

**The world
is changing
– and so
are we**

2021 Annual Report



Roskilde University

Report

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Report

1.1 Company information

The institution

Roskilde University
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Company registration number: 29 05 75 59
Financial year: 1 January – 31 December 2021
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, Global Head of Science and Innovation at Business Sweden
Lisbeth Lollike, Managing Director of Lollike Consult
Rasmus Kjeldahl, Managing Director of Børns Vilkår

Internal members:

Kirsten Hvenegård-Lassen, associate professor, elected by the staff (VIP)
Troels Kure, academic officer, elected by the staff (TAP)
Maria Køpke Kjeldsen, graduate student, International Public Adm. and Politics
Calvin Raine Carlson, graduate student, Physics and Chemistry

Rectorate

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

Institutional auditor

Deloitte
Statsautoriseret Revisionspartnerselskab
Weidekampsgade 6
2300 København S

Banks

Danske Bank
Holmens Kanal 2-12
1060 København K

Jyske Bank
Vestergade 8-16
8600 Silkeborg



Rectorate

Rector Hanne Leth Andersen

Pro-rector Peter Kjær

University Director Peter Lauritzen



Board of Directors

Carsten Toft Boesen,
Chairman



Mikkel Aarø-Hansen,
Deputy Chairman

Henric Johnson

Lisbeth Lollike



Rasmus Kjeldahl

Kirsten Hvenegård-Lassen

Troels Kure

Maria Køpke Kjeldsen

Calvin Raine Carlson



1.2 Presentation of the institution

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 no. 778 of 8 August 2019 (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 RUC should not only keep up with and understand developments – RUC should also be a part of shaping them. Along with the rest of society, RUC must ask the questions to which no one can yet imagine the answers: questions that make RUC capable of creating sustainable solutions to the great challenges of the future, both nationally and globally, such as those concerning the environment, inequality, democracy, health and cultural differences. Asking the right questions requires time and being professionally absorbed in the topic concerned, and the freedom to think creatively. This is what RUC train their students to do, and what RUC's researchers become absorbed in: identifying both current and future problems and to help solve them.

Strategy

With the strategy RUC 2030: Interconnected, RUC has set the course for the development over the coming decade. The desire to focus and reinforce the university's contribution to research and its research profile is particularly prominent. After all, high-quality research is absolutely vital in order for the university to exert academic and societal influence and to enable it to offer research-based courses of the highest quality and educate the future's most sought-after graduates. The strategy includes four strategic pillars:

- o **Cutting-edge interdisciplinary research**
- o **Problem-oriented and problem-led programmes**
- o **Environmental, economic and social sustainability**
- o **Co-creators of societal change**

The strategy was formulated by a joint university management team on the basis of a thorough process undertaken in 2019 and 2020. All RUC's organisational units contributed, and the strategy was adopted by the Board in June 2020. Work has been ongoing in 2020 and 2021 to realise the strategy's ambitions by means

of structural changes and through the new strategic framework contract with the Danish Ministry of Higher Education and Science as part of the initial implementation of the RUC 2030: Interconnected strategy. Strategy plans will be formulated by RUC's four departments during 2022. These plans are synchronised with the university's strategic framework contract to ensure that action is taken to meet both the strategic impact goals in the framework contract and the strategic ambitions in RUC's new strategy.

RUC's first strategic framework contract, 2018 - 2021

RUC's first strategic framework contract expired at the end of 2021. Together, work on the goals and initiatives during the contract period has helped RUC to move in the desired direction. One example that can be highlighted is that the work to evaluate departments' research in rotation has helped to increase focus on the quality of the departments' and research environments' organisation and their research as a whole, and will contribute to their further development. Additionally, the work on Problem-oriented Project Learning (PPL) has resulted in RUC becoming increasingly focused on the university's pedagogical approach and profile. Both these examples enable RUC to communicate the university's profile internally as well as externally. Furthermore, there is collaboration with both internal and external parties, and in particular RUC's collaborations with the region and municipalities have intensified and strengthened during the period.

New strategic framework contract for 2022 - 2025

In 2021, the Danish Ministry of Higher Education and Science formulated and negotiated new strategic framework contracts with the universities to apply from 2022 until 2025. RUC's new framework contract builds on the work on the goals included in the previous contract and is closely coupled to the new RUC 2030: Interconnected strategy. The new framework contract includes the following four strategic impact goals:

- o **RUC will ensure high-quality research within all disciplines**
- o **RUC will strengthen its research-based contribution to sustainable societal change and make research and results available to relevant parties and use them accordingly**
- o **RUC will be an attractive educational institution with relevant and in-demand courses for students and recruiters**
- o **RUC will contribute to the development of Region Zealand, focusing on raising the level of education and knowledge**

1.3 Management report

1.3.1 Academic performance for the year Education

Relocation of educational activities

In the second half of 2021, the university worked intensively on implementing the political agreement More and Better Educational Opportunities Throughout Denmark, which requires RUC to reduce or relocate the enrolment by 3–5 per cent. The preliminary work was organised with a project manager, working committee and steering committee. The working committee prepared an extensive analysis report on relocated educational models and possible locations for educational activities and places in Region Zealand. On the basis of this report, the steering committee recommended a relocation plan to the rectorate. The rectorate then carried out a consultation process involving Executive University Management, the Academic Council, the Education Committee and the General Collaboration Committee. This process resulted in the approval of a combined vision for new regional educational initiatives at a meeting of RUC's Board of Directors on 2 December 2021.

RUC's pedagogical model includes opportunities to relocate educational activities, allowing students to work together with municipalities and enterprises through project work and work experience, and thereby contribute to work on real-world problems and become more familiar with their first job. RUC's vision, moving towards 2030, is to play an even clearer role in Region Zealand, establish a new Master's degree course in nursing in Region Zealand, work to increase the number of regional educational activities for RUC's Master's students in collaboration with regional educational partners (for example, through project collaborations, internships and specialist collaborations), and establish educational branch operations with relocated educational places in Region Zealand. This vision forms the basis for RUC's institution plan for implementation of the political agreement, which was submitted to the Danish Agency for Higher Education and Science in January 2022.

Reform of Master's degrees

RUC's current range of Master's degree courses, which primarily consist of combination courses, will be replaced in 2022 by new coordinated interdisciplinary courses closely affiliated with RUC's research environments. The 28 new Master's degree courses, which have been developed during 2021 with new curricula, will be offered from 2022. A further two courses will be subject to a prequalification process before they can be offered from 2023 and 2025 respectively.

The new courses, which have been created by means of interdisciplinary cooperation across the entire university, will sharpen the degrees' educational profile; as a result, the courses' professionalism and objectives and the graduates' competences will be made clear to both prospective employers and the students themselves.

This will ensure the optimal environment for supporting student well-being, educational quality and employability.

Extensive campaign work, information work and profiling of the individual courses have been carried out, aimed at both current and future students. Students have been provided information about their internal transfer options and how RUC's new Master's degree courses can help to shape their futures. The reform of Master's degrees will become operational in the third quarter of 2022.

Focus on employability

Since 2016, departments across RUC have been focusing on employability, with the objective of increasing RUC graduates' employment rate. Graduates from RUC find jobs to the same degree as other graduates, but, overall, it takes a bit longer for new RUC graduates. Therefore, for a number of years there has been a focus on initiating specific activities that can prepare students for their transition to employment.

The primary objective has been to ensure professionally strong, recognisable and focused course profiles.

In 2021, RUC have worked on course development within the framework of the reform of Master's degrees. RUC have focused on dialogue with recruiters, competence profiles and the development of course elements that link theory and practice. The primary objective has been to ensure professionally strong, recognisable and focused course profiles. As part of the recruitment to and branding of the new Master's degree courses, a campaign has been launched to strengthen RUC's branding among both potential students and recruiters.

Educational collaboration is ongoing with external parties, including municipalities (particularly in Region Zealand) and private enterprises. In addition, there is both a strategic and an operational focus on expanding RUC graduates' employment market to include small and medium-sized enterprises that are located away from the major cities. To this end, efforts have been made to visit enterprises to build partnerships and to promote the employment of RUC students, and information has been provided to students regarding specific opportunities and overarching perspectives in considering these types of enterprises as prospective employers.

In 2021, the Partnerskab for Dimittender i Arbejde (Partnership for Graduates in Employment) initiated a graduate course in partnership with the Confederation of Danish Employers, the Danish Confederation of Professional Associations and the City of Copenhagen. This course was in two parts: firstly, workshops focusing on competence clarification, pitch training and the acquisition of tools to assist in reaching small and medium-sized enterprises; and secondly, a careers fair held at a manufacturing enterprise in the town of Sorø in western Zealand. This allowed RUC graduates looking for employment to meet small enterprises, primarily those based on Zealand, and discuss employment opportunities. All graduates from RUC have been offered participation in activities with a focus on competence clarification and job-seeking, and this arrangement will continue going forward.

In addition, RUC is continuing its commitment to its Open Entrepreneurship Lab, where students can work with their own business ideas and receive guidance in various areas.

Roll-out of European university alliance

During 2021, the rollout of the European Reform University Alliance (ERUA) began at RUC. The alliance is made up of RUC and four other reform universities: Paris 8 University (France), the University of Konstanz (Germany), the New Bulgarian University (Bulgaria) and the University of the Aegean (Greece). It aims to develop innovative ways of learning, interdisciplinarity, student and employee mobility, and innovative international collaboration between European universities.

As part of the rollout, ERUA activities proceeded at pace, including the development of a common ERUA course catalogue, so that the first ERUA students could be welcomed across the entire alliance. In addition, a team of researchers met at RUC to discuss ERUA as a reform university alliance, and the first ERUA Annual Summit was held online in December 2021 with broad participation from all the universities involved, the EU, other university alliances and a number of government agencies. For 2022, the scene has been set for further reinforcement of the ERUA partnership, with the rollout of additional innovative initiatives and activities.

Student admissions

RUC admitted a total of 1,740 Bachelor's students at the commencement of study in 2021 (the final number of admissions as of 1 October; source: Danish Ministry of Higher Education and Science). This was a decrease of approximately 3 per cent compared with the final number of admissions in 2020 (1,790). This decrease was caused by a sharp fall in the number of admissions to the Humanistic-Technological Bachelor's course. All other disciplines had either a rise, no change or a very small fall (fewer than five people).

In 2021, a total of 1,333 Master's students were admitted (final number of admissions as of 1 October; source: STADS). This was a decrease of approximately 0.2 per cent compared with the final number of admissions in 2020.

Number of first-choice applications for Bachelor's courses

In 2021, a total of 1,565 applicants applied for a Bachelor's course at RUC as their first choice. This was a decrease of 14 per cent compared to 2020, when the figure was 1,817.

Research

The RUC 2030: Interconnected strategy places a particular focus on research, including strengthening and promoting RUC's research contributions and distinctiveness. Much of the research performed at RUC is interdisciplinary and contributes to the solution of major societal challenges, often in direct partnership with key parties outside the university.

As was the case the previous year, research activities at RUC in 2021 were strongly impacted by the Covid-19 pandemic. International collaboration and exchange, data collection, scientific conferences and other key research activities were all considerably reduced compared with before the pandemic. Nevertheless, a number of RUC's researchers have made an extraordinary contribution to public information

as well as providing specific solutions and advice to the government in connection with the Covid-19 pandemic.

Additional basic funds for research

In recent years, RUC has worked actively to procure increased grants of basic funds for research, and in connection with the Danish government's negotiations on the distribution of basic funds RUC have supplied facts about the situation to spokespeople on research and finance in the Danish Parliament and to the Danish Minister of Higher Education and Science. RUC is therefore delighted that on 3 December 2021 the Danish government and the parties to the agreement agreed the provision of additional basic funds to RUC, Aalborg University, the University of Southern Denmark and the IT University of Copenhagen.

The regular annual grant to RUC increases by DKK 5 million from 2022. In addition, RUC received an extraordinary grant of DKK 25 million in 2021. The reasons given were that the parties to the agreement wished "to prioritise the continued development of RUC's role in the development of knowledge-based collaboration in Region Zealand and the research basis of RUC's courses". While this increase is pleasing, it is insufficient. RUC will therefore continue the efforts to obtain a further increase in the university's basic funds for research.

Evaluation of research

As one of the most significant tools for achieving the ambitious research goals in RUC's new strategy, in 2020 a concept for evaluating RUC's research environments in rotation was established. In 2021, the first evaluation was carried out at the Department of Social Sciences and Business.

Due to the Covid-19 pandemic, the international external evaluation panel were unable to visit the Department of Social Sciences and Business in person, so instead the panel visit was carried out virtually. Although a physical visit would have been preferable, both the panel members and participants from the Department expressed satisfaction with the programme and the implementation of the panel's virtual visit. The evaluation panel prepared an overall report based on the panel visit and the Department's self-evaluation report and appendices. On this basis, the Department has implemented a plan to follow up the evaluation in order to ensure alignment with the RUC 2030: Interconnected strategy.

A joint evaluation concept should contribute to a systematic quality development and learning process, and act as a tool to develop RUC's research.

In the autumn of 2021, the evaluation process was implemented at the Department of Communication and Arts in expectation of a physical panel visit in June 2022.

The central focus of the evaluations is the quality of the overall research carried out by the departments and research environments, and not the performance of individual researchers. A joint evaluation concept should contribute to a systema-

tic quality development and learning process, and act as a tool to develop RUC's research. The evaluations have a formative aim and are intended to contribute to strengthening the quality of research through learning and reflections around strengths, weaknesses and potentials.

Publication

RUC's researchers publish their research results in both Danish and international scientific journals and books, and they also communicate their knowledge widely through non-scientific articles, reports, features etc. In 2021, RUC's researchers were responsible for a total of 1,223 publications, of which the clear majority (approximately 70 per cent) were research publications and the rest were primarily publications for communicating knowledge. This number was slightly lower than the year before (1,289 publications at the equivalent time of calculation), but there is also a general trend for RUC's researchers to take a greater interest in international publication, and they are increasingly publishing articles and other material in collaboration with international co-authors. Overall, this indicates that RUC is heading in the right direction to strengthen its international academic impact and achieve its strategic ambition of performing cutting-edge research at the highest international level.

Meanwhile, RUC's researchers are clearly visible in public debate and often contribute as experts in the news media or as spokespeople for their field in various contexts. For example, calculations made on behalf of Akademikerbladet indicate that RUC Associate Professor Viggo Andreasen of the Department of Science and Environment was the most-quoted university researcher in Danish media in 2021, and was ranked third in the list of the experts most used by the Danish media in 2021, behind only Søren Brostrøm and Henrik Ullum.

External research funding

In 2021, RUC's researchers received external research grants of a total of DKK 134 million. This is a further increase on the amounts received in the two previous years (DKK 126 million and DKK 91 million), but variations in this amount should be expected in that many factors determine the opportunities for applying as well as the degree of success with individual applications.

One of the 2021 highlights in this area is that RUC Professor Sine Nørholm Just from the Department of Communication and Arts was selected to be at the forefront of the research part of the Villum and Velux Foundations' major ten-year-long grant to the tune of DKK 100 million for the project "Algorithms, Data and Democracy". Of this amount, DKK 75 million is for research activities, and the remaining DKK 25 million is for communication work in connection with the project. The research consortium, to be led by Sine Just, counts among its members colleagues not just from RUC but also the University of Copenhagen, Aarhus University, Aalborg University, the University of Southern Denmark and Copenhagen Business School. It should be noted that the aforementioned total grant figure for RUC of DKK 134 million does not include the full DKK 100 million grant for this project, but rather DKK 10.5 million, which is RUC's share of the provisionally distributed project budget. Of the total research grant of DKK 75 million, DKK 35 million remains to be distributed between the partners at a later point.

It is worth noting that in 2021, RUC received one of four research infrastructure grants from the Novo Nordisk Foundation. This grant, which totals DKK 11 million, is for investment in and operation of RUCSAXS (Roskilde University Interdisciplina-

ry X-ray Scattering Hub), an advanced multipurpose instrument at the Department of Science and Environment that will enable advanced analyses of molecular self-organisation at the nanoscale in soft materials and in biological fields. The project will be led by Associate Professor Dorthe Posselt and will boost the existing research work carried out by the Centre for Frustrated Molecular Interactions (FRUSTMI).

RUC also distinguished itself in 2021 by receiving two of the year's Sapere Aude Research Leader grants from Independent Research Fund Denmark, for Associate Professor Pernille Juhl (Department of People and Technology) and Associate Professor Mette Fog Olwig (Department of Social Sciences and Business). Each grant is for in excess of DKK 6 million. Finally, in 2021, for the fourth year in a row RUC has received two of the 20 annual Elite Research Travel Grants for PhD students, even though RUC's share of the total number of registered PhD students at Danish universities is only 2 per cent. These widely varying examples demonstrate that RUC's researchers, their research projects and ideas very much hold their own in the competition for prestigious and ambitious research grants in Denmark.

PhDs

Roskilde Doctoral Schools (RDS) is the joint forum for the PhD courses at RUC. It includes the four PhD school managers and is chaired by the pro-rector. In 2021, RDS has continued the work of ensuring the quality and development of PhDs at the university.

At the start of 2021, RDS received the final evaluation report from the international panel that carried out an evaluation of PhD programmes at RUC. Overall, the panel found that RUC has a well-organised, effective and functional framework for its PhD programmes, but the panel also made some constructive observations and identified potential areas for improvement. Therefore, in 2021, RDS has particularly focused on converting the international evaluation panel's recommendations into a joint action plan, featuring prioritised initiatives for the years to come. This action plan will ensure better conditions for funding and recruiting, the clarification of shared understandings of concepts such as interdisciplinarity and internationalisation, the reinforcement of supervisor qualification and evaluation practice, and increased focus on PhD courses and the well-being of PhD students.

The Covid-19 pandemic continued to strongly impact the work of RDS in 2021, as the long-term lockdown and restrictions in society prevented some projects from being completed in line with their original schedule. Therefore, the university set aside an extra DKK 4 million for a fund, allowing PhD students employed at RUC to apply for an extension of their PhD employment.

Honorary doctorates and prizes

The highest academic title of Honorary Doctor is awarded at the annual celebration to researchers who have made a special scientific contribution within their fields. Most recently, Professor Karin Wahl-Jørgensen from Cardiff University was awarded an honorary doctorate at RUC in September 2019 for her contribution to journalistic training and research. For the last two years, the annual celebration has been impacted by the Covid-19 pandemic. The rectorate decided to postpone the awarding of honorary doctorates due to government recommendations regarding large gatherings, and travel restrictions. It is hoped that RUC will again be able to welcome new honorary doctors in 2022 on the occasion of RUC's 50th anniversary.

In the area of education and research, last year RUC received two major national prizes:

- o **Professor and historian Jakob Egholm Feldt from the Department of Communication and Arts was awarded the Danish Ministry of Higher Education and Science's Teaching Prize in September for his inspiring and engaging teaching. He was one of seven recipients of this national prize in 2021. Each prizewinner was awarded DKK 500,000, presented by the Crown Princess of Denmark and the Danish Minister of Higher Education and Science.**
- o **Professor and pandemic researcher Lone Simonsen from the Department of Science and Environment received the Danish Ministry of Higher Education and Science's Research Communication Prize for 2021. She was awarded the prize for her commitment and her ability to explain complex new knowledge about the Covid-19 pandemic in a manner that was comprehensible and relevant to the Danish population at a critical time. The prize, which includes an award of DKK 200,000, was presented by the Danish Minister of Higher Education and Science.**

Sustainability

Sustainability is a key topic for RUC and society as a whole, and for this reason the university has in recent years increased its focus on how it can do even more to contribute towards the transition to a sustainable future.

Administration and organisation

The administrative situation continued to be affected by the Covid-19 pandemic throughout the spring semester of 2021. Thanks to considerable flexibility and good cooperation throughout RUC, the university successfully navigated that challenging period, with all of the restrictions and lockdowns. During the pandemic, RUC has acquired considerable experience and tools that have continued to be beneficial during the working day at the university even after it became possible to return to the campus.

Preparations for and implementation of the reform of Master's degrees was a major task over the last year, and in the autumn semester the political agreement on the relocation of education only added to the workload.

Danish Minister of Higher Education and Science Jesper Petersen visited RUC in November together with Roskilde's mayor Tomas Breddam and Chairman of Region Zealand Council Heino Knudsen. The ministerial visit was an important opportunity to show the Minister what RUC has to offer.

During 2021, RUC also worked to set up a statutory whistleblowing scheme, which was launched in December. This scheme can be used by RUC employees, as well as by Board members and external partners. This makes it possible to anonymously report serious matters, including suspicions or knowledge of illegal, unethical or censurable behaviour.

In 2021, the university entered into a new cooperation agreement with the Royal Danish Library for library services. As a result, university library staff have been

employed by the Royal Danish Library since 1 October 2021, when the university library celebrated its 50th anniversary.

On 1 August, two new deputy directors took office: Trine Højbjerg Sand as Deputy Director of RUC Education and Students, and Miriam Skjalm Lissner as Deputy Director of RUC HR.

Equality work at RUC

RUC has been working for a number of years on equality and diversity in various areas, firmly embedded in the Equality and Diversity Committee, which is chaired by the pro-rector. The committee's task is to discuss issues concerning equality, equal treatment and diversity with respect to gender, ethnicity, social background, sexual orientation and disability, to research the actual state of play with respect to equality and diversity, and to monitor equality and diversity initiatives at RUC. The committee has been working since the middle of 2021 on the preparation of a Gender Equality Plan (GEP), which is a requirement for EU applications, and which will bring together all of the work on equality and diversity at RUC. A first edition of the GEP was published on RUC's website shortly before Christmas, and a final edition has recently been approved by executive university management.

Digitalisation

In 2020, an extensive analysis was performed of RUC's IT infrastructure, revealing a need for modernisation. RUC decided to allocate DKK 50 million over a period of six years for IT modernisation at the university, including investment in IT hardware and organisation. This modernisation will constitute the foundations for the future digitalisation of RUC. In 2021, the following activities were commenced, of which some have been completed and some will continue in 2022: modernisation of RUC's fibre infrastructure; new hard disks for RUC's new server environment; modernisation of network infrastructure in RUC's datacentre; increase in capacity of RUC's wireless network; harmonisation and centralisation of management and monitoring of AV equipment in RUC's auditoria; removal of technical debt regarding loudspeakers, microphones, projectors and videoconferencing equipment. A number of specialist staff have also been employed, and investments have been made in skills development in the area of cloud services and process optimisation.

RUC Campus

The RUC Campus should be an attractive place for students and employees, and therefore in 2021 the outdoor areas were given a substantial facelift with a new, sustainable surface. A large parking area to the east of RUC's Building 3 was also renovated. One key element in the redevelopment is a commitment to greening the campus and supporting greater biodiversity, including by introducing more wild grass and flower species. Large parts of the sewerage system have been renovated on the basis of thorough video inspections.

Regional anchoring and value creation

In 2021, RUC has intensified its collaboration with the municipalities, the region, NGOs, enterprises and educational institutions on the basis of the university's strategic partnerships. Research collaboration and fundraising have also been further reinforced through these partnerships. Finally, awareness of RUC's courses and medium-length courses at other institutions in the region has been boosted through continued close collaboration with Absalon and Zealand.

RUC's regional involvement and value creation have in recent years been strategically anchored at RUC by means of an explicit objective in the strategic framework contract; the regional focus as part of the RUC 2030: Interconnected strategy; the university's strategy for regional collaboration; and strategic partnership agreements with municipalities, the region, educational institutions, business associations and NGOs.

RUC's regional involvement and value creation have in recent years been strategically anchored at RUC.

RUC has introduced and implemented several major initiatives and projects targeted at Region Zealand, particularly focusing on knowledge-based collaboration with private-sector businesses. RUC has been involved in the project Change Zealand, focusing on enterprises connected with the Femern Belt project, biosolutions and growth-phase enterprises, including Man on the Moon and the project Innovation District Zealand, which will also boost the interplay between researchers and businesses in Region Zealand.

Other focus areas have included the Cluster Initiative in Region Zealand and Entrepreneurship at RUC.

Cluster Initiative in Region Zealand and reinforcing the research and innovation environments at RUC

At the end of 2020, RUC received just under DKK 20 million in connection with the distribution of the research reserve to a strengthened research, innovation and knowledge-spreading initiative over the coming two to four years within areas where RUC can comply with the need for a reinforced transfer of knowledge to enterprises and the public sector through the 14 selected knowledge and business clusters. These funds will strengthen both the Cluster Initiative in Region Zealand and the research and innovation environment at RUC.

In particular, a robust interface will be created for business and knowledge-based collaboration, both nationally and regionally within selected areas, so that innovation and knowledge transfer between RUC and enterprises, and the public sector, can be markedly strengthened over the coming four years. In 2021, RUC joined six clusters, selected on the basis of matches with Region Zealand's business strengths and RUC's research environments. These are:

- 1. CLEAN – Environmental Cluster Denmark**
- 2. Danish Life Science Cluster**
- 3. Food & Bio Cluster Denmark**
- 4. WE BUILD DENMARK – Cluster for the Building and Construction Sector**
- 5. DigitalLead**
- 6. Maritime & Logistics Innovation Denmark (MARLOG)**

CLEAN's office in Region Zealand is located at RUC, partly funded by the region's municipalities.

Finally, RUC is increasing its capacity to enter into external collaborations by recruiting ten researchers within areas in line with the clusters.

Entrepreneurship at RUC

The year 2021 has seen a consolidation of work on entrepreneurship among students and researchers through Open Entrepreneurship, a nationwide university collaboration that focuses on increasing the number of students who start up their own business, commercialising research knowledge and increasing the number of entrepreneurs who collaborate with the universities. Open Entrepreneurship at RUC is divided into two main activities:

- o **RUC Open Entrepreneurship – From Research to Business**
- o **RUC Open Entrepreneurship Lab (Student Startup Hub)**

In 2021, RUC supported the project Spin-Out DK, which has received funds from the Villum Foundation to employ transnational postdocs. In addition, RUC participated at the Digital Tech Summit, a conference and trade fair within technology, innovation and entrepreneurship in the digital area.

1.3.2 Economic development during the year

RUC recorded a surplus after financial items for 2021 of DKK 26.7 million, compared with a deficit of DKK 4.3 million in 2020, and a budgeted deficit for 2021 of DKK 30.0 million.

Total revenue amounted to DKK 818.9 million, which was up DKK 23.0 million on expected total revenue of DKK 795.9 million. The difference in revenue compared to budget is primarily attributable to the inclusion of extra grants from the Danish Ministry of Higher Education and Science received at the end of the 2021 financial year.

Total costs amounted to DKK 790.0 million, which is DKK 36.9 million lower than the budgeted costs of DKK 826.9 million. The change in costs compared to budget is primarily due to lower other operating costs. Despite the year-on-year increase, activities for travel, conferences etc. were still lower in 2021 due to continuing Covid-19 pandemic restrictions.

Table 1

Net income for the year allocated to main items and compared with the budget for 2021

DKK million	2021	2020	Deviation in relation to 2020	Budget 2021	Deviation in relation to Budget 2021
Revenue	818.9	778.5	40.4	795.9	23.0
Staff costs	569.4	572.0	-2.6	569.5	-0.1
Other operating costs	220.6	211.6	9.0	257.4	-36.8
Financial items	-2.2	0.8	-3.0	1.0	-3.2
Net income for the year	26.7	-4.3	31.0	-30.0	56.7
Staff costs as a share of operating costs	72%	73%	-1%	69%	3%

Total staff costs in 2021 correspond to 72 per cent of RUC's total operating costs, which is on a par with 2020 (73 per cent). This ratio of staff costs to total operating costs is continuing to be impacted by lower operating costs as a result of the Covid-19 pandemic, so should not be viewed as a long-term development.

Revenue

RUC's educational revenue for full-time education consists of a basic grant for education, a subsidy based on the number of students and a subsidy conditional upon study times and employment rates for graduates. In addition, RUC receives revenue from international students outside the EU/EEA, who pay for their courses. In terms of part-time and Master's courses, revenue is received from participant payments and subsidies based on the number of students admitted. Finally, RUC receives revenue from subsidy-financed research and a grant for basic research. RUC's revenue is therefore highly dependent on the political prioritisation of research, education and innovation, including grants related to the Finance Act. RUC's finances are sensitive to changes in the number of students admitted, including the Ministry's order specifying the size of a number of RUC's study programmes and disciplines.

Total realised revenue in 2021 was DKK 23.0 million higher than forecast in the Board-approved budget for the year. The difference is mainly due to the fact that RUC was allocated an additional DKK 25 million in basic research funding in December 2021 under a new political agreement.

RUC also received other extraordinary grants in 2021, including additional funds for the establishment of a Covid-19 test centre on campus (DKK 2.3 million) and funds to restart “normal” student life (DKK 2.6 million). These extraordinary grants were not included in the budget for the year. Conversely, there was less revenue from subsidies based on the number of students added, as FTE production in 2021 was lower than budgeted.

The language profiles at RUC offer Bachelor of humanities and social sciences students an opportunity to combine the ordinary Bachelor’s studies with foreign language and cultural studies in respectively French, Spanish and German. The objective is to improve the students’ language skills in the relevant language, to develop cultural understanding and communication skills and to add a holistic international perspective to Bachelor’s studies.

The additional grant for TB2021 of DKK 0.9 million for expanding German and French studies will be partially utilised to finance Language Profile activities in the coming years.

Staff costs

RUC’s total staff costs amounted to DKK 569.4 million in 2021, compared with DKK 572.0 million in 2020. Staff costs in 2020 were affected by the recognition of a higher adjustment for holiday pay obligations, offset by a decrease in holiday pay obligations of DKK 2.2 million in 2021, which reflects the changes in overall staff costs during the year.

The number of full-time equivalents increased by nine in 2021, divided into four full-time academic staff (VIP), four technical administrative staff (TAP) and one part-time academic member of staff (D-VIP). The increase in full-time academic staff is primarily attributable to higher activities in the areas that are externally financed through subsidies, as well as a slight increase in the number of PhD courses. The increase in technical administrative staff is attributable to temporary strategic investments and the increase in the externally financed areas.

Other operating costs

RUC’s other operating costs amounted to DKK 220.6 million in 2021, compared with DKK 211.6 million in 2020. At DKK 72.2 million, rent paid for 2021 was on a par with the prior-year figure of DKK 71.4 million. The largest item in this cost group is miscellaneous operating costs, which totalled DKK 142.5 million in 2021, compared with DKK 136.3 million in 2020.

The increase in these miscellaneous operating costs is partially attributable to the fact that it was possible to perform more activities in 2021 than 2020, in particular activities relating to travel, courses and entertaining. In addition, depreciation, amortisation and impairment losses increased by DKK 2.0 million as a result of

the higher investment level in recent years. In October 2021, RUC transferred staff employed at RUC's library to the Royal Danish Library, as a result of which costs were transferred from staff costs to other operating costs.

The Covid-19 pandemic continued to have a major impact on RUC's other operating costs in 2021, in particular on costs relating to travel, courses and entertaining, where activities have still not returned to pre-Covid levels.

RUC has recognised revenues and costs attributable to the Covid-19 pandemic as part of the university's ordinary operations, cf. the Ministry's guidelines.

Assets

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.

As in 2020, RUC focused on capital improvements ahead of maintenance. This is reflected in the change in non-current assets between 2020 and 2021, where DKK 5.1 million has been capitalised relating to the furnishing of leased premises.

Liabilities

At the reporting date, RUC's liabilities consisted of provisions and current liabilities totalling DKK 229.9 million, compared with DKK 257.2 million in 2020. The majority of the liabilities are current liabilities, including prepaid Finance Act grants and liabilities relating to prepaid grant-funded activities. Current liabilities also include current holiday pay obligations, amounts due to suppliers for goods and services as well as other prepayments and accrued income. The decrease in liabilities compared with 2020 is attributable to the payment of frozen holiday allowances of DKK 47.6 million. This is partly offset by an increased liability due to higher prepaid grant-funded activities, which in 2021 amounted to DKK 88.7 million compared with DKK 58.6 million in 2020.

Equity

At the end of 2021, RUC had equity of DKK 130.1 million, compared with DKK 103.4 million in 2020.

Financial resources

Excluding securities, monthly liquidity in 2021 averaged DKK 77.6 million, which represents a year-on-year decrease of DKK 14.7 million. The decrease is primarily due to the payment of frozen holiday allowances during 2021. The majority of the financial resources consists of the 1/12 sub-rate from the Danish Agency for Higher Education and Science and receipts from prepaid grant-funded activities.

Events since the reporting period

In the management's assessment, no events of material importance to the 2021 annual report have occurred since the end of the financial year.

1.3.3 Key figures and financial ratios

DKK million	2021	2020	2019	2018	2017
Income statement					
Government grants	684.9	654.8	629.7	647.4	664.0
Other subsidies	102.7	91.8	92.7	85.7	86.8
Sale of goods and services	5.7	5.5	4.8	6.7	4.9
Other revenue	25.6	26.4	32.4	36.0	31.8
Total revenue	818.9	778.5	759.6	775.8	787.5
Staff costs	569.4	572.0	536.1	518.8	476.3
Rent	72.2	71.4	81.2	76.0	95.8
Depreciation, amortisation and impairment charges	5.9	3.9	4.5	5.4	5.5
Miscellaneous operating costs	142.5	136.3	162.7	167.2	162.7
Total operating costs	790.0	783.6	784.5	767.4	740.3
Net income before financial items and extraordinary items	28.9	-5.1	-24.9	8.4	47.1
Net income for the year	26.7	-4.3	-23.4	8.2	48.9
Balance sheet					
Non-current assets	34.4	29.8	17.5	10.7	12.3
Balance sheet total	360.0	360.6	342.8	379.2	360.5
Equity	130.1	103.4	107.7	131.1	122.8
Non-current liabilities	0.0	0.0	0.9	0.1	0.5
Key financial ratios					
Profit margin	3.3%	-0.6%	-3.1%	1.1%	6.2%
Liquidity ratio	166.4%	149.1%	194.8%	212.9%	209.6%
Solvency ratio	36.1%	28.7%	31.4%	34.6%	34.1%
Financing ratio	0.0%	0.0%	5.0%	0.0%	0.0%
Debt factor	0.0%	0.0%	0.1%	0.0%	0.0%
Equity percentage	15.9%	13.3%	14.2%	16.9%	15.6%

1.4 Outlook

The surplus for the year of DKK 26.7 million in 2021 was better than the budgeted deficit of DKK 30.0 million. For 2022, RUC has budgeted total revenue of DKK 775.6 million and a deficit of DKK 34.4 million. The budget for 2022 primarily reflects expected falling FTE revenues, which will have a corresponding knock-on effect on the wage budget, making wages follow-up a focus point of financial reporting for the year. 2022 is the first budget year after the Covid-19 pandemic where it will be possible to continue to realise the gains achieved in recent years in the form of more sustainable activities. However, it will also be necessary to clear the backlog of activities that has built up. At the beginning of 2022, Covid-19 was no longer classified as a societal disease, but there is still uncertainty associated with activity levels in 2022. The 2022 budget includes activities for various internal strategic priorities, including resources for improving RU's IT infrastructure.

Since the preparation of the 2022 budget, changes have been made to the adopted Finance Act that are not reflected in the above budget framework. The following has been included in the Finance Act for 2022:

- o **Grant of DKK 5 million for basic research from 2022 awarded in accordance with a political agreement**
- o **A reduction of DKK 2.1 million relating to expected consultancy savings**
- o **Reduced revenue of DKK 1.1 million from subsidies conditional upon study times and employment rates**

In addition, the result in 2022 will be adversely affected by costs relating to the allocation of an additional DKK 25 million in basic research funding, which has been recognised as income in the annual financial statements for 2021, but where the costs will not be incurred until subsequent financial years. The allocation of the amount of DKK 5 million under the 2022 Finance Act is expected to be offset by a similar level of costs.

Table 2
RUC's budget for 2022

DKK million	
Revenue	775.6
Staff costs	556.4
Other operating costs	255.4
Financial items	1.8
Net income for the year	-34.4

