

# 2018

Annual report

## Key figures and financial ratios

### Income statement (DKK 1,000)

	2020	2019	2018
<b>Revenue</b>			
Government grants (the Danish Appropriation Act)	654,591	629,464	647,149
Subsidised areas	94,577	92,602	85,549
Sale of goods and services	29,370	37,524	43,081
<b>Revenue</b>	<b>778,538</b>	<b>759,590</b>	<b>775,779</b>
<b>Ordinary operating costs</b>			
Staff costs	573,998	538,971	521,347
Amortisation, depreciation and impairment charges	3,913	4,498	5,385
Other costs	205,653	241,097	240,612
<b>Ordinary operating costs</b>	<b>783,564</b>	<b>784,566</b>	<b>767,345</b>
<b>Operating income</b>	<b>-5,026</b>	<b>-24,976</b>	<b>8,434</b>
<b>Financial items</b>			
Financial income	2,131	2,218	3,575
Financial costs	1,405	632	3,763
Financial items	726	1,586	-188
<b>Net income</b>	<b>-4,300</b>	<b>-23,390</b>	<b>8,246</b>

### Balance (DKK 1,000)

	2020	2019	2018
Non-current assets	29,783	17,529	10,715
Current assets	329,559	325,309	368,445
Equity	103,380	107,680	131,070
Long-term liabilities	899	901	94
Short-term liabilities	254,916	234,185	241,481

### Key financial ratios

	2020	2019	2018
Profit ratio	-0,6%	-3,1%	1,1%
Grant share	84,1%	82,9%	83,4%
Liquid ratio	190,4%	194,8%	212,9%
Solvency ratio	28,8%	31,4%	34,6%
Financing ratio	3,0%	5,1%	0,9%
Debt factor	0,1%	0,1%	0,0%

### Staff information

	2020	2019	2018
Number of FTEs	958	946	912
Average price for one FTE (DKK 1,000)	599	570	571
Staff costs share of revenue	73,7%	71,0%	67,2%

### Students enrolled

	2020	2019	2018
Number of students enrolled (Oct.)	7,454	7,615	7,907

# 2020

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# Contents

- 1 Report 2020 → 7
  - 1.1 Roskilde University → 7
  - 1.2 General academic performance for the year → 8
  - 1.3 The year's financial development → 16
  - 1.4 Quality subsidy → 20
  - 1.5 Grant for knowledge collaboration in Region Zealand → 21
  - 1.6 Expected economic development → 21







# 1

## Report 2020

### 1.1 Roskilde University

Roskilde University is an independent government-funded institution under the supervision of the Danish Ministry of Higher Education and Science. Roskilde University is governed by Consolidation Act 03/18/2015 (the Danish University Act).

#### Profile and strategy

##### Profile

Roskilde University (RUC) aims to move society forward by means of new and experimental ways of carrying out learning, research and development. As a university we should not only keep up with developments or try to understand them; we should be a part of shaping them. Together with the outside world we must ask the questions to which no one can yet imagine what the answers are; questions that make us capable of creating sustainable solutions to the great challenges of the future nationally and globally to do with, for instance, the environment, inequality, democracy, health and cultural meetings. Asking the right questions requires time and professional immersion in those questions, and this takes freedom to think creatively. This is what we train our students for: the idea is to make it possible for them to be able to identify current and future problems and help solve them.

##### Strategy

Roskilde University's strategy, New RUC 2020, expired by the end of 2019. The rectorate therefore initiated a process in the spring 2019 about formulating a new strategy. In June 2020 the board adopted

RUC's new strategy, RUC 2030: Interconnected. The strategy builds on the work done through RUC's basic narrative, the former strategy, called New RUC and the university's current strategic framework for 2018-2021. RUC stands on solid ground and the future strategy will be about the desire to move RUC forward in the long term, strategically and focused. Research will be a specific focus in the future and the basis of all of the university's activities. In this way the ambition is for the strategy to clarify the research profile for it to be at the same level as RUC's strong educational profile. By means of the following headlines the strategy sets the course of the university's development in the coming 10 years:

- Groundbreaking cross-disciplinary research
- Problem-oriented and critically necessary courses
- Environmental, economic and social sustainability
- Co-creator of societal change

The next step is the implementation phase. In 2021 work with local strategy plans will be carried out in departments and in RUC's administration. The strategy plans will be synchronised with the university's new strategic framework contract entered into with the Ministry of Higher Education and Science in order to ensure the best possible coupling with RUC's strategy and the strategic framework contract and to make sure that the strategic goals for effectiveness and the new strategic ambitions in RUC's new strategy are based on action.

In order for the strategy to succeed it is important that the university is capable

of collaborating internally and externally and capable of mobilising and coordinating our strengths. We must, as the title suggests, be interconnected – connected across disciplines. This is why we see RUC's new strategy as a goal, a guiding principle and a concrete tool. The ambition is that RUC should be able to use the strategy as a basis for continuous dialogue and prioritisation.

#### RUC's strategic framework contract 2018-2021

RUC's current strategic framework contract expires by the end of 2021. RUC has worked with the strategic goals for effectiveness in an ambitious way that has helped the university take important steps to attain the goals. In addition to this, a comprehensive reform of RUC's Master's degree courses was initiated in the summer 2020; see the section on education below. It is expected that the reform of the master's courses will have effects that have significance to the individual goals in the framework contract directly as well as indirectly. The reform is significant in relation to the goals about educational quality, learning outcome and graduate unemployment, but it has to do also with the goals that concern recruitment and retention and the question of whether these things are based on research.

The work with the goals and the efforts in the strategic framework contract overall contribute to RUC moving in the right direction. For instance, it might be emphasised that the work with Problem-oriented Project learning (PPL) has resulted in RUC becoming increasingly focused on the university's pedagogical

approach and profile, which means that these things can be communicated internally as well as externally. Furthermore, there is the collaboration with external parties. It is evident that there is today a desire on the part of Region Zealand and the municipalities about collaborating with RUC.

In December 2020 the Danish Ministry of Higher Education and Science initiated the process about negotiation of new strategic framework contracts, which will apply from 2022 through 2025. The new framework contract will be closely coupled to the implementation of RUC's new strategy.

## 1.2 General academic performance for the year

In the same way as the rest of Denmark Roskilde University has been affected by the Covid-19 situation since the Government shut down further education activities on campus on March 11, 2020. All tutorials had to be converted into digital tutorials, which was done in 48 hours, and all researchers and administrative staff had to carry out their work in their own homes. This was a profound conversion of the entire organisation and impacted tutorials, research and administration immensely. RUC complied fully with the authorities' guidelines and was in 2020 almost completely reopened at beginning of the semester in September and was then shut down again from the autumn 2020, where most of the tutorials, supervision, research and administrative work were converted into digital formats. 2020 has so far been the most unusual year for our staff as well as for our students. Below it is stated how Covid-19 has affected individual areas in 2020, but it is likely that part of the effects of the shutdowns in 2020 will only be evident in the following years.

### Education

#### Reform of Master's degrees

In November 2020 RUC's board approved the university's management's recommendation about 30 new Master's degree courses as a replacement for around 160 combination courses and a range of collectively offered (professionally integrated) Master's degrees. With the reform RUC has taken an important step in the direction of a sharp educational profile, and this is expected to have great significance in relation to profiling, quality and employability for graduates from RUC.

The reform builds on the ongoing quality work, it contributes with a range of cross-disciplinary courses based on RUC's strong research environments and is evidently based on PPL, which is the backbone of RUC's learning model: high professionalism and the competences of the future. With the reform follows also simple and clear course titles, which are high on the list of what those who take the courses want. The process has succeeded through comprehensive, internal work across the university and collaboration with external stakeholders along the way.

The current Master's degree courses will go on in 2021 and students will therefore also be enrolled on them in September 2021. Current students and their future employers must be able to clearly identify the professional profiles from RUC and there is also a focus on helping them do well in their work lives.

#### Employment effort

In 2016 RUC launched a focused employability effort with the aim of increasing RUC graduates' employment rate by making sure that they find a job quicker. Graduates from RUC find jobs to the same degree as other graduates, but, overall, it takes a bit longer for new RUC graduates when compared to other universities. Since

2016 there has been a focus on initiating specific activities that can help students find a job. In 2020 RUC focused on course development, cf. the work with the reform of the Master's degrees which, among other things, is to ensure sharp course profiles and thereby also easier transition to the labour market. There is still a desire to develop and offer co-curricular and extra-curricular courses to students in close partnership with relevant parties inside and outside the university.

In addition, a campaign has been launched that will contribute to strengthened branding and visibility in terms of RUC graduates' competences, professional profiles and contributions in the labour market. All RUC graduates have been offered to take part in activities with a focus on competence clarification and job-seeking. As a new initiative, in 2020 RUC launched an Open Entrepreneur Lab where students can work with their own research ideas.

Panels consisting of employers who may recruit the graduates and other external players are continually involved in the development of RUC' courses to further prepare students professionally and personally for the labour market. In terms of which subjects students should elect as bachelors when they approach the last part of their courses before moving on to their master's degrees, the labour market perspective is a central part and the labour market perspective is also part of the continuous competence clarification that students go through as they are being trained.

#### New international alliance works as a lever

One of RUC's new international partnerships is the European Reform University Alliance (ERUA). By means of a significant grant from the EU, the university has been



Rectorship:  
Pro-rector Peter Kjær  
Rector Hanne Leth Andersen  
University Director Peter Lauritzen



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provided with the opportunity to gather innovative thinking and formulate visions for the university of the future across a total of five cross-disciplinary-oriented universities that are focusing on student-initiated forms of learning through a dialogue with the outside world. The EU commission's support is also a lever and an opportunity for all researchers because there is a political desire for the new alliances to be given increased access to the funds in the EU's framework programme for research and innovation, Horizon Europe. The alliance is made up of RUC and four other European reform universities: Université Paris 8 (France), Universität Konstanz (Germany), New Bulgarian University (Bulgaria) and The University of Aegean (Greece).

#### **Student admission**

In total RUC enrolled 1,790 bachelor students at the commencement of study in 2020 (final number of admissions as of October 1). This was an increase of around 14 % compared to the final number of admissions in 2019 (1,567). This increase was primarily caused by the fact that significantly fewer applicants decided not to study in 2020 and by the fact that there was a greater uptake in terms of available student places on the humanistic-technological bachelor course and on the natural science bachelor courses.

Admissions on the Master's degree courses was 1,336 in 2020 (final number of admissions as of Oct. 1). This is a decrease of around 2 % compared to the final number of admissions in 2019.

#### **The number of first priority applications for the bachelor courses**

In 2020 1,817 applicants applied for a bachelor course at RUC as their first priority. This was a decrease of 5 % compared to 2019.



## Research

It is a central part of RUC's new strategy, Interconnected, to strengthen the quality and impact of research. The work related to making results from research known to the outside world takes place in many ways – for instance through publication nationally and internationally in recognised journals. The research contributes to solving specific challenges faced by society and also contributes to public debate. Finally, research is brought into play in regional, national and international partnerships.

For researchers in particular work with collecting or amassing data beginning in 2020 has been difficult because of the Covid-19 pandemic and the restrictions that have been a consequence of the pandemic nationally and internationally. Concurrently, RUC's researchers have contributed significantly to informing the public and have also provided specific solutions related to the Covid-19 pandemic. Some of the solutions have concerned comprehensive visibility in the media, receiving large grants and providing public sector services.

## Evaluation of research

As a part of the implementation of the university's strategic framework contract

and as one of the most significant tools for achieving the ambitious goals in terms of research in RUC's new strategy, a concept for rotation evaluation of the research environments at RUC was established in 2020. The first round of evaluation of all four institutes is implemented from 2020-2023 and began with the Department of Social Sciences and Business. The evaluation is performed by an international, external evaluation panel that prepares an overall report on the basis of a visit to the institutes in question and a self-evaluation report including attachments. The institute prepares a plan for following up on the evaluation where it is ensured that there is correlation with the follow-up on Strategy RUC 2030 Interconnected. The evaluations are also a part of the university's management and the rectorate's follow-up on the strategy.

The central focus of the evaluations is the quality of the overall research carried out by institutes and research environments – not the performance of individual researchers. A joint evaluation concept is to contribute to systematic quality development and a learning process and work as a tool to develop RUC's research. The evaluations have a formative aim and are to contribute to strengthening the quality of research through learning and reflec-

tions about strengths, weaknesses and potentials.

## Publication

RUC's researchers publicise their research results in Danish as well as in international scientific journals and books and they also communicate their knowledge widely through non-scientific articles, reports, features, etc. In 2020 RUC was responsible for a total of 1,289 publications, of which 74 % were research publications and the rest were primarily publications for communicating knowledge. This number was slightly lower than the year before (a total of 1,548 publications), but there is also a trend for RUC's researchers to take a greater interest in international publication and in journals that are quoted more often than other journals: Naturally, it is difficult and time-consuming to have your work publicised in these journals. In 2020 each institute formulated its own publication strategies and in this way implemented RUC's overall publication policy, and an Open Science working group was established with the purpose of formulating a vision for Open Science at RUC. All of these activities support the ambition in the new strategy, Interconnected, about RUC being known for performing ground-breaking, cross-disciplinary research. The result

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## In 2020 four new research centres were established at RUC.

of these efforts will not immediately be visible through changes in the publication pattern of RUC's staff; rather, it is a long-term effort to maintain high quality goals in terms of the research at the university. Finally, it should be noted that a survey carried out on behalf of the journal *Akademikerbladet* shows that three researchers from RUC - Lone Simonsen, Viggo Andreassen and Bent Greve - were among the 50 most often quoted researchers in Danish media in 2020.

### Honorary doctors and awards

The highest academic title, 'Honorary Doctor,' is awarded at the annual celebrations to researchers who have made a special scientific contribution within their professional fields. Most recently, Professor Karin Wahl-Jørgensen from Cardiff University was appointed 'Honorary Doctor' at RUC in September 2019 for her contribution to journalistic training and research.

The annual celebration 2020 was cancelled because of Covid-19, and

the rectorate decided to postpone the awarding of 'Honorary Doctors' until the annual celebrations in 2021. For the same reason the awarding of a range of scientific awards has also been postponed. However, the thesis students Cecilie Sandgrav Jensen and Heidi Teigen Sedak from the Department of People and Technology succeeded in winning the student IDA work environment award in 2020. The award was given for the presentation of their thesis 'Collaborative Robots in the Work Life - how the creation of meaning and work identity are developed and challenged in relation to new robot technology.'

In terms of research professor Eva Sørensen, professor Jacob Torfing and associate professor Tina Øllgaard Bentzen from the Department of Social Sciences and Business were given the Literati Award 2020 for the research article 'Institutional design for collective and holistic political leadership.' The award is given for research that makes a strong impression and creates change outside the academic world.

### Establishment of new research centres

In 2020 four new research centres were established at RUC.

#### *PandemiX Centre*

The new research centre, the PandemiX Centre, has been established in order to examine the dynamics and effect of pandemics. The centre's research group has worked very hard since Covid-19 appeared in Denmark and has made it possible to provide unique input for the authorities' handling of the pandemic. By means of a cross-disciplinary approach the research centre will be based on mathematical epidemiology, and the centre's researchers will collaborate with colleagues from the fields of the humanities and social science. The aim is to understand how pandemics are impacted by, among other things, social institutions, life style, the relationship between country and city, economics and migration.

The researchers in the PandemiX Centre will examine patterns and the effect of pandemics and mitigation strate-



gies such as vaccines and other bio-medical interventions. The research centre's purpose is also to provide easy access to RUC's research related to pandemics and prepare future generations for mathematical modelling of contagious diseases.

The PandemiX Centre works with researchers from the Niels Bohr Institute at Copenhagen University as well as with researchers at Bioinformatics at DTU, The technical University of Denmark. The research project NORDEMICS has received around DKK 11 million from NordForsk and here the research centre works with partners from the university in Oslo, Norway, Turun Yliopisto (The University of Turku), Finland and Lund University, Sweden.

#### *National Network for Welfare Studies (VELNET)*

The National Network for Welfare Studies (VELNET) was established with the aim of contributing to and developing empirical and theoretical analyses and understandings of welfare states with a special focus on the Scandinavian welfare state model,

and the network will also communicate knowledge of welfare states.

A special purpose of the network is to develop and communicate the comparative method and analysis. The members are researchers from Danish universities and research institutes with an interest in research into welfare. The network is meant to be the place that anyone who is interested in the Danish welfare state can turn to and exchange ideas and knowledge about welfare states and it is also to be a centre for development of teaching and communication of recent research. In this way the network will be open to all researchers who have an interest in, knowledge of and an insight into the Scandinavian welfare states. The network is to ensure national and international collaboration about research and teaching within a wide thematic range of social science welfare research. The network collaborates with the European network for welfare analysis (ESPANet – the European Network for Social Policy Analysis) and will contribute to ESPANet's activities.

#### *Centre for Arctic Studies (CAS)*

Centre for Arctic Studies (CAS) prioritises development of practice-oriented, cross-disciplinary and engaged research that can play a central role in terms of addressing challenges in the modern Greenlandic society as a part of the arctic region. The centre gathers and makes visible RUC's research on Arctic matters internally and promotes RUC externally. This is done by continuing to build relations across RUC and with relevant partners in the Arctic.

#### *Centre for Maritime and Marine Research*

The establishment of Centre for Maritime and Marine Research was approved in 2020. The centre is cross-disciplinary and draws on several research environments across the university. The research will be used in large research projects and in problem-oriented projects for students. Moreover, the centre will work with maritime industries such as fishing, transport, ports, offshore wind turbine farms and the maritime environment. The research





## In connection with the second shut-down RUC had success with conducting as much teaching as possible at the campus.

centre's focus will be to contribute to ensuring a green, sustainable and innovative maritime environment in Denmark. The centre's research is to help reduce emission of CO<sub>2</sub> from the maritime sector and ensure a good marine environment. Several research projects are working on this already now such as, for instance, the project RoRoGreen, which is supported by the Innovation Fund. By means of algorithms it is to reduce CO<sub>2</sub> emissions caused by ships that transport lorries and trailers with goods.

### External research funding

In the same way as all other universities RUC depends on obtaining a share of the research funds that are donated by private and public foundations for research projects and research activities. This is a supplement to the basic research funding from the Government and a central contribution to be able to expand and initiate new research activities. RUC is therefore continuously involved in strengthening and supporting researchers' work with developing and preparing applications for these research funds, which are subject to competition. It is an aim of the Strategic Framework Contract to increase the number of external research grants that are received.

In 2020 RUC's researchers received grants of a total of DKK 126 million. This was a markedly larger amount of money than was received in the two previous years (respectively DKK 91 and DKK 82 million), but variations in this amount should be expected in that many factors determine options for applying as well as the degree of success with individual applications.

Also in 2020 RUC had success with applications for the Velux Foundations in that professor Bjørn Thomassen from the Department of Social Sciences and

Business received one of the seven grants under the Human Sciences Core Group Programme. The grant of DKK 6 million is for a research project about catholic immigration to Denmark and the interplay between globalisation and the Catholic faith and practice. RUC also received a series of small grants from the Velux Foundations in 2020 and in the very last days of the year it was announced that RUC professor Sine Just from the Department of Communication and Art will be heading the Velux Foundations' large anniversary effort with DKK 100 million for the research and information programme Algorithms, Data and Democracy. The programme runs for a 10-year-long period and is to make us wiser about the use of algorithms and about how we can ensure that they are used in a sensible way in our society and democracy in the future.

For this purpose Sine Just has gathered a cross-disciplinary research consortium consisting of colleagues from the University of Copenhagen, Aalborg University, Copenhagen Business School, Aarhus University and the University of Southern Denmark, and the programme will begin in 2021.

In 2020 RUC also received a wide range of grants from the Carlsberg Foundation. All four institutes at RUC received research grants from the Carlsberg Foundation totalling upwards of DKK 20 million. It should be mentioned here that five of the total of 21 monograph scholarships from the Carlsberg Foundation were in 2020 given to researchers from RUC. Furthermore, it is relevant to mention the foundation Semper Arden's research project of a total of DKK 10 million for professor Lone Simonsen at the Department of Science and Environment. This grant was given to the project PandemiX – A Quantitative Study of Historical and Contemporary Pandemics, where Lone Simonsen is going to study

and develop mathematical models for pandemics in order to become capable of understanding their unique characteristics and thereby improve society's strategies for reacting to current and future epidemics.

Finally, 2020 was the year when RUC became the manager of a successful consortium for implementation of an Innovative Training Net (ITN) under the EU's Horizon 2020 Maria Skłodowska-Curie Actions (MSCA). This is an international PhD programme which over the next four years will recruit and train a total of 13 PhDs within ecotoxicology and environmental risk assessment. Professor Henriette Selck at the Department of Science and Environment has set up an international consortium consisting of 15 universities, companies, public authorities and interest groups from 10 different countries and secured a grant for the programme of a total of 3.6 million euros (almost DKK 27 million).

### PhDs

Roskilde Doctoral Schools (RDS) is the joint forum for the PhD courses at RUC with the four PhD school managers and the deputy rector at the end of the table. In 2020 RDS continued the work with ensuring the quality and development of PhDs.

What has been the most important item on RDS' agenda is the international evaluation that was initiated in the autumn of 2019. However, because of the Covid-19 restrictions the evaluation has been delayed and will not finish until the spring 2021. In the same way as in connection with the last international evaluation there will be a focus on the overall PhD programme where the four individual PhD schools will be part of the overall evaluation. The international evaluation consists of a self-evaluation report, a panel visit to RUC, which took place virtually in October 2020, plus a final evaluation report



prepared on the basis of written feedback from each of the six panel members.

The Covid-19 pandemic strongly influenced RDS's work in 2020 in that the four PhD schools focused strongly on mitigating the negative consequences of the pandemic for the PhD students at RUC.

49 new PhD students were enrolled in 2020, which was about the same as in 2019. In 2020 RUC awarded 25 PhD degrees. This number is somewhat lower than in 2018 and 2019 and reflects the lower PhD enrollment in 2014-2016. The Covid-19 pandemic is assumed to have contributed to this decrease.

### Administration and organisation

The graduate reform was a large undertaking in 2020. In addition, there was the work with the new strategy 2030 about digital upgrading, a future budget model, rotation evaluation of research, strategic partnerships in the region, talent development and recruitment and the international cooperation, including the collaboration through ERUA.

In connection with the second shutdown RUC succeeded in implementing most of the autumn's tuition physically at the campus, although parts of the usual tuition had to take place online in order to comply with the health guidelines. Through the shutdown both in the spring and at the end of the year 2020, RUC strived to accommodate the university's pedagogical model and preserve the quality of its tuition. The well-being of the students was also a focus area during the shutdowns.

During the second shutdown RUC built on the important experience from the shutdown in the spring. RUC has very skilled tutors, who are supported by colleagues with great knowledge of digital learning. Technically, the university has come a long way since March 2020, the bandwidth as well as the service functions

have been expanded, and the university has become used to having meetings and implementing tuition by means of various digital media.

Finally, it should be mentioned that Carsten Toft Boesen, CEO of the consulting engineering company Niras, took over from Erik Jacobsen as chairman of RUC's board from December 1, 2020. Anne Lise Film-rette will step down from the board on April 1, 2021, and Henric Johnson will become a new external member of the board from that same date.

### Regional anchoring and value creation

In 2020 RUC intensified its cooperation with the municipalities, the region, NGOs, companies and educational establishments based on the strategic partnerships. Furthermore, cooperation about research and fundraising was strengthened further through the strategic partnerships. Finally, knowledge of RUC's courses and the medium-term courses at other institutions in the region has been strengthened through continued close collaboration with Absalon and Zealand.

RUC's regional involvement and value creation have over recent years been anchored at RUC. This has taken place, for instance, through an explicit objective of the strategic framework contract; the regional focus as a part of Strategy RUC 2030; the university's strategy for regional collaboration and strategic partnership agreements with municipalities, the region, educational establishments, business associations and NGOs.

Among new efforts in 2020 it might be mentioned that RUC has received an extra grant of DKK 19.9 million from the research reserve. These funds will specifically strengthen research, innovation and knowledge-sharing in Region Zealand in that RUC will increase its cooperation with the region and the municipalities and com-

panies in the region in the coming two to four years. RUC already collaborates well with the region, but it is gratifying that, by means of this help, the university will have the opportunity to intensify these efforts.

Finally, it should be mentioned that RUC, among other things, has joined a new, large regional project called Fundamental Changes in Region Zealand and on the islands (now renamed as Change Zealand).

### Open Entrepreneurship

In 2020 entrepreneurship has been strengthened among students and researchers through Open Entrepreneurship. RUC works with entrepreneurship for researchers and students and is a part of the national university partnership Open Entrepreneurship that focuses on commercialising research knowledge, increasing the number of students who start up their own business and increasing the number of entrepreneurs who collaborate with the universities. Open Entrepreneurship at RUC is about two main activities:

- ➔ RUC Open Entrepreneurship – From Research to Business
- ➔ RUC Open Entrepreneurship Lab (student start-up Hub)

The RUC Open Entrepreneurship Lab opened in 2020. This is a meeting place for anyone at RUC who is interested in entrepreneurship and for companies that wish to collaborate with Roskilde University. Students from all fields of study have the opportunity to work on a business idea, receive professional sparring and meet other student entrepreneurs. The Open Entrepreneurship Lab is an opportunity to organise lectures, entrepreneurship cafés and events.

### 1.3 The year's financial developments

As it had been budgeted, RUC had a negative net income in 2020. The net income shows a deficit of DKK 4.3 million compared to a deficit of DKK 23.4 million in 2019, corresponding to a positive development of DKK 19.1 million.

In the spring 2020 RUC decided to re-budget the financial year 2020 with a view to achieving a better balance between income and expenses. After the decision about re-budgeting, the unusual situation caused by Covid-19 occurred, which was factored in as an expected fall in income in the revised budget for 2020. The budget numbers indicated in table 1 below constitute an expression to the revised budget for 2020.

The revised budget for 2020 put the deficit at DKK 34 million; thus the year's realised deficit was improved with DKK 29.7

million. The development in the net income in relation to principal items is shown in table 1 below.

In 2020 RUC's revenue was DKK 778.5 million compared to the expected DKK 761.8 million, corresponding to a positive deviation of DKK 16.7 million. Staff costs were in 2020 DKK 574.0 compared to the expected DKK 558.7 million, which constitutes an increase of DKK 15.3 million in relation to the budget. Other costs amounted to a total of DKK 209.5 million compared to the expected DKK 236.1 million, which is an improvement of DKK 26.6 million in relation to the budget. The financial net income was DKK 1.7 million higher compared to the budgeted financial net cost of DKK 1.0 million.

Total staff costs in 2020 corresponded to 73% of RUC's total costs. In 2019 the share was 69% of the total costs. When it comes to staff costs the development from 2019 to 2020 was caused by a higher

number of staff and the regulation of the holiday pay liability. In terms of the operating costs the development from 2019 to 2020 was caused by a fall in rent, fewer costs related to repair and maintenance (focus on costs of improvements that are capitalised) and a significant fall in 2020 related to travel, etc. due to Covid-19.

The increase to 73% is an indication of the specific conditions in 2020 - and therefore not an indication for a long term development.

#### Revenue

RUC's educational revenue for full-time education consist of a basic subsidy for education, a value added subsidy, and a subsidy conditional upon study times and employment rates for graduates. In addition, there is income from international students outside the EU / EEA area who pay for their courses. In terms of the part-time and master's courses, there is

**Table 1** Development in the net income by main items compared to the revised budget for 2020

DKK million	2020	2019	Development	Revised Budget 2020	Deviation in relation to Budget 2020
Revenue	778.5	759.6	18.9	761.8	16.7
Staff costs	574.0	539.0	35.0	558.7	15.3
Ordinary operating costs	209.5	245.6	-36.1	236.1	-26.6
Financial items	0.7	1.6	-0.9	-1.0	1.7
<b>Net income</b>	<b>-4.3</b>	<b>-23.4</b>	<b>19.1</b>	<b>-34.0</b>	<b>29.7</b>
<b>Staff cost share of ordinary operating costs</b>	<b>73%</b>	<b>69%</b>	<b>4%</b>	<b>70%</b>	<b>3%</b>

revenue from participant payment and value added subsidies. Finally, there is revenue from the subsidy-financed research and a grant for basic research. RUC's revenue thus depends very much on the political prioritisation of research, education and innovation, including grants related to the Finance Act. RUC's economy is sensitive to changes to the number of students admitted, including the ministry's order specifying the size of a number of RUC's study programmes and subjects.

By the end of 2020 RUC was granted DKK 19.9 million from the research reserve for development of the knowledge collaboration in Region Zealand in the coming 2-4 years; of this amount DKK 9.9 million is included in the financial year 2020.

Moreover, RUC has received a government grant of DKK 3.6 million for more education places and a grant for increased cleaning costs of DKK 1.7 million due to Covid-19.

The realised revenue was DKK 16.7 million higher than assumed in the 2020 budget. This deviation was caused by the extraordinary grants that were not included in the budget. In addition, there was a significant deviation in terms of the student FTE production. In the budget, which was updated in April, a significant decrease was assumed to take place in the student FTE production as a consequence of Covid-19. However, the revenue related to the year's student FTE production turned out to be DKK 14.1 million higher than expected in the 2020 budget. This is partly evened out due to a decrease in revenue relating to participant payment from international students.





### Staff costs

RUC's staff costs increased from DKK 539.0 million in 2019 to DKK 574.0 in 2020.

In 2020 there were an increase of 12 FTEs, consisting of 14 new academic staff and 3 new technical staff and a decrease of 5 part-time academic staff. The staff costs include increased regulation of the holiday pay liability of DKK 14.7 million, which was also the cause of the increase of the average cost of FTEs.

The increase in FTEs was mainly caused by an increase in the number of PhDs and a small increase in activity in the areas that are externally financed. The decrease in part-time academic staff was caused by a fall in the use of external examiners in 2020.

### Costs

RUC's overall costs, excluding staff costs, are distributed as follows in table 2.

The most significant cost group is building maintenance costs, which amounted to DKK 105.5 million in 2020, which was a decrease of DKK 17.5 million compared to 2019. Building costs consist of rent and other consumption costs relating to the running of a building. RUC rents the buildings from the Danish Property Agency.

The largest budget item is rent, which amounted to DKK 70.6 million in 2020 compared to DKK 81.2 million in 2019. The decrease in rent in 2020 was caused by the fact that, by the end of 2019, the leases concerning building 19-24 were terminated, where the savings had a full-year effect in 2020.

In terms of other costs relating to the running of a building, including consumption costs, there was a significant

decrease in repair and maintenance costs from 2019 to 2020 caused by the fact that RUC has increased its focus on improvements instead of maintenance. Improvements are included on an ongoing basis as ongoing construction work and are finally capitalised as leasehold improvements when the project has been finished and taken into use, cf. applied accounting policies.

Consumption costs related to cleaning have increased due to Covid-19, where the requirements of hygiene have increased. The revenue includes Government grants for increased cleaning costs as mentioned in the section on revenue above.

The Covid-19 situation generally had a large impact on RUC's other operating costs in 2020, including particularly costs related to travel, seminars and representation. It was not possible in 2020 to implement activities that usually constitute this cost group.

RUC has processed income and costs related to Covid-19 as a part of the university's ordinary operations, cf. the ministry's guidelines on this.

### Assets

The assets consist mainly of liquid reserves and easily marketable securities. The securities consist primarily of short-term Danish debt obligations and a small number of corporate bonds. The securities can easily be realised without the risk of significant losses due to price fluctuations. RUC's increased focus on capitalising non-current asset is also evident from the development from 2019 to 2020, where DKK 15.4 million was capitalised as leasehold improvements.

### Liabilities

Liabilities consist of provisions and long- and short-term liabilities. The main part of the liabilities are short-term liabilities, including holiday pay liability which has been calculated in accordance with the new Holidays Act and "frozen" holiday allowance where a decision has been made to pay the "frozen" holiday allowance of DKK 47.6 million in 2021. In addition, the short-term liabilities relate to prepaid Finance Act grants and liabilities relating to grant-funded research activities.

### Equity

By the end of 2020, RUC's equity was DKK 103.4 million compared to DDK 107.7 million in 2019. The equity's development is shown in Figure 3. RUC retains its objective from previous years that equity must represent 5 % of revenue.

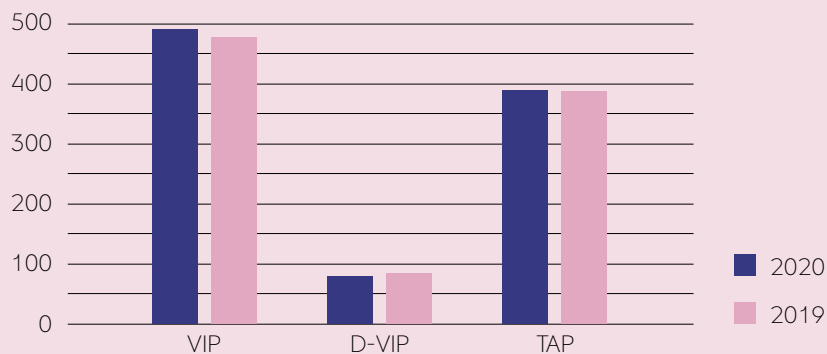
### Financial resources

The monthly liquidity amounted in 2020 to an average of DKK 92.3 million, excluding securities. The majority of this amount is the 1/12 sub-rate from the Danish Agency for Higher Education and Science and payments related to grant-funded research activities.

### Events after year-end

Management believes that there has not occurred any events after the end of the financial year that have a significant impact on the annual report for 2020.

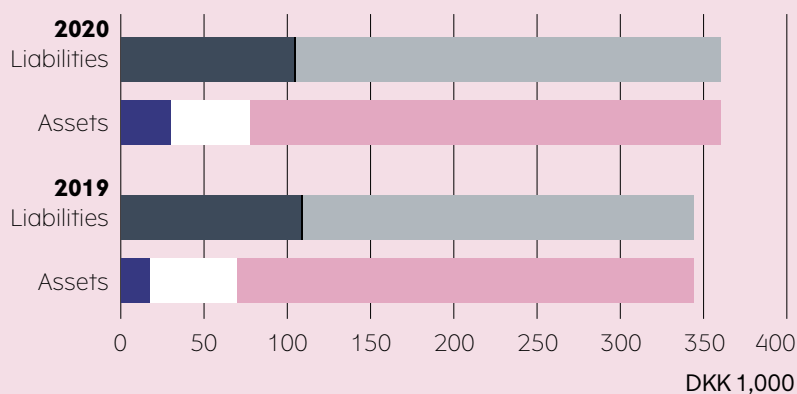
**Figure 1** Development in FTEs from 2019 to 2020



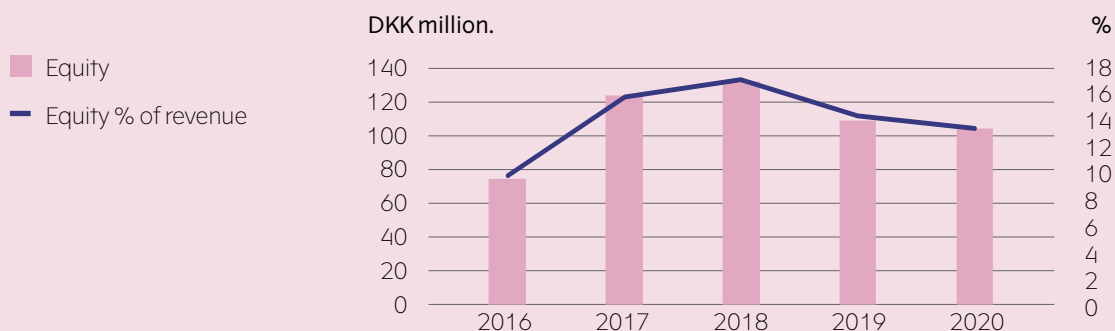
**Table 2** Development in ordinary operating costs

DKK million	2020	2019	Development
Buildings	105.5	123.0	-17.5
Depreciations	3.9	4.5	-0.6
Other costs	100.1	118.1	-18.0
<b>Ordinary operating costs in total</b>	<b>209.5</b>	<b>245.6</b>	<b>-36.1</b>

- Equity as of Dec. 31
- Provisions
- Long-term liabilities
- Short-term liabilities
- Non-current assets
- Receivables
- Cash and securities



**Figure 3** Development in equity



## 1.4 Quality subsidy

In 2019 and 2020 RUC received a quality subsidy in support of professional feedback and/or use of technology on the courses. RUC has initiated the following significant initiatives and activities:

- The project Virtual Learning Technologies in Science Education continued in 2020 with implementing tests of Virtual Reality (VR) in tutorials with a view to assessing students' learning outcome. In addition, the project developed a new VR application that explores the limits to how students can learn about natural science phenomena through experiences that take place by means of the immersion and bodily interaction that is made possible by VR.
- The Double Learning Community project is a collaboration with the university college Absalon and the Zealand Academy of Technologies and Business that creates competence development and a common purpose between the three partnership institutions for lecturers in relation to the use of digitally supported learning. The relevance of the project has been borne out by the many experiences with digitally supported tutorials that the lecturers have gained during the Covid-19 lockdowns.





## 1.5 Grant for knowledge cooperation in Region Zealand

DKK 19.9 million was allocated in 2020 from the research reserve to RUC for development of the knowledge cooperation in Region Zealand.

The funds were allocated to RUC with a view to strengthened research, innovation and knowledge dissemination efforts in the coming 2-4 years within areas where RUC can meet the need for strengthened knowledge transfer to companies and the public sector through the 14 designated knowledge and business clusters.

The funds from the research reserve were allocated to RUC at the end of 2020. In the beginning of 2021 RUC's first tasks therefore were clarification of the efforts, anchoring in the organisation and planning of resources.

The preliminary bids for narrowing of research topics that might be relevant to RUC and one or several of the clusters contain the following:

- Circular economy
- Climate and environment-friendly transition (including food)
- Health
- Digitalisation / Artificial Intelligence / Big Data
- Entrepreneurship and innovation
- Co-creation and involvement of citizens
- Public governance and public-private partnerships
- Transition processes and building of competences in SMEs (Internationalisation, digitalisation etc.)

RUC expects that the funds will be used for new appointments, buying out researchers, memberships and other costs in 2021-2024.

## 1.6 Expected economic development

The year's result for 2020 of DKK -4.3 million was better than the budgeted deficit of DKK -34.0 million. For 2021 Roskilde University's budget assumes total revenues of DKK 795.9 million and a deficit of DKK 30.0 million.

Covid-19 is still expected to have an impact on RUC's result for 2021. The budget for 2021 involves that Covid-19 will also have an impact on the activity level during that year. Estimates about this budget assumption are, of course, associated with great uncertainty.

The budget for 2021 factors in activity related to various strategic prioritisations, including resources for lifting RUC's IT infrastructure.

The grant of DKK 19.9 million for development of the knowledge cooperation in Region Zealand has not been included in the budget framework above in that the grant was received after the budget had been adopted.



**Table 3** Roskilde University's budget for 2021

### Budget for 2021 approved by the board

Revenue	795.9
Staff costs	569.5
Ordinary operating costs	257.4
Financial items	1.0
<b>Net income</b>	<b>-30.0</b>

## 5.4 Company information

### The institution

Roskilde University  
Universitetsvej 1  
4000 Roskilde

### Company registration number

29 05 75 59

### Municipality of registered office

Roskilde Municipality

### Board of Directors

#### Chairman

Carsten Toft Boesen, CEO of Niras

#### Deputy chairman

Mikkel Aarø-Hansen, CEO of Wonderful Copenhagen

### Other external members

Henric Johnson, professor of computer science and research and innovation attaché at the Swedish embassy in Washington D.C.

Lisbeth Løllike, director of Løllike Consult

Rasmus Kjeldahl, Managing Director of Børns Vilkår

### Internal members

Kirsten Hvenegård-Lassen, lecturer, elected by the staff (VIP)

Troels Kure, administrative officer, elected by the staff (TAP)

Mathilde Elisa Vendelholt, graduate student, politics and administration

Calvin Raine Carlson, bachelor student, physics and chemistry

### Rectorate

Rector Hanne Leth Andersen

Pro-rector Peter Kjær

University Director Peter Lauritzen

### Audit

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### Institutional Auditor

Deloitte

Statsautoriseret Revisionspartnerselskab

Weidekampsgade 6

2300 København S

### Attorneys

Kammeradvokaten

Vester Farimagsgade 23

1606 København V

### Banks

Danske Bank

Holmens Kanal 2-12

1092 København K

Jyske Bank

Vestergade 8-16

8600 Silkeborg

Copies of the annual report can be downloaded from [www.ruc.dk](http://www.ruc.dk)

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+ RUC Kommunikation & Presse



# 02