



**Karolinska  
Institutet**

# **Decision-making procedures and delegation rules for Karolinska Institutet**

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**NOTE:** This is a translation of the Swedish version (*Besluts- och delegationsordning för Karolinska Institutet*). In the event of any discrepancy between the versions, the Swedish version constitutes the official decision and the Swedish wording will prevail.

# Decision-making and delegation rules for Karolinska Institutet

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Annex: Instructions and templates for departments

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## 1 The President's responsibilities

Chapter 2 Section 2 of the Higher Education Ordinance (HF) indicates issues on which the Board of Karolinska Institutet (KI) ("konsistoriet") shall decide. Certain clarifications appear in the Board's decision-making and procedural rules. Other matters are determined by the President in the presence of the University Director, or his/her deputy, unless otherwise prescribed by law/ordinance or decided by the Board. The President may delegate his/her duties unless specifically prescribed otherwise (Ch. 2 Section 13 HF).

### 1.1 The President's decisions

Decisions on matters that are not the responsibility of the University Board or not delegated by the President to the Faculty Board, Committees, Deans, Heads of Department or other officials, are made by the President in the presence of the University Director. The President has decision-making authority over the following areas:

#### Research and education

- Assignments for the Faculty Board, Committees, Deans, Academic Vice Presidents, deputy committee chairpersons and other university-wide functions
- Withdrawing of the right to supervision and other resources in doctoral education

#### Organisation

- Departmental divisions and naming of departments, and the composition of the departmental groups (campus)

#### Staff

- Employment of professors
- Position of Dean, Academic Vice President, deputy committee chairperson and Head of Department
- Initiating co-determination (MBL) negotiations in connection with personnel redundancy

#### Finance

- Budget framework for the Faculty Board within the parameters decided by the University Board
- Funds for the President's disposal for special investments

#### Premises

- Leasing of premises with an annual rent exceeding SEK 5,000,000

#### General administration

- Consultation responses and other statements from Karolinska Institutet not issued by the University Board, or delegated to other respondent
- University-wide guidelines and rules that are not delegated to anyone else

- Referral of cases to the Swedish National Disciplinary Offence Board, the Staff Disciplinary Board and the Disciplinary Committee
- Status as Student Union

Collaboration under the ALF agreement

- Representation in the collaboration organisation as per the national ALF agreement
- Representation in the management organisation as per the regional ALF agreement

The President decides on all other issues that are not to be decided by another body or official, be it by statutory requirement or delegation.

## **2 President's delegation of decision-making authority**

The delegatee has supervisory duties within his/her delegation and the obligation to act and report whenever the assigned task is not handled in accordance with the delegation or the prevailing rules. The delegation means that the delegatee shall ensure for proper internal governance and control within the delegated area of responsibility.

Decisions concerning the delegation of authority to an individual official shall be made in writing.

The President can revoke a delegation wholly or partly.

### **2.1 Vice President**

Chapter 2 Section 10 of the Higher Education Ordinance provides that a vice-chancellor (president) is to have a deputy who serves in his or her stead when he or she is not on duty and otherwise substitute for the vice-chancellor (president) to the extent he or she determines.

At Karolinska Institutet, this deputy is termed Vice President. The Vice President takes decisions in the President's stead when the President is away on official matter or otherwise unavailable. This does not, however, apply to the decisions that the President is bound by law or other regulation to make him or herself, or to matters of principal significance.

The Vice President has a delegated responsibility for many university-wide duties in excess of those that ensue from these delegation rules.

The Vice President is appointed by the University Board.

If both the President and Vice President are away on official matters or otherwise unavailable, an official with professorial competence shall be

appointed by the President as pro tem president. The pro tem president may only take decisions of an urgent nature.

## 2.2 University Director

The University Director is appointed by the President and is head of the University Administration.

The University Director has overall responsibility, under the President, for the administration of Karolinska Institutet, which entails the right to take university-wide decisions.

The office of University Director is entitled to:

1. sign for Karolinska Institutet within his/her delegated authority,
2. decide on matters concerning the issuing of documents in the public domain,
3. decide on KI's administrative rules and guidelines,
4. decide on matters of admission to higher education programmes,
5. sign agreements on executive and professional education,
6. decide, after consultation with the Dean, Head of Department and Administrative Manager, on a department's administration in the interests of the efficiency and quality of the University Administration,
7. authorise Deans and Heads of Department to handle irregularities concerning university-wide rules, guidelines and instructions,
8. issue degree certificates at all educational levels.

The University Administration is to provide administrative and expert support to KI's management organisation and for core activities and other university-wide purposes.

The University Director provides preparatory and decision-making bodies with expert support.

The University Director has, as regards the University Administration, the responsibility and the general authority of a Head of Department, but is not subject to the same general restrictions.

The University Director may delegate his or her decision-making authority to another University Administration officer.

## 2.3 Faculty Board

*In accordance with the organisational plan decided by the University Board:*

1. The field of medical science incorporates all academic activities at Karolinska Institutet (KI) and constitutes the medical faculty.

2. The faculty is led by a Faculty Board with overall strategic responsibility for the faculty's educational, research and outreach activities.
3. The main fields of responsibility are resource allocation, quality systems, the recruitment of teaching and research personnel, infrastructure and internationalisation.

Members:

- The President, chairperson (to be replaced by the Vice President in the event of absence)
- The Academic Vice Presidents of the three Committees
- The Deans of the three departmental groups (campus)
- Three faculty representative
- Three student representatives

*Duties:*

The Faculty Board:

1. takes general decisions, within the parameters set by the University Board or President, on the allocation of resources to the departments, central support activities, strategic investments and the frameworks for the three Committees,
2. has responsibility for ensuring that education at first, second and third-cycle levels is given the best possible conditions to develop and is conducted with high quality,
3. has responsibility for ensuring that research is given the best possible conditions to develop and is conducted with high quality,
4. decides on the introduction and discontinuation of study programmes, professional qualifications, main fields of study or general qualifications, as well as the initiation and elimination of subjects within doctoral education,
5. decides on the general management organisation for education at first, second and third-cycle levels,
6. establishes the allocation of the departments' educational assignments,
7. takes strategic decisions on the implementation of quality work within KI's core activities, the recruitment of teaching and research staff, infrastructure, internationalisation and the long-term planning and scale of the core activities,
8. takes strategic decisions on collaboration with the healthcare sector, e.g. Region Stockholm (Stockholm County Council), other public authorities, the industrial sector and international actors,
9. may decide on the delegation of decision-making authority to the Committees and its other subordinate bodies as well as to the Academic Vice Presidents and other officials,
10. decides on the creation of groups and the allocation of tasks to them and to individuals insofar as the Faculty Board deems necessary for its work,

11. may task departments and departmental groups with participating in the preparation and execution of the decisions that the Faculty Board takes,
12. signs, through the chairperson or whomever the President so designates, university-wide declarations of intent and agreements on international collaboration regarding first, second and third-cycle education, research, and postdoctoral exchanges.

The Vice President and the University Director or his/her deputy are to be present at the Faculty Board's meetings.

The Faculty Board may decide to co-opt members for a limited time or for a certain type of matter. A co-opted member has attendance and voting rights but may not participate in decisions.

The Faculty Board may convene even if it is not numerically complete. If a member has been absent for a long time, the President may appoint a replacement.

The board is quorate when at least half of the members are present, including the chairperson.

Matters of an urgent nature may be decided by the chairperson and reported on at the next scheduled meeting.

The University Director appoints the principal rapporteur and secretary. The secretary keeps the minutes at the Board meetings. The minutes shall take the form of a decision protocol.

Board members may state reservations about a Board decision but must report them before the meeting is closed. A reservation may be blank or motivated. In the latter case, the reservation must be written by the individual in question and handed to the secretary before the minutes are signed.

The Board's rules of procedure shall make it clear that the principal rapporteur has responsibility for the preparation of a case and for ensuring that the case falls within its remit.

### **2.3.1 Departments**

*In accordance with the organisational plan decided by the University Board:*

1. KI's core activities – education and research – are conducted at the departments unless decided otherwise. Each department is led by a Head of Department.
2. Each department is to have an advisory departmental council.

### 2.3.2 Departmental groups

*In accordance with the organisational plan decided by the University Board:*

1. KI has an organisational level where the departments are divided into three groups.
2. The President decides which departments belong with which departmental group (campus).
3. Each departmental group is led by a Dean, to be appointed by the President in a manner decided by the University Board.

### 2.3.3 Deans

*In accordance with the organisational plan decided by the University Board:*

1. The Deans are members of the Faculty Board.

*Duties:*

Deans:

1. are the managers of the Heads of Department comprising their departmental group,
2. report to the President,
3. represent and speak for the line organisation for the departments comprising their departmental group,
4. coordinate the recruitment of departmental heads within their departmental group, and submit proposed nominees for the position to the President,
5. coordinate initiatives within their departmental group regarding the recruitment of teaching and research personnel,
6. support the Heads of Department in the implementation of Faculty Board decisions and other university-wide decisions,
7. have responsibility for the coordination and effectiveness of activities within their departmental group in consultation with the relevant Heads of Department and the University Director as regards matters that fall within the University Director's area of responsibility,
8. support and coordinate the departments' collaborations with the healthcare sectors, e.g. Region Stockholm (Stockholm County Council), the industrial sector, international actors and other public authorities,
9. may otherwise complete their duties as decided by the President or Faculty Board.

The President may appoint one of the Heads of Department to act as a Dean's deputy; the Head of Department thus designated may not be a member of the Faculty Board.

### 2.3.4 Academic Vice Presidents

*In accordance with the organisational plan decided by the University Board:*

1. Academic Vice Presidents are the chairpersons of the Faculty Board's three subordinate committees.
2. Academic Vice Presidents are members of the Faculty Board.
3. Academic Vice Presidents and the deputy chairpersons of the respective Committees are to be appointed by the President following an advisory election (in accordance with the election rules).

*Duties:*

Academic Vice Presidents:

1. lead the work of their respective Committees,
2. pursue issues within their field of activity as both committee chairperson and Faculty Board member,
3. may be tasked by the President to represent KI in external contexts, such as national dean conferences for the medical faculties,
4. may otherwise complete their duties as decided by the President or Faculty Board.
5. have the following ceremonial duties: the Academic Vice President for Doctoral Education hosts doctorate conferment ceremonies; the Academic Vice President for Higher Education hosts bachelor's and master's graduation ceremonies; and the Academic Vice President for Research awards honorary and jubilee doctorates.

The deputy committee chairperson replaces the Academic Vice President in his/her absence, except as a member of the Faculty Board and on the Recruitment Committee.

### 2.3.5 Heads of Department

Heads of Department are appointed by the President at the proposal of the Deans of the departmental groups and following the prescribed recruitment process.

*Duties:*

1. Heads of Department report to the Deans.
2. Heads of Department have responsibility for all departmental activities. Decision-making at the department is to comply with the prevailing rules.
3. Heads of Department decide on all departmental concerns within the framework of the financial resources at the department's disposal.
4. The position of Head of Department corresponds to the director of the scientific department under the Medical Products Act with its associated ordinances and regulations.

5. Heads of Department lead their department's scientific activities (i.e. research and education). As support for their responsibilities in this respect, a Head of Administration shall also be appointed.
6. Heads of Department are to cooperate with each other internally in their departmental group and with all other Heads of Department at KI.
7. The position of Head of Department implies the right, within the delegation of authority, to sign for Karolinska Institutet on behalf of the department in question.
8. Heads of Department, unless otherwise indicated, may delegate their decision-making authority and shall decide on an organisation plan as well as the decision-making and delegation rules for the department, in accordance with the stipulated template (Annex).
9. The delegation includes responsibility for tasks within the Work Environment area in respect to the department in question. This means working for a good work environment as well as preventing occupational risks. Specified work environment tasks for the Head of Department can be found in the attached annex. The delegation also includes responsibility for the department's environmental and sustainability work as required by the Environmental Code, regulations issued under the code and related legal judgements and decisions of relevance to the department's activities.
10. Tasks within the work environment area may be sub-delegated if the need exists and where the demands on knowledge, authorisations and resources are met (see attached annex for acknowledgement of receipt of delegation of tasks within the work environment area). Each Head of Department is responsible for following up on the delegation and, where necessary, carrying out modifications. To the extent that knowledge, authorisations or resources are insufficient to enable the safeguarding of the work environment, the delegated task shall be restored to the Head of Department with immediate effect.
11. Heads of Department take decisions within their department's higher educational assignment in accordance with rules and instructions issued by the Faculty Board and the Committee for Higher Education.
12. Heads of Department, in accordance with rules and instructions issued by the Faculty Board and the Committee for Doctoral Education, are to take decisions regarding:
  - a. the establishment of doctoral education positions
  - b. admissions to doctoral education
  - c. the approval of financing plans
  - d. the appointment of supervisors
  - e. the establishment of individual study plans
  - f. accreditations (credit transfers)
  - g. the appointment of doctoral course examiners

The decisions referred to in point 12 a-d above may not be sub-delegated.

### 2.3.5.1 Limitations in delegation to Heads of Department

In the following matters Heads of Department may not make decisions.

Decisions are made by the President or his/her delegatee:

1. the receipt or utilisation of funds for investments in buildings,
2. the raising of loans,
3. financial deposits other than into Karolinska Institutet's accounts associated with the Swedish National Debt Office (Riksgäldskontoret),
4. the sale/disposal of fixtures, fittings and equipment,
5. leasing agreements with external parties in respect to premises,
6. executive and professional education contracts,
7. agreements on double, multiple or joint degrees,
8. agreements on student exchanges at first and second-cycle levels,
9. employment of professors, visiting professors and adjunct professors,
10. disputes concerning terms and conditions of employment,
11. redundancies and matters that are referred to KI's Staff Disciplinary Board or the Swedish National Disciplinary Offence Board,
12. pension, group life and casualty insurance over and above those taken out via the Legal, Financial & Administrative Services Agency (partial pensions, see point 20),
13. matters concerning collaborations between the activities of KI employees and KI,
14. official decisions on matters relating to the issuing of documents in the public domain,
15. pronouncements on appealed decisions as per Chap. 12 Section 2: 1-2 and 6-8, and Chap. 12 Section 3 of the Higher Education Ordinance, where the appealed decision has not been taken by the Head of Department or his/her delegatee,
16. employment benefits other than salary,
17. investments in and changes to network infrastructure.

For the following matters, the Head of Department is to take decisions after consulting with another official, which means that any such decisions are to be preceded by the proper consultation process:

President

18. Salary structure for professors, visiting professors, adjunct professors, senior lecturers and adjunct senior lecturers

University Director

19. Employment and salary structure for administrative managers

Human Resources Director

20. Partial pensions and salary structure for the department's financial and HR managers

For the following matters, the Head of Department is to take decisions jointly with another official, which means that the decision is only valid after both the Head of Department and the designated official have signed:

#### University Director

21. Agreements on contributions or contract assignments (third-party funding) with Swedish financiers other than research councils or foundations (e.g. the Swedish Cancer Society, the Swedish Heart and Lung Foundation), if the agreement relates to an amount in excess of SEK 1 million or extends over a period longer than three years. All other funding agreements, with the exception of those mentioned in point 23, the amount limit of SEK 100,000 applies.

When accepting prize money, donations or sponsorship from either Swedish or international donors, decisions shall be made jointly with the University Director if the amount exceeds SEK 1 million or extends over a period longer than three years. If the amount is under SEK 1 million and is of a shorter duration than three years, the decision is to be taken jointly with the head of the Grants Office (in respect of prize money) or the head of the Development Office (in respect of donations or sponsorship). If the donation is of principal significance or exceeds SEK 10 million, the decision is to be taken by the President.

#### Head of Procurement Unit

22. Agreements relating to procurements, purchases, renting or leasing that exceed SEK 1 million or that extend over a period longer than three years.

#### Head of Grants Office or a Grants Office unit manager

23. Applications to the EU, the National Institutes of Health (NIH) and other foreign financiers, and financing agreements with these bodies or coordinators appointed by them, and any additions or amendments to existing applications and agreements.

#### President

24. Interdepartmental agreements (one or more departments) concerning collaboration with a department (or equivalent unit) at foreign universities or research/educational institutions. If the agreement covers financial matters item 21 above also applies.

The Director of Finance replaces the University Director in the event of his/her absence in respect to item 21.

The Director of Finance replaces the head of the Procurement Unit in the event of his/her absence in respect to item 22.

The University Director or his/her deputy may always replace the officials (regarding points 22 and 23 above). These officials may not sub-delegate their decision-making authority regarding points 22–23.

The Heads of Department may not delegate their decision-making authority in decisions that are to be made after consultation or together with the relevant officials above. However, should the Head of Department be unavailable, he/she may be replaced by his/her deputy.

## **2.4 The Faculty Board's three Committees**

### **2.4.1 Applies to all Committees**

*In accordance with the organisational plan decided by the University Board:*

1. The Faculty Board is to have three subordinate Committees with the mandate to support the Board by means of preparation, quality control and implementation in their respective fields.
2. The three Committees are the Committee for Higher Education, the Committee for Doctoral Education, and the Committee for Research.
3. Each Committee is chaired by an Academic Vice President, with a deputy chairperson to replace him/her when necessary.

Members:

- The Academic Vice President/chairperson
- Deputy chairperson
- Six faculty representatives
- Three student representatives

*Duties:*

The Committees:

1. prepare matters in their respective areas and provide the Faculty Board or President with the documentation they need for making decisions,
2. take decisions delegated to them by the President or Faculty Board,
3. prepare budget documentation in their respective areas and decide on resource usage within their budget framework, as set by the Faculty Board,
4. initiate and propose measures to the Faculty Board in their respective areas,
5. draft proposals for strategic development and action plans in their respective areas in line with Karolinska Institutet's overall strategy,
6. draft proposals for rules and instructions in their respective areas and approve them when delegated to do so,
7. ensure quality development, quality assurance and quality evaluation in their respective areas,

8. support the Faculty Board in its general responsibilities to create the optimum conditions for education and research through preparation, quality work and implementation in their respective areas,
9. collaborate with other preparatory bodies under the President and the Faculty Board, and with the healthcare sector, e.g. Region Stockholm (Stockholm County Council), through the current collaboration bodies to create the optimum conditions for education and research,
10. organise and take responsibility for the Committees' subordinate bodies,
11. have representation on councils and boards as decided by the President or Faculty Board,
12. decide on prizes and awards within their respective delegation,
13. decide, with regard to routine activities, on the advertising, preparation and distribution of grants obtained from foundations and funds managed by KI.

A Committee may delegate its decision-making authority to its chairperson and to subordinate bodies. Such delegation must be reported to the Faculty Board.

The head of the Faculty Office is required to attend committee meetings.

The Committees may decide to co-opt members for a limited time or for a certain type of matter. A co-opted member has attendance and speaking rights but may not participate in decisions.

The Committee secretary and the principal rapporteur (if other than the head of the Faculty Office) may also be present. Whoever reports on a matter to a Committee must be present while it is being considered.

A Committee may convene even if it is not numerically complete. The board is quorate when at least half of the members are present, including the chairperson.

The committee secretaries and principal rapporteurs are appointed by the University Director after consultation with the Academic Vice President. The committee secretary records the minutes at meetings. The minutes shall take the form of a decision protocol.

Committee members may state reservations about a Committee decision but must report them before the meeting is closed. A reservation can be blank or motivated. In the latter case, the reservation must be written by the individual in question and handed to the secretary before the minutes are signed.

#### **2.4.2 The Committee for Higher Education**

*In addition to those outlined in section 2.4.1, the Committee for Higher Education has the following duties (which also include executive and professional education):*

1. To prepare proposals for decisions on the establishment and discontinuation of study programmes, professional qualifications, main fields of study or general qualifications.

2. To prepare proposals for decisions on the general range and scope of courses and programmes.
3. To have programme responsibility for the study programmes in medicine and biomedicine.

*The Committee decides on:*

1. the range and scope of courses/programmes within the parameters of overarching decisions,
2. the establishment of rules and instructions for course/programme responsibilities,
3. the establishment of programme syllabi,
4. the establishment of course syllabi for the study programmes in medicine and biomedicine,
5. criteria and descriptions for management assignments in higher education,
6. international agreements on student exchange at study programme level,
7. agreements/contracts with Swedish or foreign higher education institutions on education that leads to double, multiple or joint bachelor's or master's degrees (1<sup>st</sup> and 2<sup>nd</sup> cycle),
8. student tuition fees.

#### **2.4.3 The Committee for Doctoral Education**

*In addition to those outlined in section 2.4.1, the Committee for Doctoral Education also has the following duties:*

1. To prepare proposals on the establishment and discontinuation of doctoral education subjects.

*The Committee decides on:*

2. the establishment of the general syllabus,
3. the establishment of course syllabi for doctoral courses,
4. assignment descriptions for the departmental directors of doctoral studies,
5. the appointment of examination board, chairperson and opponent for thesis defences, and examination board for licentiate seminars,
6. agreements/contracts with Swedish or foreign higher education institutions on education that leads to double, multiple or joint doctorates.

#### **2.4.4 The Committee for Research**

*In addition to those outlined in section 2.4.1, the Committee for Research has the following duties:*

1. To prepare proposals for honorary doctors.

2. To follow-up and prepare decision-making documentation for the strategic research areas.

*The Committee decides on:*

1. systems, including rules and instructions, for research documentation,
2. criteria for (the establishment, evaluation and discontinuation of) internal and university-run research centres at KI,
3. criteria for (the establishment, evaluation and discontinuation of) internal research networks at KI.

## **2.5 Recruitment Committee and Docent Committee**

### **2.5.1 Recruitment Committee**

The Recruitment Committee is a preparatory body for:

1. strategic decisions on the recruitment of teaching and research personnel after the necessary consultations with other preparatory bodies under the Faculty Board,
2. employment matters regarding professors, visiting professors, adjunct professors, senior lecturers, adjunct senior lecturers and promotions from assistant professor to senior lecturer.

Proposal for recruitment can be made by Heads of Department, Deans, the Faculty Board or the President.

The Head of Department concerned sits on the Recruitment Committee for the processing of employment applications in cases on which the President decides.

Members:

- Three members appointed by the Faculty Board, from whom the President selects the chairperson and deputy chairperson
- Three Academic Vice Presidents
- Two students representatives
- Two union representatives (without voting rights)

### **2.5.2 Docent Committee**

The Docent Committee:

1. draws up proposals for rules governing docent admission, for decision by the Faculty Board,
2. prepares and decides on matters relating to docent applications.

Members:

- A maximum of seven members appointed by the Faculty Board, from whom the President selects the chairperson and deputy chairperson
- Two student representatives

## 2.6 Faculty Council and Ethics Council

### 2.6.1 Faculty Council

*In accordance with the organisational plan decided by the University Board:*

The Faculty Council supports the President's long-term strategic work by advising on matters relating to Karolinska Institutet's (KI) scientific activities. The council meetings are chaired by the President. The Vice President and the University Director take part in the meetings. The President may, on consulting with the council, allow another person to take part in its meetings for a discretionary period of time.

Members:

- Nine tenured professors
- Two teachers with a more junior position
- Three student representatives

### 2.6.2 Ethics Council

Karolinska Institutet (KI) has an Ethics Council by decision of the University Board.

The Ethics Council:

1. actively promotes ethical discussion at KI, particularly in the fields of research ethics and medical ethics,
2. provides ethical competence and monitors developments in the field in Sweden and internationally,
3. seeks to ensure that the manner in which KI deals with ethical issues is in compliance with the values of the general academic/scientific community and the values that prevail, or are to prevail at KI,
4. comments on issues of a general nature at the President's request.

Otherwise the Ethics Council determines for itself which issues to consider, within the parameters of its remit.

The council is led by KI's scientific representative and comprises between seven and nine members appointed by the President for a fixed-term. The members are to include both KI employees and non-KI employees.

## **2.7 Specific core activities, support functions and collaboration bodies**

### **2.7.1 Central Administration**

*In accordance with the organisational plan decided by the University Board:*

Karolinska Institutet (KI) has a central university administration that, together with the departments' own administrative functions, constitutes the university administration.

The Central Administration is led by the University Director, who is appointed by the President.

### **2.7.2 University Library**

Karolinska Institutet's (KI) University Library (KIB) is a general university-wide function under the President. KIB's responsibilities are to provide access to scientific information, to support learning and scientific communication and to offer space for study and meetings that further the learning process.

The focus and scope of KIB's activities are decided by the University Board in accordance with the President's recommendations.

KIB is led by a chief librarian appointed by the President.

The chief librarian reports to the Vice President.

The chief librarian has the responsibilities and general authorisations for KIB corresponding to those of a Head of Department.

The chief librarian may delegate his/her decision-making authority to another KIB official.

KIB is to have a Library Advisory Council comprising members appointed by the President. The council is to provide guidance on library policy and advice during the preparation of its internal budgetary allocations and budget requests.

Members:

- Chairperson, appointed by the President
- The chief librarian
- Three faculty representatives, one from each committee
- One external member
- Two student representatives
- Head of the Teaching and Learning Unit (co-opted)

### **2.7.3 The Teaching and Learning Unit**

The role of the Teaching and Learning unit (T&L) is to run courses in academic pedagogy and to provide pedagogic support at Karolinska Institutet (KI).

The head of the T&L unit is appointed by the President.

The head of the T&L unit reports to the Vice President.

The head of the T&L unit has the responsibilities and general authorisations corresponding to those of a Head of Department.

The head of the T&L unit may delegate his/her decision-making authority to another T&L official.

The focus and scope of the T&L unit's activities are decided by the Faculty Board.

The T&L unit has a steering committee that prepares the decisions of the Faculty Board and decides on the unit's activity plans within the budget framework set by the Faculty Board.

Members:

- The Academic Vice President for Higher Education, or his/her appointee, serves as chairperson
- A faculty representative appointed by the Committee for Doctoral Education
- All other members are appointed by the Committee for Higher Education after consultation with the Committee for Doctoral Education
- Two student representatives
- The head of the UoL unit (co-opted)
- A member appointed by the University Library (KIB) (co-opted)

#### **2.7.4 Comparative Medicine**

Comparative Medicine (KM) is responsible for all animal activities at Karolinska Institutet (KI).

The Faculty Board decides on the focus and scope of KM's activities at a university-wide level.

The head of KM is appointed by the President.

The head of KM reports to the President.

KM has a board appointed by the President.

The KM board:

1. decides on KM's general planning with the aim to provide research with optimal conditions for animal experimentation within the bounds set by laws, regulations and KI's own regulations and ethical standards,
2. reports to the Faculty Board on its ordinary course of operations,
3. provides the Faculty Board with the necessary decision-making documentation.

**Members:**

- Six researchers working with animal experimentation, one of whom to be appointed chairperson by the President
- The head of KM
- The Academic Vice President for Research
- KI's Chief Veterinary Officer
- One external member as decided by the President

The head of KM is the permit-holder for all animal activities at KI and thus has legal liability for them. If the head of KM deems a steering committee decision to be in contravention of the prevailing rules, permit or accepted ethical standards, he/she is to inform the President.

The role of head of KM includes responsibility for rules and instructions for handling irregularities concerning animal research activities. This shall be done in collaboration with the Central Administration and the Committee for Research.

The head of KM has the responsibilities and general authorisations for KM corresponding to those of a Head of Department, with the limitations that follow from the KM board's decision-making authority.

The head of KM may delegate his/her decision-making authority to another KM official, with the exception of those decisions limited to the official permit-holder.

### **2.7.5 The Ming Wai Lau Centre for Reparative Medicine**

Karolinska Institutet (KI) operates a research centre, the Ming Wai Lau Centre for Reparative Medicine (MWLC), whose activities are conducted partly within a research facility established in Hong Kong and partly through research grants awarded to researchers working in the existing departmental structure at KI.

The director of the MWLC is appointed by the President.

The director of the MWLC reports to the President.

The director of the MWLC has the responsibilities and general authorisations for the MWLC corresponding to those of a Head of Department. The delegation of decision-making authority is regulated by decision of the President.

### **2.7.6 KI Holding AB**

*In accordance with University Board procedure:*

The University Board represents Karolinska Institutet (KI) as owner of KI Holding AB (KIHAB).

The chairperson of KI Holding AB is appointed by the University Board.

*President's delegation:*

Decisions on the purchase of services for KI from a KI Holding AB portfolio company are taken by the President or his/her delegatee.

Activities that are carried out by KI Innovations AB as per agreement between KIHAB and KI are followed up on KI's behalf by the University Director.

### **2.7.7 The University Dental Clinic**

The University Dental Clinic at Karolinska Institutet (KI) is a training clinic for students of dentistry and dental hygiene and a specialist clinic in dental care.

The director of the clinic is the Head of the Department of Dental Medicine.

The Head of Department appoints a head dentist to take overall responsibility for the clinical training within the Dentistry and Dental Hygiene programmes. The head dentist also has general managerial responsibility for the dentistry performed at the University Dental Clinic.

## **2.8 Preparatory support functions**

The President and Faculty Board of Karolinska Institutet (KI) have support functions that are primarily preparatory in nature. These functions are to consult with other preparatory bodies for the Faculty Board and may appoint groups to work with particular issues. The chairperson of each respective support function may co-opt members with complementary competencies. The University Director decides on administrative support and expert assistance from the University Administration.

### **2.8.1 The Macroeconomic Advisory Group**

The Macroeconomic Advisory Group (MEG) is a preparatory body for:

1. decisions taken by the President and University Board on:
  - a. long-term financial planning including follow-up
  - b. cost-allocation models
2. decisions taken by the Faculty Board, within the parameters set by the University Board, on:
  - a. long-term resource allocation
  - b. resource-allocation models (annual allocation is prepared by committees for decision by the Faculty Board)

Members:

- The Director of Planning, chairperson
- Four members appointed by the Faculty Board
- The Director of Finance
- The Facilities Director (co-opted for infrastructure issues)
- Two student representatives (co-opted for educational issues)

### **2.8.2 Quality Coordination Committee**

The Coordination Committee is a preparatory body for:

1. the President's decisions on the quality system,
2. the Faculty Board's strategic decisions with respect to quality work in KI's core operations.

The Committee coordinates KI's internal work with external quality audits.

Members:

- The President, chairperson
- Academic advisor appointed by the President
- Three Academic Vice Presidents (or deputy committee chairperson)
- Three Deans (or Head of Department appointed by a Dean)
- Two student representatives

### **2.8.3 Internationalisation Advisory Council**

The Internationalisation Advisory Council is a preparatory body for Faculty Board decisions on internationalisation. The council is to prepare:

1. proposals for strategic development in accordance with KI's overall strategy,
2. action plans for the internationalisation of KI's activities.

Members:

- The President, chairperson (or the President's delegatee)
- Between three and five members appointed by the Faculty Board
- Two student representatives

### **2.8.4 Infrastructure Advisory Council**

The Infrastructure Advisory Council is a preparatory body for infrastructure matters for:

1. decisions by the President,
2. decisions by the Faculty Board, including budget issues, with the mandate to prepare:
  - a. proposals for strategic development in accordance with KI's overall strategy,
  - b. action plans for infrastructure.

Members:

- The Vice President, chairperson
- Academic advisor appointed by the President
- Between three and five members appointed by the Faculty Board
- The Facilities Director
- Two student representatives

## **2.9 Participatory influence and the safety organisation**

### **2.9.1 Student influence**

The Higher Education Act provides that students are, with a few specific exceptions, entitled to representation when decisions or preparations are made that have bearing on their courses or programmes or the situation of students (Chap. 2 Section 7). The term “student” includes anyone who has been admitted to and is pursuing education at the first, second or third-cycle level. The students may not participate in matters of an individual or specific student nature, judge scientific quality/standard or participate in the administration of matters of an individual personal nature or in cases relating to an individual’s employment, beyond that which is regulated in the employment procedures.

### **2.9.2 Union collaboration**

By representing their members, the union organisations provide underlying material for decision-making at Karolinska Institutet (KI). The principles of local union influence are set by the Co-determination at Work Act (MBL).

KI has regulated how this influence is to be exerted in a local collaboration agreement in compliance with their information and negotiation responsibilities and in accordance with the MBL. In brief, the collaboration agreement means that union representatives are to enter decision-making processes as early as possible so that they have the opportunity to state their opinions. Formally speaking, no decision concerning significant operational changes may be made before the matter has been put to the unions. At an individual level, significant changes to working conditions for an employee are negotiated as set forth in the MBL. The union organisations are also entitled to regular information from the employer on trends in productivity and finances, and on the guidelines and staff policy. There is to be union representation in each department.

### **2.9.3 The safety organisation**

A local working environment agreement between the parties has been entered into in compliance with the Work Environment Act. The safety representative represents KI’s employees on matters concerning the work environment and is appointed by the local union organisation. The student unions appoint a student safety representative. Safety representatives collaborate with employer representatives in their systematic efforts to create and sustain a healthy and safe work environment. They shall be given opportunities to participate in the planning of operational changes, in health and safety inspections and other risk assessments, on the drafting of action plans, etc. KI’s main safety representative and main student safety representative are members of the Work Environment Committee (which is also KI’s safety committee). Local safety representatives and student safety representatives, if appointed, are to be members of departmental (or the equivalent) work environment groups.