

2023

Annual Report

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RUC is the university for Region Zealand, promoting growth, development and knowledge for the whole region

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Report

1.1 Company information

The institution

Roskilde University
Universitetsvej 1
4000 Roskilde

Tel. 4674 2000
Email address: ruc@ruc.dk

Company registration number: 29 05 75 59
Financial year: 1 January – 31 December 2023
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
Marie Stærke, Mayor of Køge Municipality
Rasmus Kjeldahl, Director of Børns Vilkår

Internal members

Kirsten Hvenegård-Lassen, associate professor, elected by the academic staff
Astrid Østergaard Andersen, special adviser, elected by the administrative staff
Julie Lindmann, Bachelor's student, Social Sciences
Ditte Stage Kroman, Master's student, Social Sciences

Rectorate

Rector Hanne Leth Andersen
Pro-rector Peter Kjær
University Director Henrik Zobbe

Institutional auditor

Deloitte
Statsautoriseret Revisionspartnerselskab
Weidekampsgade 6
2300 Copenhagen S

Banks

Danske Bank
Holmens Kanal 2-12
1092 Copenhagen K

Jyske Bank
Vestergade 8-16
8600 Silkeborg

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 7 August 2019 (the Danish University Act).

Profile and strategy

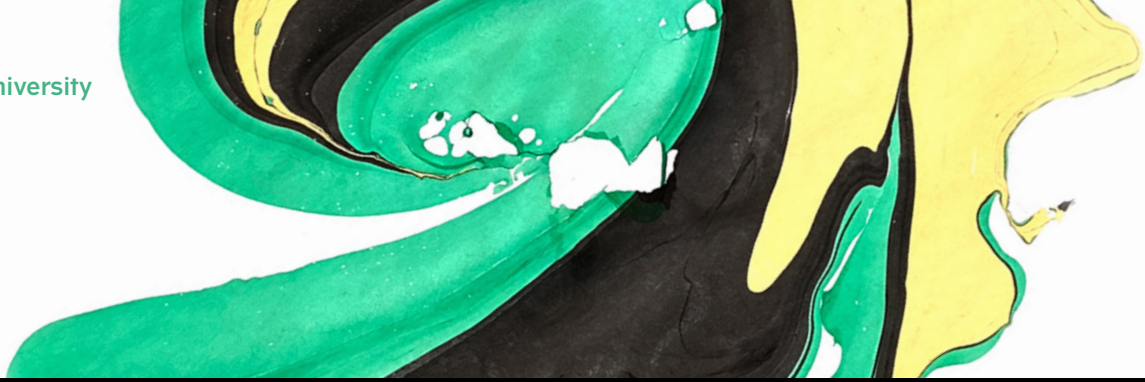
Profile

The principal task of Roskilde University is the application of experimental and innovative methods for learning, research and problem-solving in order to promote societal progress. As a university we should not only keep up with and help to understand developments, we should also help shape them. Along with the rest of society, we must ask the questions to which no one can as yet imagine the answers – questions that enable us to create 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 we train our students to do, and what our researchers become absorbed in.

Strategy

With its strategy, RUC 2030: Interconnected, Roskilde University has set the course for its long-term development. 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 RUC 2030: Interconnected strategy is implemented via the strategic framework contract.





Rectorate

Rector Hanne Leth Andersen
Pro-rector Peter Kjær
University Director Henrik Zobbe



Board of Directors

Carsten Toft Boesen, Chairman
Mikkel Aarø-Hansen, Deputy Chairman
Henric Johnson



Marie Stærke
Rasmus Kjeldahl
Kirsten Hvenegård-Lassen



Astrid Østergaard Andersen
Julie Lindmann
Ditte Stage Kroman



1.3 Management report

1.3.1 Academic performance for the year

Overall, 2023 was a year characterised by good results:

- A substantial rise in applications to Roskilde University – up 28 per cent compared to 2022
- Continuation of the high level of external funds secured
- An intense effort to realise the ambition of being the university for Region Zealand
- Adoption of the instrument worth DKK 430 million, permitting the refurbishment and development of the campus at Roskilde University

The year was also marked by a financial action plan, in which Roskilde Municipality has implemented measures providing long-term savings of DKK 30 million per annum. The savings are being made by means of payroll reduction and operational savings.

Education

Employability strategy

In 2023, Roskilde University has developed an employability strategy and an associated initiative plan as part of the university's efforts to reinforce its existing work on employability.

The strategy sets out a common direction for the university's work on employability and identifies common goals based on current knowledge within the area in question. The objective of the employability strategy is to help graduates find employment more quickly, and in jobs that require knowledge at the highest level.

Work on employability is ongoing across the organisation and at multiple levels, working together and influencing each other. The effect of these initiatives is optimised by prioritising potential and volume. The strategy will run until 2030, and the current initiative plan until 2025. The status of initiative plans is assessed every six months, and the initiatives are evaluated and adjusted on an ongoing basis as needed.

Relocation of educational activities

On 1 February 2023, Roskilde University took over the Master's degree course and the vocational Master's degree course in nursing at Emdrup from Aarhus University. This involved the transfer of approximately 140 students and 16 members of staff. The course is placed within the Department of People and Technology, with the teaching premises physically located in the centre of Roskilde.

On 1 March 2023, the University of Southern Denmark and Roskilde University signed a declaration of intent, in preparation for Roskilde University taking over Campus Slagelse. After more than six months of investigation and negotiations, the work was discontinued without the partners reaching agreement. The investigations revealed that the finances for the project were insufficient to allow the takeover to be completed in a way that would be financially sustainable.

Course portfolio management

Work on course portfolio management began in spring 2023, and in June 2023 Executive University Management decided to introduce course portfolio management at Roskilde University.

The objective of course portfolio management is to support strategic access to the university's course portfolio and to ensure a financially sustainable range of high-quality courses.

Course portfolio management works hand-in-hand with quality assurance of the university's courses, and when course portfolio management is introduced the existing monitoring model will be replaced. The model for course portfolio management is heavily based on the strategic goals from the RUC 2023: Interconnected strategy and the strategic framework contract. The model provides an overview of a range of data, including the relevance, attractiveness, knowledge basis and profitability of each course. Based on the monitoring model and qualitative input, Executive University Management implements an annual strategic discussion of the entire course portfolio at RUC and decides how the range of courses offered across the university should evolve.

Reform of university courses

In summer 2023, an agreement was reached between various Danish political parties on reforming university courses. The agreement involves major changes with respect to which courses will be offered in the future and where. The reform will therefore be of great significance to both existing courses and the courses that Roskilde University will offer going forward.

As part of this political agreement on the reform of university courses in Denmark, the parties to the agreement have appointed a Master's Committee and tasked them with designing the new Master's degree programme landscape. At Roskilde University, an internal organisation has been set up to support the rector's participation in the Master's Committee, which consists of representatives from the universities, students and the Danish Ministry of Higher Education and Science. In addition, RUC's central councils and committees are being kept informed about work on the reform, to the extent permitted by the strict confidentiality required by the Ministry. Work on the reform is continuing in 2024.

Applications and admissions

Bachelor's degree courses

In 2023, a total of 1,580 applicants applied for a Bachelor's course at Roskilde University as their first choice. This was an increase of 28 per cent compared with 2022, when the figure was 1,235.

The university admitted a total of 1,271 Bachelor's students in 2023. This was an increase of approximately 25 per cent compared with 2022 (1,016).

Master's degree courses

In 2023, a total of 1,620 Master's students were admitted to Roskilde University. This was an increase of approximately 30 per cent compared with the final number of admissions in 2022 (1,239). It should be mentioned that 142 of those admitted were existing students who were transferred as part of the takeover of the Master's degree course in nursing on 1 February 2023.

The increase in Master's admissions is also partly due to the university's strategy and action plan for increased admission of non-EU/EEA students, i.e. self-funding foreign students, as the university has implemented an initiative for recruiting such students.

Of the 1,620 Master's students admitted, 172 were non-EU/EEA students. This was an increase of approximately 202 per cent compared with the number of non-EU/EEA students in 2022 (57).



ERUA

The three-year pilot phase of the European Reform University Alliance (ERUA) came to an end in the autumn of 2023. The final report on the grant was submitted to the EU Commission at the end of January 2024, and the results of the first three years indicate that the alliance has built up a sound foundation for further collaboration.

In October 2023, Roskilde University was responsible for the pilot project's concluding conference, "Why Universities? Re-imagining Higher Education and Research", which was held as an academic conference over two days and attracted more than 200 attendees from 14 countries. This conference was a perfect celebration of the provisional results, and a powerful recognition of Roskilde University's continued commitment to the alliance.

Roskilde University has decided to continue as an associate partner in the alliance in the next phase, which runs for four years from 1 November 2023. The basis of this decision was that giving sufficient priority to full membership would be impossible during a period when Master's degrees are undergoing reform and other strategic measures including regionalisation are ongoing. Researchers, lecturers and students will accordingly still have a limited opportunity for ERUA collaboration on specific activities.

Reputation analysis

In the context of the falling number of applicants to Roskilde University's Bachelor's courses in 2021–2022, Executive University Management decided to arrange for a reputation analysis to be performed as one of a number of measures included in an action plan to retain and attract Bachelor's students. The objective was to research and chart the university's reputation, in the sense of awareness and opinion of the university, among three core target groups: young people in upper secondary schools, parents of these young people and specific recruiter organisations.

This reputation analysis demonstrates that awareness of Roskilde University is higher among young people and parent target groups than awareness of the University of Southern Denmark and Aalborg University, but lower than awareness of the University of Copenhagen. Roskilde University's reputation is good and on the same level with that of the University of Southern Denmark and Aalborg University.

The most important thing for these young people questioned was that Roskilde University offers interesting courses that match what they want to study. For the parents, a high level of professionalism is vital if they are to support or recommend Roskilde University to their children. Roskilde University is not associated with low prestige among either parents or young people, and both groups are more willing to recommend or choose Roskilde University than the University of Southern Denmark or Aalborg University.

Recruiter organisations are generally satisfied with RUC graduates and consider them to be of high quality. The reason often given for RUC graduates not being employed is a tradition of employing graduates from the University of Copenhagen or Copenhagen Business School. Recruiter organisations expect a high level of competence from RUC graduates but find that there are challenges with structured work, written communication and independence. However, RUC graduates exceed expectations in working in a project-oriented manner, matching theoretical knowledge, thinking critically and being collaborative. The reputation analysis will form part of further work on developing the competence trajectory within the courses and recruiting for the courses.

Research

Roskilde University's RUC 2030: Interconnected strategy places a particular focus on research, including promoting and highlighting the university's research contributions and distinctiveness. Much of the research performed at Roskilde University is interdisciplinary and contributes to the solution of major societal challenges, often in direct partnership with key parties outside the university. The publication and communication of research, the external financing of research projects and training the researchers of the future in the university's PhD programmes are key elements in the university's research activities.

Publication, including appointments and prizes

Roskilde University's researchers publish research results in both Danish and international scientific journals and books, and they also communicate their knowledge widely through non-academic articles, reports, features and many other types of communication products and activities.

By means of scientific publication in international academic journals and by international publishing houses, Roskilde University's researchers inspire other researchers around the world and help them to develop and constantly build on the latest knowledge to create new insights and deeper understanding. This is at the very heart of the academic tradition: colleagues challenging and inspiring each other to constantly push the envelope of research and understanding for the benefit and foundation of society's current and future knowledge.

It is therefore also pleasing that in 2023 many of Roskilde University's researchers once again made their mark on the international academic scene. For example, during the year Professor Ole Helby Petersen and Associate Professor Kim Sass Mikkelsen were appointed as editors for the next four years of the Journal of Public Administration Research and Theory – probably the most respected journal in its field. This is the first time in the journal's history that this honourable position has been assigned to researchers outside the USA.

Many of Roskilde University's researchers have also been honoured for their research in 2023 in other ways. For instance, during the year the following RUC researchers received various awards for their research efforts:

- Associate Professor Line Reinhardt received the Hedorf's Foundation's Transportation Research Award
- Associate Professor Tina Øllgaard Bentzen received the NOCA HR Researcher Award
- Associate Professor Fatima AlZahra'a Alatraktchi received one of the three L'Oréal-UNESCO For Women in Science Awards
- Professor Lone Simonsen received the Fritz Kauffmann Prize
- Professor Lisbet Christoffersen received the prestigious Danish Textbook Award
- Associate Professor Claus Bundgaard Christensen won the Blixen Award in the "Biography of the Year" category
- Associate Professor Lena Brogaard was honoured with the Danish Ministry of Higher Education and Science's 2023 National Teaching Award

In 2023, Professor in politics and institutions Jacob Torfing came second on a new list of the most cited Danish researchers. Each year, the international research portal research.com publishes a list of the top Danish researchers in the area of political science, and this year Jacob appeared at number 2. Roskilde University also appeared in 32nd place in the global Shanghai Ranking of research into Public Administration.

Open and involving research

In many of Roskilde University's research environments, there is a long and powerful tradition of involving citizens, organisations and other external parties in the research process by means of various participatory methods. Directly involving those to whom the research is

relevant in formulating problems, challenges and possible solutions – or in other elements of the research process – ensures that the research results can quickly be converted into specific actions. In addition, the involvement of such parties is in itself often vital in order to successfully define the research problem in a meaningful and relevant manner, and is therefore crucial to the quality of the research. Under the umbrella term Citizen Science, Roskilde University, in partnership with Roskilde University Library, has therefore introduced an initiative to gather and develop knowledge of, experiences with and inspiration for the university's researchers in connection with the implementation of Citizen Science methods. Together with other initiatives relating to Open Access and Open Science, this initiative supports the university's ambitions to effectively reinforce the visibility and accessibility of research to society in general.

External research funding

In 2023, Roskilde University received external grants for research and development projects totalling DKK 189 million, thereby maintaining the high level of funding from the two previous years (DKK 134 million in 2021, and DKK 205 million in 2022). Periodical fluctuations in grant figures must always be expected, as there are many factors that affect the total amount secured, such as opportunities to apply for funding, the degree of success with individual applications and the sizes of individual grants. A small sample of the many and varied important research projects for which researchers from Roskilde University have received external grants in 2023 is discussed below. It is worth highlighting that researchers from RUC have succeeded in securing as many as four of the Carlsberg Foundation's 31 prestigious Monograph Fellowships, which allow the researcher to immerse themselves for a full year in the preparation of a monograph.

In addition, for the second time in just two years Roskilde University secured a coordinator project under the Horizon Europe framework programme, with an RUC researcher at the head of the consortium, and the university therefore being the coordinating institution for the overall project. The research project FoSSNet brings together researchers from Roskilde University and 14 other European universities and organisations to improve knowledge about sustainable food systems. Roskilde University's share is DKK 10 million of a total grant of just under DKK 45 million, and the project is led by Stine Rosenlund Hansen, Associate Professor in sustainable food systems.

Researchers at Roskilde University have also been successful in securing a number of major grants from the Novo Nordisk Foundation, including DKK 13 million from the NERD (New Exploratory Research and Discovery) programme for the creative, challenge-driven and ambitious Assemble Against Resistance project over a seven-year period. This project will contribute new fundamental scientific understanding into possible treatments for infections with resistant bacteria. Roskilde University is also participating as a partner, with a budget of DKK 12.5 million, in a new research centre at Aarhus University that is receiving support from the Novo Nordisk Foundation totalling DKK 60 million. The centre will develop RNA therapeutics to improve the treatment of metabolic disorders.

It is also worth noting that in 2023 Roskilde University received two of the seven grants awarded by the Velux Foundation in its human sciences Core Group programme. The first of these two DKK 5.7 million grants was awarded to the project Data-dreven Nyhedsproduktion ("Data-driven News Production"), which will contribute new knowledge about utilisation of digital data by the news media and ensuring that such data is used in a reasonable and reflexive manner at a time and in a society marked by questionable information. The Digital Society and Trust (DIS-TRUST) project will investigate how the digital transformations of our social world are changing the conditions for our relationships of trust, both interpersonally and in terms of institutional trust. In 2023, researchers from Roskilde University were once again awarded a grant by the Velux Foundation from its programme for human sciences and practice.

This time Researchers at Roskilde University and their practice partners received a grant of DKK 5.7 million for the project Inclusion of Volunteers in the Municipal Housing First Effort, which will explore and strengthen the involvement of volunteers in a municipal initiative for homeless individuals in the transition to their own homes through methodological development and research.

These widely varying examples demonstrate that Roskilde University's researchers and their research projects and ideas very much hold their own in the competition for prestigious and ambitious research grants in Denmark and internationally.

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. Each year since 2017, RDS has sent out a questionnaire to students who have earned a PhD in the previous year. The overriding objective is to gather data on PhD students' experiences of supervision, training, courses etc. during their studies. Various reports were prepared in 2023 on the basis of data gathered between 2017 and 2022 from these questionnaires. They provide an insight into different aspects of PhD courses and their quality, and create a helpful starting point for further work on PhD courses at Roskilde University.

In addition to the funds that Roskilde University itself earmarks to finance PhD grants, the university is dependent on financing from external sources to keep the number of PhD students at a sustainable level. It is therefore gratifying that RUC received three PhD grants from the Carlsberg Foundation for fundamental research in the humanities for distribution between 2023 and 2025.

In addition, we wish to applaud the two PhD students at Roskilde University who received an Elite Research Travel Grant in 2023.

Administration and organisation

New SIS (student information system)

At the end of October 2023, the programme Nyt SIS ("New SIS"), a partnership between seven universities, signed a contract with a supplier (Fluidio) to develop a solution to replace the existing STADS and DANS systems. Work has begun at all the universities to define new common work processes. The system is being developed in partnership between the universities and will be implemented in three waves, with Roskilde University planned to be included in the third and last wave. RUC expects to start using the system in late 2028. Key technical personnel from Roskilde University are participating actively in the process groups in connection with agreeing future processes and formulating the business needs for the project. A programme organisation has also been established locally at RUC.

Implementation of the new SIS will particularly affect the Education and Students Department, but it will have an impact on the entire university. It is anticipated that administrative working procedures in connection with areas such as intake, examination administration, handling student cases and communication with students will alter. Moreover, the course composition process, and hence also course development, will be affected. To what degree is not known at present, as the dialogue with Fluidio has only recently started and the solution has not yet been developed. RUC Digital will also be affected by implementation of the new SIS, as the IT architecture and IT operations are expected to be rationalised.



**Behind every
breakthrough is a
targeted group**

New deans for two departments

On 1 November 2023, Bjarke Oxlund became the new dean of the Department of People and Technology. His previous position was as Department Director, Equal Treatment at the Danish Institute for Human Rights, and prior to that he was the Head of the Department of Anthropology at the University of Copenhagen and Vice Director of the Center for Healthy Aging.

On 1 December 2023, Morten Frederiksen became the new dean of the Department of Social Sciences and Business. His previous position was as Professor and Vice-head of the Department of Sociology and Social Work at Aalborg University, where he also previously served as head of programme and school manager.

New management layer for the departments

In 2023, Roskilde University developed a framework for the introduction of a new management layer for the departments, namely section management, which will ensure close leadership for each full-time member of academic staff and thereby increase well-being and improve the conditions for successfully completing their assignments. The first section managers have been appointed in one department, and the other section managers will be added in 2024, with a gradual phasing-in and transfer of tasks to them from the four deans.

Implementation of URIS

In 2023, the university began work on a model for the implementation of the national guidelines for security and managing risk in relation to international research and innovation cooperation, known as URIS. A risk-based approach has been selected, under which, in 2023, Roskilde University has begun itemising the areas of technology and knowledge in each department that require protection. On the basis of this, in 2024 the university will prepare tools and procedures to support the organisation in strengthening security around the university's research.

Economic recovery plan

At their meeting in April 2023, Roskilde University's Board of Directors approved an economic recovery plan proposed by the University Management. The economic effect of the recovery plan is an annual saving of DKK 30 million, which has been fully implemented in the 2024 budget. The reason for the extent of these savings was an imbalance between income and expenses over an extended period. The 2022 income statement showed a substantial deficit, as was also the case for most of the sector, which emphasised the need to take action.

Roskilde University is working from a long-term perspective to restore its finances, with a view to returning to profit in due course. This is taking place at a time when the university is facing substantial extraordinary costs in the years ahead for the development of a new student information system, modernisation of its IT systems, renovation of its buildings, and the utilisation of substantial grants from the Danish Ministry of Higher Education and Science, which were recognised in income in previous years. In this way, Roskilde University expects to lay a foundation for securing balance in its finances.

Refurbishment and development of the RUC campus

In December, the Danish Parliament's Finance Committee approved the official document behind the extensive refurbishment of the campus at Roskilde University. This is a recognition from political quarters at a time when the university is under financial pressure. The total budget for the project amounts to DKK 430 million, and it is expected that the project will be completed in 2026. Work on the specifics started in December 2023. The contractors are now working on the large construction site that has been set up on campus and that will dominate the campus until work is complete. Roskilde University looks forward to the finished result, which will be a major boost for both students and staff.

Roskilde University has expanded its campus with premises in the city itself. This has taken place in connection with the takeover of the nursing course from Aarhus University as a result of the relocation reform. The new facilities can also accommodate other activities, such as Master's courses and internal meetings.

The Honorary Alumni Award

Two years ago, Roskilde University instituted its Honorary Alumni Award, which is awarded to an alumna or alumnus who has forged a creditable career, built on Roskilde University's values and given something back to society. The Honorary Alumni Award for 2023 went to Germany's Vice Chancellor and Minister for Economic Affairs and Climate Action, Robert Habeck. He read at Roskilde University in the early 1990s, since when he has maintained a special connection to Denmark and Roskilde University. The Honorary Alumni Award brings with it a prize of DKK 10,000, to be donated to charitable causes.

Modernisation of the IT platform

With the support of MIT funding, RUC Digital has invested in a new network for Roskilde University. The objective of the project is to ensure stable and cost-effective operation of the network, improve the efficiency of current procedures and increase flexibility for users on campus. It also allows security on RUC's network to be substantially increased. Implementation of the project will begin in 2024 and it is expected to be completed by the end of 2025.

Storage of research data

During 2021 and 2022, there was increased demand from researchers at RUC for the digital storage of research data. To meet this demand, Roskilde University has invested in a new, larger and faster storage system for archiving the university's research data.

Regional anchoring and value creation

In recent years, Roskilde University's regional involvement and value creation have been more clearly strategically anchored – in particular, by means of an explicit objective in the strategic framework contract relating to the regional focus as part of the RUC 2030: Interconnected strategy, and a dedicated strategy for regional collaboration. In 2023, Roskilde University intensified its collaboration with the municipalities, the region, NGOs, enterprises and educational institutions on the basis of the university's strategic partnerships. In addition, a new agreement was signed with Slagelse Municipality focusing on developing course partnerships with selected Master's courses and collaboration on research and development projects. Work is also ongoing to ensure that university courses will continue to be held in Slagelse in the future. Research collaboration and fundraising have also been further reinforced through these partnerships. Awareness of the university's courses and medium-length courses at other institutions in the region has been boosted through continued close collaboration with University College Absalon and Region Zealand.

Roskilde University has introduced and implemented several major initiatives and projects targeted at Region Zealand, focusing particularly on knowledge-based collaboration with private-sector businesses. The university is part of the two Business Lighthouse projects in Region Zealand, the Biosolutions Zealand Lighthouse and the Business Femern Lighthouse. Within the Biosolutions Lighthouse, Roskilde University has received Regional Fund financing for the preparation of the RUC OpenBioLab for use for enterprise collaborations. As part of Femern Lighthouse, the university is involved in setting up a Knowledge and Learning Centre at Rødbyhavn, and it has received a Social Fund grant focusing on increasing competence at SMEs in Region Zealand.

Finally, Roskilde University has started implementing its plan in connection with course relocation. The first step was the takeover on 1 February 2023 of the Master's course in nursing from Aarhus University, which was relocated to Roskilde. The course started in its new location on 1 September 2023. Moreover, Roskilde University has set a goal for all of its Master's courses to have at least one regional collaboration partner with which they enter into a course partnership. Such a course partnership involves each party appointing someone specifically responsible for the development and implementation of course activities, plus there being collaboration on a range of course activities and an intention for the partnership to be a long and enduring one. At the end of 2023, over half of Roskilde University's Master's courses had entered into or were in dialogue over entering into course partnerships with regional parties. The objective was to achieve closeness to municipal and private collaboration partners, to include increasing RUC Master's graduates' opportunities for employment.

The report "Roskilde University as the University for Region Zealand – Ways to Increase Interplay and Create Regional Impact"

In order to advance regional work, in 2023 Roskilde University and Roskilde Municipality carried out an analysis, which was performed by IRIS Group. The objective of the analysis was to establish new viewpoints or principles as to how the university and the municipality could create value together in Region Zealand going forward, as well as to generate a range of new ideas for the vision of Roskilde University as the region's university as we approach 2030. Another intention was that the analysis would deepen RUC's understanding of the context and provide input to new instruments within various knowledge bridges and partnerships, with particular focus on private enterprises.

Cluster initiative in Region Zealand

Roskilde University is a member of seven clusters: CLEAN – Environmental Cluster Denmark, Danish Life Science Cluster, Food & Bio Cluster Denmark, WE BUILD DENMARK – Cluster for the Building and Construction Sector, DigitalLead, Energy Cluster Denmark and Copenhagen Fintech. The university was also a member of Maritime & Logistics Innovation Denmark (MAR-LOG), but the cluster was wound up in spring 2022.

In 2023, the university has been involved in a range of activities together with the clusters, including theme days and conferences.

Entrepreneurship at Roskilde University

RUC Open Entrepreneurship is an umbrella designation for entrepreneurship activities at Roskilde University. The activities consist of two main areas: Open Entrepreneurship Lab/Student Startup Hub (OEL) and Open Entrepreneurship – from Research to Business.

OEL supports students and instructors with courses focusing on entrepreneurship. In 2023, OEL helped to develop a course worth 5 ECTS points that, together with two existing courses, makes it possible for all students across all of Roskilde University's four departments to gain entrepreneurship competence as part of their Bachelor's courses. In addition, in 2023 OEL opened a Student Startup Hub, where students with a business concept can receive business-development support.

Open Entrepreneurship – from Research to Business helps and supports researchers and research projects by exerting research-based influence through entrepreneurship. The unit consists of Roskilde University's Tech Transfer Office (TTO) and a commercial support function for researchers. It provides support with protectable intellectual property (patents, usage models, trademarks etc.) and with research-based knowledge that cannot be protected.

1.3.2 Economic development during the year

At DKK 13.2 million, Roskilde University's annual deficit for 2023 was a full DKK 14.1 million lower than the budgeted deficit of DKK 27.3 million.

Management regards the result for the year as satisfactory.

Economic development compared with budget

The variance in the result for the year of DKK 14.1 million against budget is primarily attributable to higher revenue, which also led to higher staff costs and other operating costs.

Total operating costs in 2023 amounted to DKK 861.0 million, up DKK 35.1 million on the budgeted figure of DKK 825.9 million. The variance against budget is primarily attributable to increased activity on externally funded research projects.

Table 1

Development in result for the year allocated to main items and compared with the budget for 2023

DKK million	2023	2023 budget	Variance against 2023 budget
Revenue	840.9	796.8	44.1
Staff costs	-580.8	-565.6	-15.2
Other operating costs	-280.2	-260.3	-19.9
Financial items	6.9	1.8	5.1
Net income for the year	-13.2	-27.3	14.1
Payroll costs as a share of revenue	69.1%	71.0%	-1.9%



Revenue

Total realised revenue in 2023 of DKK 840.9 million was DKK 44.1 million higher than budget. The increase is primarily attributable to higher activity on externally funded research projects (including other subsidy-funded activities and income-generating activities) corresponding to a total of DKK 28.8 million. In addition, a higher level of educational activities meant that educational grants for full-time students were DKK 7.9 million higher than budget and that revenue from self-funding foreign students was DKK 5.5 million higher than budget. Funding for Roskilde University's takeover of a Master's degree in nursing was not included in the 2023 budget since the details of the funding were not finalised at the time. Consequently, there is additional revenue of DKK 6.9 million compared to budget.

Staff costs

Roskilde University's staff costs for 2023 included an overspend of DKK 15.2 million, of which DKK 11.9 million is attributable to increased activity on externally funded research projects. In addition, expenditure on staff costs for ordinary operations was approximately DKK 5.5 million higher than budget. The extra expenditure for ordinary operations is primarily attributable to non-budgeted activity for the Master's degree in nursing, an increase in activity for self-funding foreign students and the resulting effect of increased external research funding on ordinary operations. Finally, holiday pay obligations were DKK 1.5 million below budget.

Payroll costs as a share of revenue closed on 69.1 per cent in 2023, compared with budgeted 71.0 per cent. The share of payroll costs for 2023 indicates that the hiring freeze and capacity adjustment implemented as part of the financial action plan have created a better balance between revenue and staff costs compared with the budget for 2023.

Other operating costs

Roskilde University recorded other operating costs of DKK 280.2 million in 2023, compared with budgeted DKK 260.3 million. The variance is primarily attributable to increased activity on externally funded research projects.

Financial items

Roskilde University recorded net financial income of DKK 6.9 million in 2023, compared with budgeted net financial income of DKK 1.8 million. In 2023, realised interest income on securities and deposits in financial institutions totalled DKK 5.0 million and unrealised capital gains on securities totalled DKK 2.3 million.

Economic development in balance sheet items**Assets**

Assets mainly comprise liquid reserves and easily marketable securities. The securities primarily consist of short-term Danish debt obligations and a small number of corporate bonds. As in 2022, Roskilde University prioritised capital improvements ahead of maintenance. This is also reflected in the change in non-current assets from 2022 to 2023, when DKK 9.0 million was capitalised in respect of the furnishing of leased premises.

Liabilities

At the reporting date, Roskilde University's liabilities consisted of provisions and non-current and current liabilities totalling DKK 264.1 million, compared with DKK 255.5 million in 2022. 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 increase in liabilities compared with 2022 is attributable to provisions and accrued donation obligations.

Equity

At the end of 2023, Roskilde University had equity of DKK 53.5 million, compared with DKK 66.8 million in 2022.

Financial resources

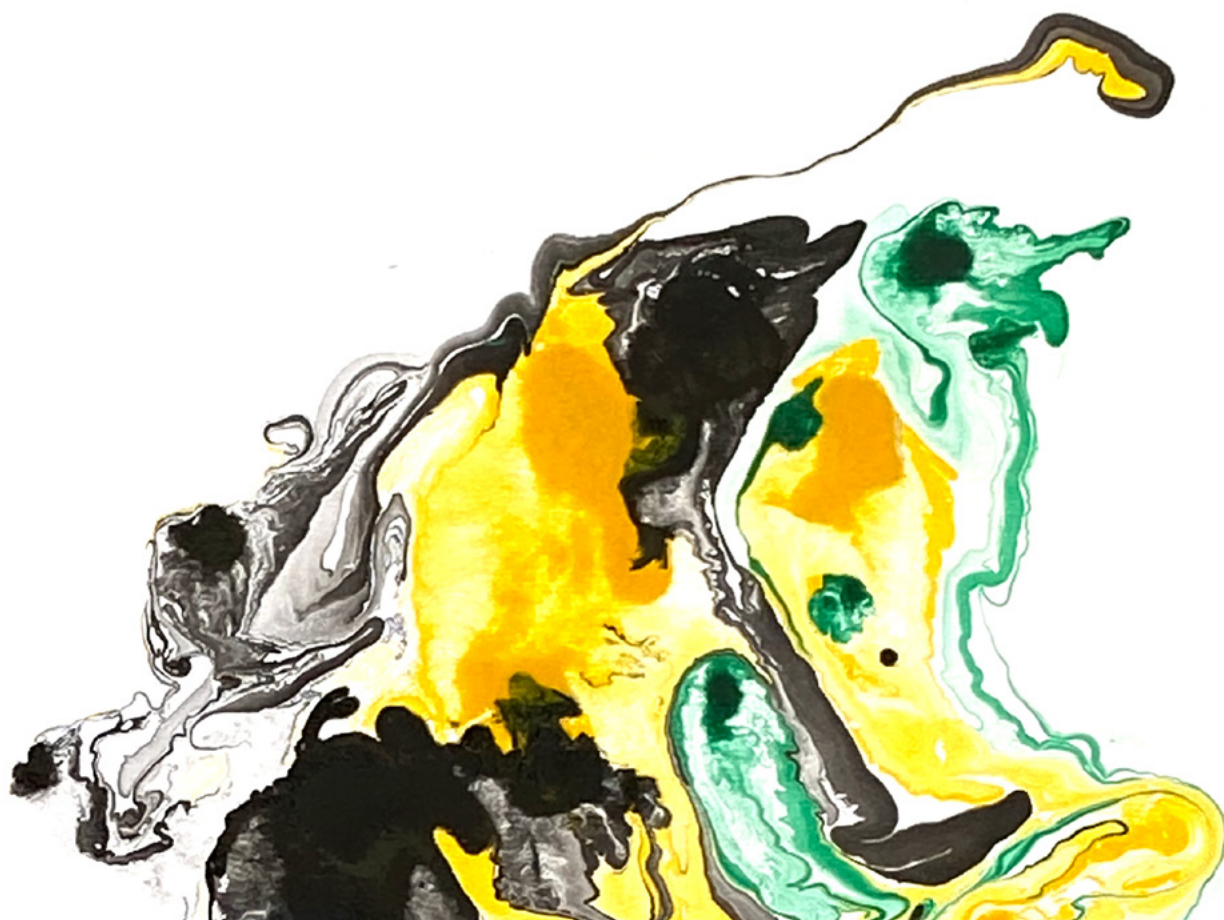
Total financial resources amounted to DKK 183.8 million at the end of 2023, compared with DKK 224.3 million in 2022. At the reporting date, liquid reserves accounted for DKK 43.0 million of the total financial resources. The decrease in total financial resources is primarily attributable to investments in property, plant and equipment and an increase in receivables.

Excluding securities, monthly liquidity in 2023 averaged DKK 38.2 million, which represents a decrease of DKK 29.8 million compared with the corresponding figure in 2022.

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 after the reporting period

In management's view, no events of material importance to the 2023 annual report have occurred since the end of the financial year.



1.3.3 Key figures and financial ratios

DKK million	2023	2022	2021	2020	2019
Income statement					
Government grants	664.7	634.7	684.9	654.8	629.7
Other subsidies	143.1	123.3	102.7	91.8	92.7
Sale of goods and services	3.9	5.8	5.7	5.5	4.8
Other revenue	29.2	23.7	25.6	26.4	32.4
Total revenue	840.9	787.5	818.9	778.5	759.6
Staff costs	580.8	581.3	569.4	572.0	536.1
Rent	76.6	71.2	70.3	69.9	80.5
Depreciation, amortisation and impairment charges	8.0	6.7	5.9	3.9	4.5
Other operating costs	195.6	179.4	144.4	137.8	163.4
Total operating costs	861.0	838.6	790.0	783.6	784.5
Net income before financial items and extraordinary items	-20.1	-51.2	28.9	-5.1	-24.9
Net income for the year	-13.2	-63.3	26.7	-4.3	-23.4
Balance sheet					
Non-current assets	52.7	38.7	34.4	29.8	17.5
Balance sheet total	317.6	322.3	360.0	360.6	342.8
Equity	53.5	66.8	130.1	103.4	107.7
Non-current liabilities	3.3	0.0	0.0	0.0	0.9
Key financial ratios					
Profit margin	-1.6%	-8.0%	3.3%	-0.6%	-3.1%
Liquidity ratio	121.3%	130.4%	166.4%	149.1%	194.8%
Solvency ratio	16.9%	20.7%	36.1%	28.7%	31.4%
Financing ratio	0.0%	0.0%	0.0%	0.0%	5.0%
Debt factor	0.0%	0.0%	0.0%	0.0%	0.1%
Equity percentage	6.4%	8.5%	15.9%	13.3%	14.2%



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1.4 Outlook

The annual deficit of DKK 13.2 million for 2023 represents a significant improvement compared with the budgeted deficit of DKK 27.3 million. For 2024, Roskilde University has budgeted total revenue of DKK 862 million and a deficit of DKK 10 million.

Table 2
Roskilde University's budget for 2024

Board-approved budget for 2024

DKK Million	
Revenue	862.0
Staff costs	598.0
Other operating costs	276.0
Financial items	2.0
Net income for the year	-10.0

The improved outlook in the budget for 2024 is attributable to the implementation of the financial action plan approved at the Board meeting in April 2023. However, due to the implementation of a number of major strategic projects, which will impact the result for a few years to come, the university is still not expected to be able to return a surplus in the short term.

The 2024 budget is based on:

- The financial action plan, which shows improved finances of DKK 31 million. The action plan consists of a staff reduction, cost-saving measures and expenditure constraints
- Higher costs primarily relating to a number of major strategic projects
- Reduced income from Master's degrees and other revenue, including part-time students

The implementation of the financial action plan has laid the foundations for an improved result in 2024 and beyond.

An abstract graphic composed of thick, expressive brushstrokes in yellow, green, and black. The shapes are fluid and organic, resembling a stylized letter 'R' or a calligraphic flourish. The yellow and green areas are layered, with some black shapes overlapping them. The overall effect is dynamic and artistic.

We think
ahead
and shape
the future