a direct contact with us at KI and we could have a day dedicated to providing admissions and pre-arrival services towards our target groups.

The Digital house webpage was published on the 19th of October, a few days before the actual event on the 21st of October. This way we could give a preview to the target groups and help them prepare for questions during the actual event.

During the Open House we had several live-webinars with each programme director, a live chat with admissions throughout the day and a Facebook-live with our digital ambassadors, making this event interactive.

In numbers we could see that:

- On October 19-21, the open house page generated 651 page views and 397 unique page views
- On October 21, the open house page received 369 page views and 229 unique page views
- Time spent on the page (average) was 3 min and 24 sec
- Time spent on our most popular page (program list) and second most popular page (master studies) on the same day was 0 min and 52 sec and 0 min and 28 sec, respectively.
- The amount of participants in the webinars varied from 12-50 within most programmes. All engaged and

All webinars were recorded and uploaded on our YouTube channel so people can watch them afterwards. The webinars are only available on YouTube for a limited period of time so we encourage those who signed up to watch the videos within this time frame.

On Facebook, our students broadcast live had:

- Maximum number of live viewers: 23
- Shown minutes: 1,267
- Estimated range: 2,110
- Unique viewers: 892
- In general, this live video got better reach and interaction than our previous ones

Having an event like this saved us money due to no travel needed and time having one day instead of several making the participation from KI employees more focused. If this event were to continue content would need to be kept updated. This can be new videos, updated websites, new blog posts

etc. Since this is something that is already being done an added event specific content might be something to consider as well. As for now there are no decisions being made regarding this events continuity.

8: After KI – Alumni employability and satisfaction

In order to attract prospective students, a clear picture of different career opportunities after graduation should be provided – herein lies a critical role for KI's alumni.

During 2020, Alumni and Student Recruitment have collaborated in the following ways: encouraging alumni to attend recruitment and pre-departure events, communicating and highlighting notable alumni, coordinating efforts around Svenska Institutet (SI) activities, and collaboration on *ad hoc* activities when possible. a

KI's international students have high expectations for their education and, given the short timeframe of the Global Master's programmes, the students are highly motivated to explore career possibilities and to come in contact with KI's alumni. During 2020, the Alumni Office worked closely with the KI Career Service (also SOKS) to arrange several events specifically for Global Master's students, including alumni inspiration lectures, alumni career speed-dating events, and alumni presentations at the CHASE (Careers in Health and Science Exposition) career fair. The Alumni Office also supports student-alumni networks that exist for several of the global Master's programs. These include Biomedicine, Bioentreprenuership, Public and Global Health programmes, as well as Health Informatics. The networks have social-media platforms to share career tips and job opportunities, they organize alumni career events for students, and one network plans annual homecoming events.

In order to attract the right students to our Global Master's programmes in coming years, it is increasingly important that we can present career possibilities after graduation to prospective students. During the upcoming year, the Alumni Office will focus on generating more professional alumni profiles that can provide a picture of future options in a rapidly changing global job market.

These developments mark a positive change. Still, harnessing the full potential of the Alumni Office requires greater resources and an emphasis on internal collaboration. KI today cannot provide an accurate picture of what career opportunities exist for KI alumni. While the alumni office maintains an alumni database, KI has not invested in a structure or process for maintaining contact with alumni, and alumni surveys are irregular and inconsistent.

In 2020, the alumni office tried to switch to the database used by student recruitment SRS, with hopes of improved contact and follow-up (e.g to develop automated follow-up surveys with new graduates and alumni 5 yrs post graduation). The Alumni Office is actively working with the KI's evaluation unit to impact the infrastructure and process to improve follow-up possibilities. However it turned out to not work since the database SRS is not equipped to handle the content necessary for alumni and therefore this attempt was later aborted.

The Alumni Office should be a part of the tuition fee-based organization. With a more complete alumni record, regular contact/communication with engaged alumni, and active programme-based alumni networks, data and knowledge concerning employability and student satisfaction can be

more easily obtained. Since international students pay for their education, they are of course highly interested to know how a KI degree translates into a variety of professional career options.

About the KI Alumni Network: During 2019, the KI Alumni office consisted of 1 FTE alumni coordinator and 1 student ambassador. The office maintains a webpage (ki.se/alumni), distributes newsletters, and supports alumni events – local and global – both financially and organizationally. The Alumni Office has recently been granted and has hired a 2-year project coordinator position in order to meet the rapidly growing interest to incorporate alumni in the recruitment process and study period. More synergies to come!

9: Final thoughts

The fact that KI attracts and admits talented students and is Sweden's most popular university for international students when it comes to applications/programme is expected. KI is well-known around the globe when it comes to research and higher education. This year the attractiveness of KI proved to be strong. The amount of international admitted fee-paying students was all time high, and this during a year when the Covid-19 pandemic hit the world hard. Uncertainties about how the virus would evolve, how the world economy would be affected, how travelling would be possible or not and most important of all, how education would be carried out. Under these circumstances, more international students than ever from 70 different countries decided to join the Global Masters Programmes here at KI. This is a strong statement which KI should be proud of.

The year has been challenging. The switch to distance learning was done impressively rapid and smooth. The international student's well-being has been high prior during the year. Programme representatives and study counsellors have shown impressive human skills, when having the spotlight on this group's well-being. Being away from your family and from your home country is stressful, and the Covid-19 did make it harder. Extra efforts, funds and time have been set apart in order to help the international students, both socially and academically, during these challenging months. The well-functioning cooperation and trust between the study programmes and the central administration has made this work extremely well.

Because of the tuition fees, KI has the possibility to develop the quality of the education with this earmarked funds. The international and intercultural classroom is an asset for all students. KI students are being prepared for working in a globalized world, and their future employment could either be in Sweden or abroad. Further, KI should not underestimate the fact that these global programmes are bringing the future leaders together and enable them to create networks which will have an impact later on in these students' work life. Our present KI students will be the best ambassadors for fighting inequity in health and thereby following the path of the SDGs.

And the result is what KI should be proud of, attractive MSc students who will join forces with KI's vision to contribute to the improvement of better health for all!

10: Contact details

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