

The cover art features a dark blue background with a faint world map. A complex network of black dots and lines is overlaid on the map. In the center, a large yellow circle is partially obscured by a person's back, which is rendered in a halftone dot pattern. To the left, a cargo ship is visible. To the right, a silver chess piece (a king) is positioned. The overall theme suggests global connectivity, strategy, and human impact.

Annual Report 2024

1 Report

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1

Report

1.1 Company information

The institution

Roskilde University
Universitetsvej 1
4000 Roskilde

Tel. +45 46 74 20 00
Email address: ruc@ruc.dk

Company registration number: 29 05 75 59
Financial year: 1 January – 31 December
Municipality of registered office: Roskilde Municipality

Board of Directors

Chairman

Carsten Toft Boesen, CEO of Niras

Other external members

Henric Johnson, Global Head of Science and Innovation at Business Sweden
Marie Stærke, Mayor of Køge Municipality
Dea Forchhammer, Director of Ungdomsøen
Line Groes, Founder and Independent Adviser, 18. November
(Dea Forchhammer and Line Groes joined the Board on 1 April 2025)

Internal members

Eline Bjerrum Brandrup, special adviser, elected by the administrative staff
Kristian Nagel Delica, associate professor, elected by the academic staff
Mille Schou Ottesen, graduate student, Cultural Encounters
Sofie Würtz, graduate student, Social Psychology and Learning
(The four internal Board members all joined the Board on 1 February 2025)

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. 391 of 10 April 2024 (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. We believe that asking the right questions demands time, deep professional engagement with one's subject matter and the freedom to think creatively. This is the mindset we instil in our students and the passion that drives our researchers.

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. This is because 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

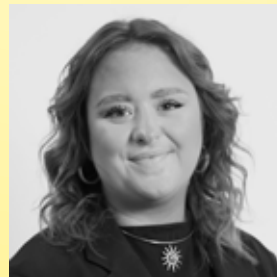
Carsten Toft Boesen, Chairman
Marie Stærke
Henric Johnson



Dea Forchhammer
Line Groes
Eline Bjerrum Brandrup



Kristian Nagel Delica
Mille Schou Ottesen
Sofie Würtz



1.3 Management report

1.3.1 Academic performance for the year

Overall, 2024 was a year characterised by good results, including:

- A fifth-place world ranking in Public Administration research in the latest Shanghai Rankings
- Professor of Social Psychology Sofie Pedersen was awarded the 2024 Teaching Award by the Danish Ministry of Higher Education and Science
- Increased external research grants
- Increased admissions of both Bachelor's and Master's students

The year was marked in particular by extensive efforts from the University Management and administration to prepare for the Danish Government's reform of Master's degrees, a process that has also left a clear impact on the working environment. Happily, in January 2025, a decision was secured on the university's future educational landscape that takes into account both sector dimensioning and the future management of various types of Master's degree courses.

Research


By means of its RUC 2030: Interconnected strategy, Roskilde University wishes to place research front and centre of its strong interdisciplinary educational profile, based on social sciences and humanities combined with core contributions from natural sciences, technical sciences and health sciences. The goal is, together with other universities, commercial enterprises, hospitals and other actors, to tackle some of the challenges our society is now facing. In order to support and coordinate organisational work on the strategy, in 2024 Roskilde University introduced section management, and also implemented a number of initiatives to reinforce the administrative support of external research financing.

Publication and research communication, including nominations and prizes

In 2024, many of Roskilde University's researchers have once again gained recognition in the world in general and in the media. As a result, two were included in the Danish Association of Masters and PhDs' list of Denmark's most cited experts: Professor of Social Sciences Bent Greve and Professor (with Special Responsibilities) of Molecular and Medical Biology Karen Angeliki Krogfelt. The latter also received Roskilde University's Research Communication Prize in connection with her work on the Citizen Science tick-monitoring project flätinfo.dk.

Many of Roskilde University's researchers were honoured in various ways in 2024 and received awards for their work. To highlight just a few:

- Associate Professor in Translational Biomedicine Fatima AlZahra'a Alatraktchi was included on Berlingske's Talent 100 list of outstanding young people.
- Gustav Egede Hansen received the Academy of Management Public and Nonprofit Division Best Dissertation Award 2024 for the best PhD dissertation (thesis) in public administration and management.
- Associate Professor Andreas Birkbak received the European Association for the Study of Science and Technology's Freeman Award for his book Democratic Situations.



In the latest Shanghai Ranking, Roskilde University was ranked fifth in the field of public administration research – quite a jump from 32nd in 2023. This ranks Roskilde University above such institutions as Harvard University and King’s College London, which also appear on the list. In addition to the outstanding level of international research, public administration at Roskilde University is characterised by a clear, marked impact on society.

Open and involving research

At Roskilde University, a great deal of emphasis is placed on involving citizens, organisations and other external parties in the research process to ensure that the research carried out at the university provides the greatest possible benefit to society.

The year 2024 saw an initiative to publicise Citizen Science and public involvement in research projects. This has supported the strategic development of Citizen Science, contributing by means of relevant activities such as newsletters, networking meetings and a Citizen Science support function. 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 and increase interaction with society in general.

Roskilde University Library also operates a number of Open Science initiatives, offering advice in connection with publicising research and individual researchers on the basis of bibliometric analysis, research registration and Open Access.

External research funding

In 2024, Roskilde University received external grants for research and development projects totalling DKK 216 million, thereby maintaining the rising trend of previous years. 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, the time between application submission and any grant being awarded, and the sizes of individual grants. A small sample of the varied and important research projects for which researchers from Roskilde University have received external grants in 2024 – whether from private or public, Danish or international sources – is discussed below.

Roskilde University continued its success with Horizon Europe, the EU framework programme for research and innovation; 2024 marks the halfway point in this seven-year programme, and already the university has secured far more funding than it did throughout the entire previous framework programme, Horizon 2020. With DKK 19.5 million in grants awarded in 2024, Roskilde University has now secured a total of DKK 67 million from Horizon Europe during the first half of the framework programme – an impressive figure that reflects the relevant and important high-level research undertaken at the university.

Researchers at Roskilde University are continuing to make a name for themselves at the Independent Research Fund Denmark (DFF): in 2024, the university received two DFF Research Project 2 grants, which are awarded to particularly ambitious and resource-intensive research projects, totalling DKK 11.5 million. In addition, the university was awarded seven DFF Research Project 1 grants totalling DKK 18.8 million and an Inge Lehmann grant, which is awarded to applicants with potential for research and research management at a high international level. Last but not least, once again a researcher from Roskilde University distinguished themselves by receiving a prestigious Sapere Aude grant (DKK 6.2 million) for research leadership of a high level internationally.

Researchers at Roskilde University have also successfully obtained sizeable grants from private funds. One example is Professor Jesper Ryberg, who received a grant of DKK 21 million from the Carlsberg Foundation for research into the ethical and legal challenges relating to the

use of artificial intelligence in legal systems. The project will run for five years and also involves Roskilde University's Professor of Ethics and Philosophy of Law Thomas Søbirk Petersen. The Partnership for Early Childhood Research has granted DKK 12 million to a new research project to give children more equal access to institutional communities. The project will explore how inequalities in children's access to social resources and participation in institutional communities emerge, and how educational professionalism can help to address and reduce these disparities. The research project, which is being led by Maja Røn-Larsen from the university's Department of People and Technology, will focus on creating more equal opportunities for children's attendance and enjoyment of day nurseries and kindergartens.

These diverse 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

In 2023 and 2024, Roskilde University awarded 48 and 41 PhDs respectively, which represents an increase of 48 per cent over the two preceding years. This relatively large rise is partly attributable to the restoration of normal activities after the Covid-19 lockdowns that delayed many PhDs. The fact that the level of PhD awards has now returned to that seen in 2018-19 may be partly attributable to the various initiatives taken to increase focus on the training of PhD instructors and well-being among PhD students, along with the streamlining of frameworks and regulations across the university's four departments regarding completion and possible extension. Work on these measures is coordinated by Roskilde Doctoral Schools (RDS), the joint forum that includes the four PhD school managers and the pro-rector. 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. This makes it all the more gratifying to note a rise in externally financed PhDs of almost 10 per cent when comparing the enrolment of the latest three years with the preceding three years.

In addition, once again in 2024 a PhD student at Roskilde University received an Elite Research Travel Grant.

Education

Reform of university courses in Denmark

Within the framework of the 2023 political agreement on the reform of university courses in Denmark, during 2024 the University Management has worked intensely to shape the future Master's degree landscape at Roskilde University. This work is founded on both qualitative and quantitative perspectives around education, research and finance, as well as strategic considerations around what sort of university Roskilde University should be in the future.

In November and December, the University Management's preliminary recommendations for the future Master's degree landscape were submitted for consideration by central and local councils and committees and the departments' recruiter panels. During this process, the councils and committees were able to comment on the University Management's preliminary recommendations, including the potential for increased collaboration between disciplines and departments.

In January 2025, the University Management came to the decision that from 2028 a total of 26 Master's degree courses will be offered, within the main areas of social sciences, humanities, technical sciences, health sciences and natural sciences. Eight existing courses will not continue to be offered as independent courses, but will instead be integrated into other courses in various ways.

The University Management wishes to ensure a more focused profile for the university, with increased attention on professionalism and methodology. Going forward, there will be a greater focus on sustainability and a critical-constructivist approach to technology and AI in all courses. The strong focus on real-world applicability that characterises many of the courses will be maintained, while core competencies in law, finance, quantitative methods and mathematics will be further strengthened across our Social Science courses.

The University Management's decision will start to be implemented in spring 2025.

Further and continuing education

In 2022, the university introduced a strategic initiative to reinforce and expand its work in further and continuing education (EVU), with a view to establishing and embedding such courses into its core business. The years 2023 and 2024 were spent anchoring the initiative and supporting its further development. Consequently, 2024 saw an organisational consolidation of work on the EVU initiative among Education and Students, with a management group under the leadership of the University Director.

In continuation of the organisational change, work began to establish and quality-assure procedures and administrative processes. In parallel with this, the new management group initiated a process in autumn 2024 that will result in a strategy for EVU. The aim is to clarify the prioritisation of efforts, define key focus areas and ensure alignment with the university reform's goal of expanding continuing education activities. Over the last year, a number of short continuing education courses have been held, and with a view to promoting collaboration, networks have been established with other educational institutions in the region.

Start of Bachelor's studies

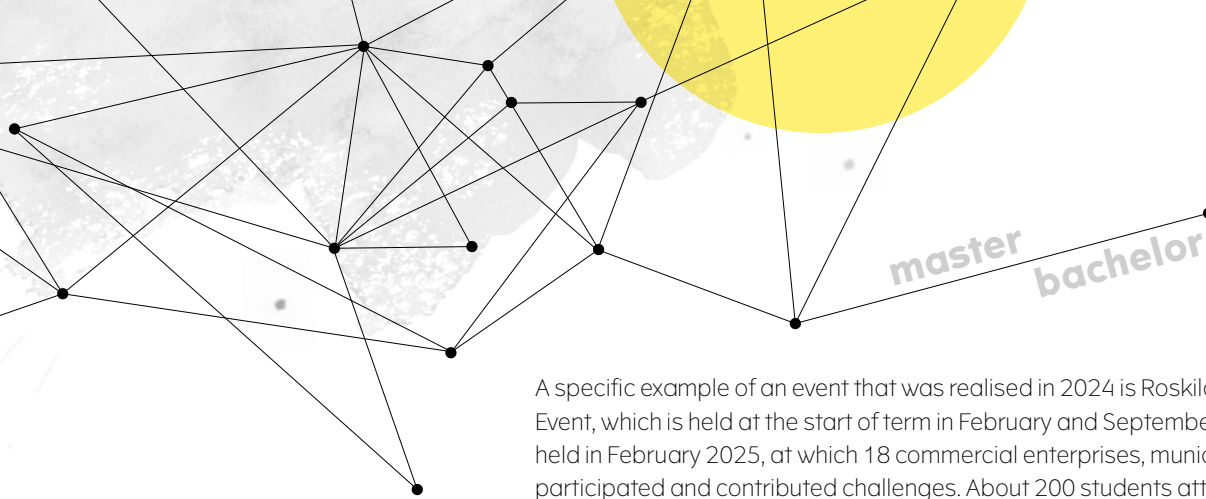
In 2024, Roskilde University adopted a two-year development project entitled "Studiestart for alle", focusing on creating a safer, more inclusive environment for all students at the start of the academic year. The project involves initiatives in various areas around the Bachelor's introductory period, including alcohol and party culture, the development of new formats for rusture (introduction camps), an improved transition from the introductory period to the start of term, and increased student involvement in the development of the introductory period.

Furthermore, Study & Career Guidance has, together with the Student Council at Roskilde University and Finance and Campus, developed a new financing model for the Bachelor's introductory period to ensure an improved and more responsible management of finances, better understanding of the cost of the introductory period and greater transparency in the organisation. The development of a new financing model has also helped to improve working conditions for volunteers.

Employability

In 2024, a management group was appointed with overarching responsibility for implementation of the employability strategy, including ensuring that the initiative is realised in accordance with the university's objectives and that levels of employment among graduates improve markedly.

In addition to reinforcing internal initiatives at the university – including careers guidance and interviews and a more systematic integration of careers competencies and careers readiness into instruction and project work – the university will further reinforce collaboration with external parties, including commercial enterprises and regional partners. The objective is to integrate practice-based knowledge into all courses through course partnerships, enterprise collaborations and support for student entrepreneurship via courses and workshops.



A specific example of an event that was realised in 2024 is Roskilde University's Match Making Event, which is held at the start of term in February and September. The latest such event was held in February 2025, at which 18 commercial enterprises, municipalities and organisations participated and contributed challenges. About 200 students attended, all curious to hear about the challenges and to discuss opportunities for collaboration in connection with their term projects. Students from 17 different Bachelor's and Master's courses were represented. A number of lecturers, school managers and researchers from the university also took part in the event, which provided an opportunity to network with the presenting enterprises.

The management group's foremost task is to integrate these initiatives into the implementation of the Master's degree reform and the adjustment to Bachelor's degrees.

The Ministry of Higher Education and Science's Teaching Award

The Danish Ministry of Higher Education and Science's National Teaching Award has so far been awarded five times, starting in 2020 and continuing up to 2024. Each year, seven outstanding teachers from further education in Denmark are honoured, along with two university lecturers. The fact that researchers from Roskilde University have received the award three times is testament to the strong commitment to teaching excellence that runs throughout the university. In 2024, Associate Professor in Social Psychology Sofie Pedersen from Roskilde University received the award.

Increased admissions of both Bachelor's and Master's students

Total admissions of full-time students increased by 14 per cent in 2024 compared with 2023. Both Bachelor's and Master's admissions rose by 14 per cent. Bachelor's admissions have fallen by 4 per cent compared with 2019, whereas Master's admissions have risen by 35 per cent.

Expert group to review examinations

In 2024, an internal expert group appointed by the rector reviewed the examination system at Roskilde University and developed recommendations for improvements. The work took as its point of departure a desire to refine the university's stance on generative AI in relation to examinations, to clarify when such technologies may be used and when not. In addition, there was a need to simplify the examination system and make it more transparent for students, and also to reduce resource consumption as part of the 2023 recovery plan. The expert group's recommendations were compiled in a report that, following consultation with staff-student liaison committees, the Academic Council and other relevant bodies, formed the basis for a number of structural changes to curricula, guidelines for the use of AI, competence development of lecturers and resource optimisation in connection with examinations. In addition, plans are in place to digitalise the examination process to further streamline operations. The staff-student liaison committees will implement the changes with effect from 1 September 2025.

Regional anchoring and value creation

In recent years, Roskilde University has more clearly anchored its regional involvement by means of the RUC 2030: Interconnected strategy and a dedicated strategy for regional collaboration. In 2024, Roskilde University intensified its partnerships with the municipalities, the region, NGOs, commercial enterprises and educational institutions. For instance, the university has gained funding for the Educational Pathways Zealand project, the aim of which is to increase accessibility to education for young people in collaboration with Slagelse Municipality, University College Absalon and Zealand Academy of Technologies and Business.

Research collaboration and fundraising have also been reinforced through strategic partnerships.

Several major projects targeting the Region of Zealand have been launched, particularly within knowledge collaboration with the business sector. The university is part of the two Business Lighthouse projects in Region Zealand, Biosolutions and Femern. Within Biosolutions, Roskilde University has received financing to set up the RUC OpenBioLab for enterprise collaborations. As part of Femern Lighthouse, the university is involved in setting up a Knowledge and Learning Centre at Rødbyhavn, and is working to increase competence at SMEs in Region Zealand. Roskilde University's course relocation plan continues to progress, including the takeover of the Master's course in Nursing from Aarhus University, which as of 1 September 2023 has been located in Roskilde, in premises near the station.

Cluster collaborations and entrepreneurship

Roskilde University is a member of seven national business clusters, and in that connection held theme days and conferences during 2024. RUC Open Entrepreneurship is an umbrella designation for entrepreneurship activities at the university and helps both students and researchers to convert their research into business opportunities. In 2024, a new 5 ECTS course in Entrepreneurship was developed, along with a Student Startup Hub.

East Denmark Region

The reform of the healthcare system, "Healthcare Close to You", involves the merger of Region Zealand and the Capital Region, which from 2027 will be collectively known as East Denmark. This will create new opportunities for Roskilde University that will be further discussed in 2025.

Administration and organisation

New University Director

On 1 February 2024, Henrik Zobbe took up the role of University Director at Roskilde University. Henrik joins from a position as Faculty Director of SCIENCE at the University of Copenhagen, and has extensive managerial experience and a strong background in finance and university operations. In particular, he recently spearheaded the extensive digitalisation and reorganisation of a number of administrative functions at SCIENCE and the University of Copenhagen. New Deputy Director of Finance and Campus

New Deputy Director of Finance and Campus

On 1 April 2024, René Niehues Birch became Roskilde University's new Deputy Director of Finance and Campus, with responsibility for developing and ensuring quality and efficiency at the university in these areas. René joins from a position as Head of Department at ATP, the Danish pension institution, and previously served as Finance Director at SCIENCE at the University of Copenhagen for more than a decade.

New management layer for the departments

As mentioned above, in 2024 the university introduced section management in all four departments, to ensure accessible leadership for academic staff. The section managers will focus on well-being, quality culture and career development within the academic environments, thereby promoting collaboration between the departments and throughout the university.

The section management model was launched in early summer 2022, since when there have been debates on section management within the joint collegial bodies, in the departments and among management, as a result of which the objective and specific content of the model have been adapted. The university now has a strong team of 16 section managers, all of whom are involved in the management of the individual departments.



**We look forward
and shape the
future**

Reorganisation of the Unit for Academic Development (EAE)

As of 1 February 2025, the Unit for Academic Development (EAE) will be housed within the university administration under the Deputy Director for HR. The objective is to reinforce EAE's capacity to manage an increasing number of courses and educational initiatives, as well as to unify the university's competence development for employees. This will ensure better resource utilisation and increased capacity at a time when the university is facing financial challenges and a coming reform of Master's degrees, requiring strong educational support. Going forward, EAE's tasks will be managed by specialised educational consultants employed as administrative staff. The unit will remain closely linked to the academic environments through the Educational Development Forum (PUF) and will continue to involve academic staff in relevant development tasks to ensure that the educational development work is research-based.

Implementation of URIS

In 2024, the university has continued to develop measures and guidelines to support the implementation of the national guidelines for security and managing risk in relation to international research and innovation cooperation, known as URIS. The work takes a risk-based approach, starting with itemising the areas of technology and knowledge in each department that require protection. This is then supplemented by the experiences gained by the university in meeting specific challenges relating to security around its research and innovation work. On this basis, in 2025 the university will implement a number of procedures to secure physical and digital access to the university's resources and to reinforce screening of collaboration agreements and partners.

Increases in efficiency through automation

Digitalisation of the admission process has reduced technical support enquiries by 86 per cent, freeing up resources during a critical period. Administrative staff have received training in generative AI, which has improved the efficiency of consultation responses in connection with the new educational reform. In addition, digital research support was reinforced through collaboration with the Danish e-Infrastructure Cooperation (DeiC), thereby giving researchers access to in-demand tools such as transcription software and HPC solutions.

Compliance and security

Digitalisation of IT contract management has professionalised procurement, reinforced compliance and reduced costs. Moreover, the project "Strengthening Information Security at Roskilde University" was introduced, with an updated policy based on the ISO 27001/2 standard to protect data and comply with national requirements.

IT infrastructure and platform modernisation

Roskilde University has modernised its IT infrastructure to ensure more efficient and future-proof operation. A new network, with improved Wi-Fi, has increased capacity and flexibility, while the migration from Skype to Teams has strengthened telephony within the university. The auditoriums have been upgraded with digitally controlled devices, improving the teaching experience, and a new cloud-based integration platform ensures better compatibility between systems. Meanwhile, the management of MacOS and Windows has been centralised, thereby automating processes and increasing security. These measures support the university's strategic goals for digital maturity, efficiency and robust IT operations.

Finance

In 2024, the university achieved a positive financial result, due in part to savings from the financial action plan, which has reduced annual expenses by DKK 30 million. Furthermore, there has been an increased focus on implementing a number of initiatives with uncertain financial consequences, including the renewal of ageing buildings, the implementation of a new student information system (SIS) and IT modernisation. Roskilde University considers that

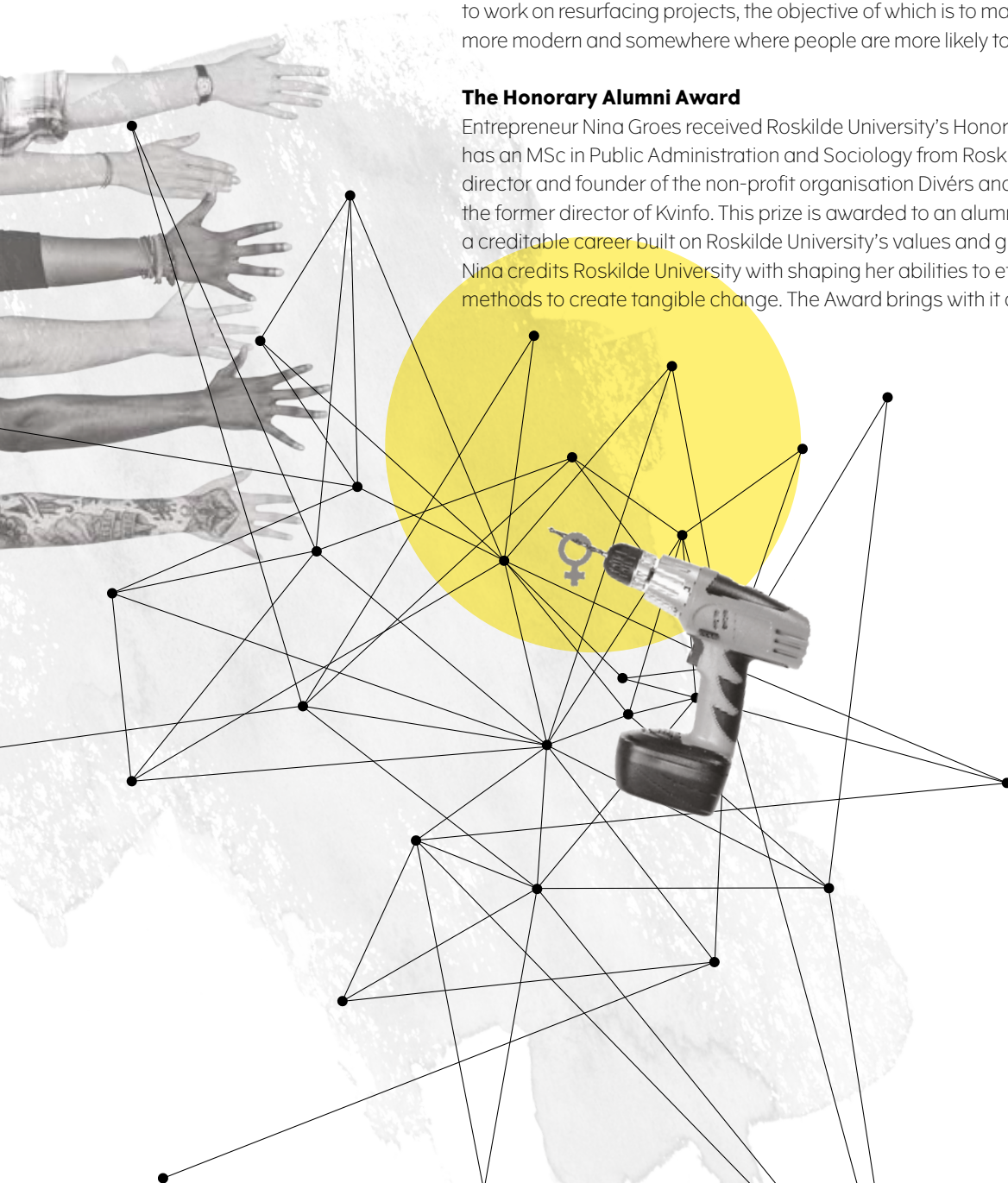
the foundation for solid finances has been laid, but there remain a number of uncertainties that need to be managed.

Refurbishment and development of the RUC campus

In 2024, there has been considerable focus on the refurbishment of the campus at Roskilde University as approved by the Danish Parliament's Finance Committee. The total budget for the project amounts to DKK 430 million, of which the university's share is DKK 15 million. Ground was broken on site in April 2024, and the refurbishment is expected to be completed in 2026. The construction site dominates the campus, with an inevitable impact on both staff and students. Roskilde University is monitoring construction closely together with the Danish Building and Property Agency. The university looks forward to the completion of the project, which will be a major boost for both students and staff. In addition to the renovation work taking up significant space on campus, there has also been time to continue developing the master plan for the campus, aimed at renewing and strengthening the connection between the campus area, the surrounding Trekroner town, education and businesses. Therefore, the university has continued to work on resurfacing projects, the objective of which is to make the campus more inviting, more modern and somewhere where people are more likely to want to be.

The Honorary Alumni Award

Entrepreneur Nina Groes received Roskilde University's Honorary Alumni Award for 2024. She has an MSc in Public Administration and Sociology from Roskilde University (2007) and is the director and founder of the non-profit organisation *Divérs* and the project *Boss Ladies*, and the former director of *Kvinfo*. This prize 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. Nina credits Roskilde University with shaping her abilities to effectively analyse and leverage methods to create tangible change. The Award brings with it a prize of DKK 10,000.



1.3.2 Economic development during the year

At DKK 24.1 million, Roskilde University's annual surplus for 2024 was a full DKK 34.1 million higher than the budgeted deficit for the year of DKK 10.0 million.

Management regards the result for the year as satisfactory.

Economic development compared with budget

Total revenue improved significantly, by DKK 27.0 million, and financial items by DKK 6.0 million, while total operating costs were in line with budget, with an overall underspend of DKK 1.1 million.

Table 1

Development in result for the year allocated to main items and compared with the budget for 2024

DKK million	2024	2024 budget	Variance against 2024 budget
Revenue	887.8	860.8	27.0
Staff costs	-603.4	-596.7	-6.7
Other operating costs	-268.1	-275.9	7.8
Financial items	7.8	1.8	6.0
Net income for the year	24.1	-10.0	34.1
Payroll costs as a share of revenue	68.0%	69.3%	-1.4%

Revenue

Total realised revenue in 2024 of DKK 887.8 million was DKK 27.0 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 12.2 million. In addition, a higher level of educational activities meant that revenue from self-funding international students was DKK 9.4 million above budget and that educational grants from full-time students were DKK 3.0 million higher than budget.

Staff costs

Staff costs for 2024 included an overspend of DKK 6.7 million, primarily due to increased activity relating to externally funded research projects of DKK 6.1 million. This item was also impacted by two counteracting effects – a combined DKK 3.8 million underspend on staff costs relating to ordinary operations and Master's and PhD courses, and a DKK 4.4 million overspend on holiday pay obligations.

Payroll costs as a share of revenue closed on 68.0 per cent in 2024, compared with a budgeted figure of 69.3 per cent. The change in payroll costs as a share of revenue for 2024 is attributable to higher revenue from educational activities, which resulted in a better balance between revenue and staff costs than anticipated in the 2024 budget.

Other operating costs

Roskilde University recorded other operating costs of DKK 268.1 million in 2024, compared with a budgeted figure of DKK 275.9 million, where the underspend of DKK 7.8 million is primarily attributable to lower activity on ordinary operations.

Financial items

Roskilde University recorded net financial income of DKK 7.8 million in 2024, compared with budgeted net financial income of DKK 1.8 million. In 2024, realised interest income on securities and deposits in financial institutions totalled DKK 6.5 million and unrealised capital gains on securities totalled DKK 1.6 million.

Economic development in balance sheet items**Assets**

Assets mainly comprise liquid reserves and easily marketable securities. The securities consist of Danish government and mortgage bonds.

As in 2023, Roskilde University prioritised capital improvements over maintenance. This is also reflected in the change in non-current assets from 2023 to 2024, when DKK 5.6 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 275.8 million, compared with DKK 264.1 million in 2023. 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 2023 is attributable to provisions and prepaid grant-funded activities.

Equity

At the end of 2024, Roskilde University had equity of DKK 77.6 million, compared with DKK 53.5 million in 2023.

Financial resources

Total financial resources amounted to DKK 203.9 million at the end of 2024, compared with DKK 183.8 million at the end of 2023. At the reporting date, liquid reserves accounted for DKK 77.7 million of the total financial resources. The increase in total financial resources is primarily attributable to the net result for the year.

Excluding securities, monthly liquidity in 2024 averaged DKK 71.5 million, which represents an increase of DKK 33.3 million compared with the corresponding figure in 2023.

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 2024 annual report have occurred since the end of the financial year.



1.3.3 Key figures and financial ratios

DKK million	2024	2023	2022	2021	2020
Income statement					
Government grants	689.8	664.7	634.7	684.9	654.8
Other subsidies	142.6	143.1	123.3	102.7	91.8
Sale of goods and services	7.5	3.9	5.8	5.7	5.5
Other revenue	47.9	29.2	23.7	25.6	26.4
Total revenue	887.8	840.9	787.5	818.9	778.5
Staff costs	603.4	580.8	581.3	569.4	572.0
Rent	72.7	76.6	71.2	70.3	69.9
Depreciation, amortisation and impairment charges	11.3	8.0	6.7	5.9	3.9
Other operating costs	184.1	195.6	179.4	144.4	137.8
Total operating costs	871.5	861.0	838.6	790.0	783.6
Net income before financial items and extraordinary items	16.3	-20.1	-51.2	28.9	-5.1
Net income for the year	24.1	-13.2	-63.3	26.7	-4.3
Balance sheet					
Non-current assets	56.0	52.7	38.7	34.4	29.8
Balance sheet total	353.4	317.6	322.3	360.0	360.6
Equity	77.6	53.5	66.8	130.1	103.4
Non-current liabilities	2.7	3.3	0.0	0.0	0.0
Key financial ratios					
Profit margin	2.7%	-1.6%	-8.0%	3.3%	-0.6%
Liquidity ratio	133.6%	121.3%	130.4%	166.4%	149.1%
Solvency ratio	22.0%	16.9%	20.7%	36.1%	28.7%
Financing ratio	0.0%	0.0%	0.0%	0.0%	0.0%
Debt factor	0.0%	0.0%	0.0%	0.0%	0.0%
Equity percentage	8.7%	6.4%	8.5%	15.9%	13.3%

**We create
knowledge
and share it
with society**



1.4 Outlook

The annual surplus of DKK 24.1 million for 2024 represents a significant improvement compared with the budgeted deficit of DKK 10.0 million. For 2025, Roskilde University has budgeted total revenue of DKK 930.3 million and a net income surplus of DKK 2.2 million.

Table 2
Roskilde University's budget for 2025

Board-approved budget for 2025

DKK million	
Revenue	930.3
Staff costs	636.2
Other operating costs	295.4
Financial items	3.5
Net income for the year	2.2

The 2025 budget reflects a positive trend compared to 2024, driven primarily by expected significant continued growth in student numbers – particularly among self-funding international students. A further increase in externally funded research is also anticipated.

While Roskilde University has managed to balance its finances, a number of uncertainties remain. These include the reform of Master's courses, challenges around IT and data security and the need to refurbish the university's older buildings, all of which could affect future budgets. Roskilde University is addressing these uncertainties within the constraints of its budgeted revenues.

