1. Preamble

The University of Copenhagen is undergoing an important development of which the merger, which became effective in 2007, of the former Pharmaceutical University, the Royal Veterinary and Agricultural University and the University of Copenhagen into a new University of Copenhagen is the most important element. Many of the activities of the university are affected, and in the coming years the most important task will be to concretise and implement the potential of the merger as regards the internal development as well as the development of the strategic position of the university in relation to the international competition.

With its 37,000 students, 1,800 PhD students and 7,500 employees, the University of Copenhagen is the largest knowledge institution in Denmark today. The university’s most important contribution to society is outstanding basic research and education of highly qualified graduates. Based on these two core services, the university enters into close interaction with the surrounding society, ranging from cultural institutions via the business community to public authorities.

Research is the energy that drives a university of basic research forward. Free research of high quality is a precondition for education at the highest level and for communicating knowledge and commercialising research results. The basic research forms the basis for education based on research, applied research, interaction with public authorities, etc.

However, the conceptual breakthrough of the knowledge society means that the role of basic research is under discussion. When the affluence of a society increasingly depends on new knowledge creation, the relevance of research and thus its application is brought up for discussion. The discussion of basic research is made furhter topical as the universities today are expected not only to conduct basic research and education at a high level, but also to handle a number of new tasks, such as commercialisation, public outreach as well as continuing and further education.

In selected areas, basic research will be combined with applied research of the highest international quality with the aim of contributing to the solution of important social challenges in the public or private sector. In some cases, the boundary between basic and applied research is clear; in other cases, the interaction is of a more dialectic nature. It may thus be of great importance for the themes of the basic research that the researcher has a deep understanding of the applications of the research. This essential inspiration may come from both basic research and application-directed research in private and public companies.

The changes in society have also changed the basic conditions for education. Whereas the task of the University of Copenhagen was formerly to educate limited groups in the Danish society, the demands are now completely different. Today, the universities take almost twice as many students in as in the mid-seventies. Politically, the objective is to furhter increase this number. Likewise, the central importance of the universities to the economic development implies that the surrounding world makes higher demands for quality, implementation and relevance. The question is, however, how these demands are reconciled with e.g. the ambition of the University of Copenhagen to offer research-based education at the highest level.

The university’s pronounced aim at free research of the highest international quality should thus be seen in the light of the importance of research to all the activities of the university – the research-
based education, the applied research, the cooperation with the business community as well as the public outreach. The University of Copenhagen must therefore adhere to the originality of basic research, and on this background the university must assert itself and also handle the new important core tasks: public outreach and cooperation with the business community. Owing to its academic comprehensiveness, the University of Copenhagen is especially well equipped to heighten the research.

The university’s strategic plan, “Destination 2012”, indicates a number of the lines that the University of Copenhagen will follow in the coming years on the background of the implemented merger. In addition to this, the present Development Contract 2008-10 for a number of development areas of special political interest - emphasized by the ministry and subsequently concretised through discussions with the ministry - indicates the university’s objectives and efforts in these areas.

Together, the university’s strategic plan, “Destination 2012”, and the “Development Contract 2008-10” give a good picture of the focus of the University of Copenhagen in the coming years.

2. Outline of the requirements of the Ministry of Research, Technique and Development for the development contract

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3. Required results and milestones

Research

Performance goal 1: Production of research

Objective
During the contract period, the University of Copenhagen will endeavour to maintain a high level of production of research per academic employee in the form of articles in peer- and non-peer reviewed journals, books and anthologies.

Indicator
For measuring we use the key figure J 1.1 of the Danish Rectors’ Conference, consisting of
   a. articles in peer-reviewed scientific journals;
   b. articles in scientific journals that are not peer-reviewed;
   c. scientific books, monographies;
   d. contribution to scientific books/anthologies;
proportioned to the research FTE, except for PhD equivalents, cf. the key figures of the Danish Rectors’ Conference table C1 with deduction of PhDs.

Point of departure
The point of departure is the average production per research FTE in 2006, which was
   a. 2.2 articles in peer-reviewed scientific journals;
   b. 0.3 articles in scientific journals that are not peer-reviewed;
   c. 0.1 scientific books, monographies;
   d. 0.5 contributions to scientific books/anthologies.

Goal
We aim at maintaining a high level of production of research per research FTE.

Milestones
2008: To maintain the average production per academic employee.

2009: To maintain the average production per academic employee.

2010: To maintain the average production per academic employee.
Performance goal 2: Internationalisation of research

Objective
Throughout the contract period, the University of Copenhagen will endeavour to increase the number of newly appointed researchers whose latest place of employment was outside Denmark in order to strengthen the internationalisation of the research.

Indicator
For measuring we count the newly appointed academic staff (professors, associate professors, assistant professors, postdoctoral) whose latest place of employment was outside Denmark, compared to the total number of newly appointed academic staff.

Point of departure
In 2006 we appointed 22 academic employees, whose latest place of employment was outside Denmark, out of 148 academic staff appointments, corresponding to 15%.

Goal
The goal is to increase the ratio of newly appointed academic staff, whose latest place of employment was outside Denmark, by 10% in all compared to the starting point in 2006 before the end of 2010.

Milestones
2008: We aim at increasing the ratio from 2006 by 3% in all.
2009: We aim at increasing the ratio from 2006 by 6% in all.
2010: We aim at increasing the ratio from 2006 by 10% in all.

Performance goal 3: Attract external funds

Objective
Throughout the contract period, the University of Copenhagen will continue to increase the income from external sources. The contract focuses on contributions from Danish public sources, Danish private funds etc., EU funds and other foreign sources.

Indicator
Measuring will take place according to the key figures A 3.1 a, b, c and d of the Danish Rectors’ Conference, which include the following sources

a. Danish public sources;
b. Danish private funds;
c. EU funds;
d. other foreign sources.
Point of departure
The point of departure is an average of the figures from 2005-06, when the total external income amounted to DKK 907.8 million in all.

Goal
Based on the average from 2005-06, the aim is to increase the total external income, regarding the key figures 3.1.a, b, c and d of the Danish Rectors’ Conference, by 10% by the end of 2010. It is pointed out that the growth rate of the EU funds offered may affect the attainment of the goal.

Milestones
2008: Based on the average from 2005-06, the aim is to increase the external income by 3%.
2009: Based on the average from 2005-06, the aim is to increase the external income by 6%.
2010: Based on the average from 2005-06, the aim is to increase the external income by 10%.

Performance goal 4: PhD activity

Objective
The aim of the globalisation agreement is to increase the intake of PhD students substantially up to 2010. The increase should especially take place within natural science, technical science, IT and health sciences. As part of the realisation of this, the university will continue the development in the intake of PhD students and endeavour to maintain the graduation rate.

The level of enrolment appears from the supplementary contract, which was agreed upon in the spring of 2007 between the University of Copenhagen and the ministry.

According to §16 b of the University Act, the University of Copenhagen will establish a PhD school for each faculty to manage the PhD programme.

Indicator
Measuring is done on the basis of the intake of PhD students and the number of accepted PhD theses.

When measuring the graduation rate, the figure is calculated as the number of accepted PhD theses during a calendar year compared to the number of PhD students enrolled 4 years earlier. Figures are calculated for full calendar years (1 January – 31 December).

Point of departure
In the spring of 2007, a supplementary contract to the then development contract within the PhD field was agreed upon, committing the University of Copenhagen to take in at least 741 PhD students in 2008, 801 in 2009 and 863 in 2010.

During the period 2004-06, the share of accepted theses was 63% compared to the intake of students 4 years earlier.
**Goal**
The aim is to take in a total of 863 new PhD students in 2010.

During the contract period, the aim is to maintain the present graduation rate of at least 63%.

**Milestones**

**2008:** The goal for intake is a total of 741 PhD students. Furthermore, the aim is to maintain the graduation rate of at least 63%.

**2009:** The goal for intake is a total of 801 PhD students. Furthermore, the aim is to maintain the graduation rate of at least 63%.

**2010:** The goal for intake is a total of 863 PhD students. Furthermore, the aim is to maintain the graduation rate of at least 63%.
Performance goal 5: Intake

Objective
During the contract period, the University of Copenhagen will maintain the present share of a year group that are enrolled in the Bachelor programme at the University of Copenhagen. With the known increase of the coming year groups, this will cause the intake to increase. It is a precondition that the ceiling externally set for certain educations follows the demographical development of the number of 20-24-year-olds as well.

Indicator
For measuring the key figure F 1.1 of the Danish Rectors’ Conference is used: the number of students enrolled in the Bachelor programme compared to the number of 20-24-year-olds in the year in question.

Point of departure
The point of departure for the intake in 2007 was 5,912 students enrolled in the Bachelor programmes. In 2007, the number of 20-24-years-olds is 295,255.

Goal
With maintaining a total enrolment number corresponding to the percentage of a year group as the point of departure, it is expected that the University of Copenhagen will increase the intake on the Bachelor programmes by about 400 students in 2010.

Milestones
2008: The University of Copenhagen takes in 6,000 students in the Bachelor programmes, corresponding to 100 students more than in 2007.

2009: The University of Copenhagen takes in 6,100 students in the Bachelor programmes, corresponding to 200 students more than in 2007.

2010: The University of Copenhagen takes in 6,300 students in the Bachelor programmes, corresponding to 400 students more than in 2007.

Performance goal 6: Dropout rate

Objective
During the contract period, the University of Copenhagen will reduce the dropout rate in the Bachelor programme and maintain the low dropout rate on the Master’s programme. This goal will
be achieved through a strengthening of the counselling effort and an improvement of the study environment, cf. goal 11. As the demands for study activity will be tightened in the future, a temporary increase in the dropout rate is expected for 2007/2008. For this reason, an improvement cannot be expected in 2008.

**Indicator**
The measuring method is the key figures G 1.4 of the Danish Rectors’ Conference: percentage dropout rate on the Bachelor programmes, and G 2.4: percentage dropout rate on the Master’s programmes. Based on these figures, an overall report is worked out for the University of Copenhagen at the institutional level.

**Point of departure**
The point of departure is the key figures for 2007, which are available and will be submitted to the Danish University and Property Agency no later than February 2008.

**Goal**
It is the aim of the University of Copenhagen to maintain the low dropout rate on the Master’s programmes. Furthermore, it is the aim of the University of Copenhagen to reduce the dropout rate on the Bachelor programmes by 10 % in 2010 compared to 2007.

**Milestones**

2008: Reduction of the dropout rate in the Bachelor programmes by 0 % compared to 2007, cf. above.

2009: Reduction of the dropout rate in the Bachelor programmes by 5 % compared to 2007.

2010: Reduction of the dropout rate in the Bachelor programmes by 10 % compared to 2007.

**Performance goal 7: Study completion time**

**Objective**
During the contract period, the University of Copenhagen aims to reduce the study completion time on both the Bachelor and Master’s programmes. This goal is expected to be reached through efforts to improve the student counselling and the study environment, cf. goal 11, as well as by introducing stricter demands on study activity.

**Indicator**
The measuring method employed is the Danish Rectors’ Conference’s key figures G 1.1 and G 1.2 for undergraduates, and G 2.1 and G 2.2 for graduates.

G 1.1 is the graduation rate in the Bachelor programmes within the prescribed period of study.

G 1.2 is the graduation rate in the Bachelor programmes within the prescribed period of study + 1 year.

G 2.1 is the graduation rate in the Master’s programmes within the prescribed period of study.

G 2.2 is the graduation rate in the Master’s programmes within the prescribed period of study + 1 year.
Based on these figures, an overall report is worked out for the University of Copenhagen at the institutional level.

**Point of departure**
The point of departure is the key figures for 2007, which are available and will be submitted to the Danish University and Property Agency no later than February 2008.

**Goal**
It is the aim of the University of Copenhagen to improve the figures for study completion times by 10 % for both Bachelor and Master’s programmes as compared to 2007.

**Milestones**
- **2008:** The graduation rate within the prescribed period of study for both the Bachelor and Master’s programmes is increased by 3 %, and the graduation rate within the prescribed period of study +1 for both the Bachelor and Master’s programmes is increased by 3 % compared to 2007.
- **2009:** The graduation rate within the prescribed period of study for both the Bachelor and Master’s programmes is increased by 6 %, and the graduation rate within the prescribed period of study +1 for both the Bachelor and Master’s programmes is increased by 6 % compared to 2007.
- **2010:** The graduation rate within the prescribed period of study for both the Bachelor and Master’s programmes is increased by 10 %, and the graduation rate within the prescribed period of study +1 for both the Bachelor and Master’s programmes is increased by 10 % compared to 2007.

**Performance goal 8: Educations adapted to the needs of society**

**Objective**
During the contract period, the University of Copenhagen will – with a view to adapt the study programmes at the University of Copenhagen to the needs of society – together with the employer panels discuss and analyse the orientation of the study programmes towards the labour market, identify any structural problems in the study programmes, as well as analyse and evaluate the intake capacity of the various study programmes.

**Indicator**
-

**Point of departure**
-

**Goal**
During the contract period, the aim is to analyse the orientation of the study programmes towards the labour market, as well as the intake capacity of each study programme.

**Milestones**
At the end of 2009, a midway report will be worked out, setting out the identification of problems and the initiatives decided on. By the end of the contract period, a final report with an account of the actions implemented and further planned will be presented.
Performance goal 9: Entrepreneurship

Objective
During the contract period, the University of Copenhagen will increase the choice of ECTS-giving courses in entrepreneurship.

Indicator
For measuring, the number of ECTS-giving courses in entrepreneurship offered by the University of Copenhagen on its own or in cooperation with others is counted. Only actual entrepreneurship courses will be counted, i.e. courses that deal directly with setting up a business, entrepreneurship and/or patent application.

Point of departure
The measuring is based on 2006 when a total of 14 entrepreneurship courses were offered, of which 9 were held at the University of Copenhagen, 2 at the Royal Danish Veterinary and Agricultural University (LIFE), 1 at the Pharmaceutical University (FARMA), and 2 were offered jointly by the institutions of higher education.

Goal
The aim of the University of Copenhagen is to increase the number of ECTS-giving entrepreneurship courses to 16 in 2010.

Milestones
2008: 14 ECTS-giving entrepreneurship courses are offered.
2009: 15 ECTS-giving entrepreneurship courses are offered.
2010: 16 ECTS-giving entrepreneurship courses are offered.

Performance goal 10: Internationalisation of the educations

Objective
During the contract period, the University of Copenhagen will increase the number of incoming and outgoing students, as well as the number of complete study programmes with English as language of instruction in order to strengthen the internationalisation of the university environment.

Indicator
The measuring method employed is the key figures H 1.1 of the Danish Rectors’ Conference: number of outgoing students, and H 1.2: number of incoming students, as well as the number of complete study programmes offered in English.

Point of departure
The point of departure for the whole of 2006 was 921 outgoing students and 1,725 incoming students. In 2007, we offer 13 complete study programmes taught in English.

Goal
Based on the figures from 2006, the goal is to increase the number of incoming students by 5 % and the number of outgoing students by 10 % by 2010.
Furthermore, the aim is to increase the number of complete study programmes offered in English, as well as prepared for and aimed at international students, by 11, so that by the end of 2010 there will be 24 complete study programmes in English.

**Milestones**

**2008:** The aim is to increase the number of incoming and outgoing students from 2007 by 1% and 3%, respectively, as well as to increase the number of complete study programmes in English by 1 compared to 2007.

**2009:** The aim is to increase the number of incoming and outgoing students from 2007 by 3% and 6%, respectively, as well as to increase the number of complete study programmes in English by 5 compared to 2008.

**2010:** The aim is to increase the number of incoming and outgoing students from 2007 by 5% and 10%, respectively, as well as to increase the number of complete study programmes in English by 5 compared to 2009.

**Performance goal 11: Documentation concerning teaching**

**Objective**

During the contract period, the University of Copenhagen will endeavour to improve the quality of teaching by e.g. new types of instruction and supplementary training of lecturers. Furthermore, there will be focus on student counselling and measures to improve the study environment. Finally, during the contract period, teaching evaluations will be published on the internet.

**Indicator**

For measuring, we will partly use progress reports on development-oriented initiatives, partly counts when relevant.

**Point of departure**

We have started developing a concept for publishing teaching evaluations. Furthermore, we have a strategy for the student counselling as well as a plan for improving the study environment.

**Goal**

The aim is to

- develop a complete quality assurance model for the field of education, which will be used in policies and procedures. The quality assurance model will integrate best practice from international quality assurance models within the university field, domestic criteria for accreditation, and demands of external authorities;
- develop a concept for the publishing of teaching evaluations and to publish all teaching evaluations;
- work out a strategy for new types of instruction and supplementary training of lecturers;
- set up a parallel language centre;
- develop a joint web portal for student and career counselling;
• offer targeted counselling to all dropout-threatened students, who are short of more than 30 ECTS;
• set up 1,600 reading places;
• offer access to wireless network and printing facilities from the reading places and students’ leisure areas.

**Milestones**

**2008:**
The quality assurance model will be used in the coordination of policies and procedures for teaching evaluation – including follow-up and publishing by the management.
A concept for the publishing of teaching evaluations will be worked out.
75% of all teaching evaluations will be published according to this concept.
A strategy for new types of instruction and supplementary training of teachers will be worked out.
All student counsellors must have completed a basic course.
A joint web portal will be developed for student and career counselling.
At least 800 reading places will be established.

**2009:**
The quality assurance model will be used for the domestic criteria of accreditation, which will provide the basis for a teaching development process as well as a set of criteria for continuous self-evaluation by the study programmes.
All teaching evaluations will be published according to the new concept.
A language centre will be established.
All dropout-threatened students, who are short of at least 30 ECTS, will be offered targeted counselling in order to get them back into the study programme.
By the end of 2009, at least another 400 reading places will be established.

**2010:**
The quality assurance model will be used in the common administrative procedures in connection with the implementation of STADS.
By the end of 2010, at least another 400 reading places as well as wireless network and printing facilities will be established.
It will be possible to hold electronic examinations.
Dissemination of knowledge

Performance goal 12: Cooperation with the vocational schools

Objective
During the contract period, the University of Copenhagen will endeavour to formalise the cooperation with the future vocational schools to the benefit of the academic development at the vocational schools as well as the didactic and pedagogic development at the University of Copenhagen.

Indicator
The number of cooperation agreements will be used for measuring.

Point of departure
More cooperation agreements have been made.

Goal
The aim is to enter into at least one more formalised agreement with a vocational school and to work out a proposal for credit agreements for undergraduates admitted to the teacher training programme at the vocational schools.

Milestones
We will try to reach the goals before the end of the contract period.

Performance goal 13: Continuing and further education

Objective
During the contract period, the University of Copenhagen will increase the number of paying students taking continuing and further education (part-time studies) at the university as well as the overall student payment.

Indicator
The measuring method employed is the key figure F 6.1 of the Danish Rectors’ Conference: the number of paying students attending part-time and full-time studies. Furthermore, we use the key figure A 1.1.b of the Danish Rectors’ Conference: student payment for full-time studies, and A 1.2.b: student payment for part-time studies.

Point of departure
The point of departure is an average of the figures from 2005 and 2006, when the number of paying students amounts to 3,784, and when the student payment by self-paying students attending full-
time studies is DKK 0.3 million and for the part-time studies DKK 25.9 million – in total DKK 26.2 million.
Please note that the point of departure is a gradual average of the figures from 2005 and 2006, as there may be great fluctuations from one year to the next. This is the case for these years, as the student payment in 2006 is, for example, substantially higher than in 2005.

**Goal**
The aim is to increase the number of paying students attending part-time and full-time study programmes in 2010 by 10 %, totalling about 4,200 students, compared to the point of departure.

The aim is to increase the student payment for the part-time and full-time study programmes in 2010 by 20 %, to a total of DKK 30.8, compared to the point of departure.

**Milestones**

**2008:** The aim is to increase the number of paying students attending part-time and full-time study programmes by 3 % as well as to increase the student payment in the 4 categories by 6 % compared to the point of departure.

**2009:** The aim is to increase the number of paying students attending part-time and full-time study programmes by 6 % as well as to increase the student payment in the 4 categories by 13 % compared to the point of departure.

**2010:** The aim is to increase the number of paying students attending part-time and full-time study programmes by 10 % as well as to increase the student payment in the 4 categories by 20 % compared to the point of departure.

**Performance goal 14: Participation in the public debate**

**Objective**
According to the University Act, the University of Copenhagen is obliged to take part in the public debate and thus contribute to ensuring qualified research communication to and sharing of knowledge with the surrounding world, domestically as well as internationally. During the contract period, the university will endeavour to increase its activities in this respect.

**Indicator**
By way of measuring, the number of mentions in the written and electronic media (including web sources) registered in Infomedia for Denmark is employed. In addition, mentions in the English-language press in Lexis Nexis as well as the number of registrations of research-communicating books, reports and contributions in the research database CURIS at the University of Copenhagen are registered.

**Point of departure**
The point of departure is the average number of mentions in Infomedia and Lexis Nexis during the first half-year of 2006, the second half-year of 2006 and the first half-year of 2007. The average was 2,459 mentions per half-year.
As to research-communicating books, reports and contributions, these will be registered separately in CURIS, which will not be fully updated until 1 January 2008. The point of departure will therefore not be decided until the start of 2008.

**Goal**
Based on the present point of departure, the aim is to increase the number of mentions in the press registered in Infomedia and Lexis Nexis as well as registrations in CURIS by 5 % in 2010.

**Milestones**
2008: The aim is to increase the number of mentions in the press by 1 %.
2009: The aim is to increase the number of mentions in the press by 3 %.
2010: The aim is to increase the number of mentions in the press by 5 %.

**Performance goal 15: Cooperation with the business community**

**Objective**
During the contract period, the University of Copenhagen will increase its commercialisation activities in the form of more cooperation agreements and licensing of patents.

**Indicator**
By way of measuring, the number of cooperation agreements, the number of licences sold and the income from licences are employed.

**Point of departure**
The great differences in the registration practices at the University of Copenhagen, the Pharmaceutical University and the Royal Danish Veterinary and Agricultural University up to now make it impossible to establish a correct baseline for the number of cooperation agreements in 2006. Against a background of well-defined calculations at the university, a baseline for the number of cooperation agreements in 2008 will be established. This will not be available until the beginning of 2009.

As to the number of licences sold, the point of departure is based on an average of the figures from 2005 and 2006. The average in these years was 12.5 licences sold and DKK 3.4 million earned from the sale of licences.

**Goal**
Based on the point of departure in 2008, the aim is to increase the number of cooperation agreements by 10 % during the contract period. Furthermore, based on the point of departure in 2005-06, the aim is to increase the number of licenses sold by 10 % as well as to increase the income from the sale of licenses by 10 %.

There will be no milestones for reaching the goal, as the development may vary.

**Milestones**
Performance goal 16: Research-based servicing of authorities

Objective
During the contract period, the University of Copenhagen will provide research-based servicing of the authorities by renewing the existing performance contracts with the Ministry of Agriculture, Fisheries and Food, the Ministry of Family and Consumer Affairs and the Ministry of the Environment.

Indicator
By way of measuring, an account of whether the performance contracts are renewed, as well as an account of the annual income from public servicing tasks worked out for each government research institute are employed.

Point of departure
At present, the University of Copenhagen has servicing contracts with the Ministry of Agriculture, Fisheries and Food and the Ministry of the Environment. Both contracts expire at the end of 2007.

During 2007, the Institute of Food and Resource Economics services the Ministry of Agriculture, Fisheries and Food and the Ministry of Family and Consumer Affairs within a limit of DKK 6.8 million according to a one-year performance contract, which expires at the end of 2007. In addition, the contract includes production of statistics and data collecting for domestic and EU purposes, corresponding to DKK 9.2 per year.

During 2007, Forest & Landscape services the Ministry of the Environment within a limit of DKK 20.3 million according to a four-year performance contract, which expires at the end of 2007. Furthermore, there is a supplementary four-year contract regarding service tasks within a limit of DKK 3.9 million.

Goal
It is our aim to renew the contracts with the Ministry of Agriculture, Fisheries and Food, the Ministry of Family and Consumer Affairs and the Ministry of Environment as four-year rolling contracts with adjustments made to them every year according to the performance agreed upon. The existing contracts all expire at the end of 2007.

Milestones


In addition to the research-based servicing of authorities in the traditional government research sense, the University of Copenhagen has three performance contracts with the Ministry of Foreign
Affairs (Danida). The contracts concern DBL Institute for Health Research and Development, Danida Forest Seed Centre and Danish Seed Health Centre.

The University of Copenhagen and the Ministry of Foreign Affairs are expected enter into a new performance contract in 2008 with the purpose of laying down guidelines for the future cooperation between the Ministry of Foreign Affairs and development research at the University of Copenhagen, including authority readiness and the continuation of research and education objectives.

4. Reporting
We shall submit a report on the development contract in connection with the annual report for the year in question.

5. Signatures
Copenhagen, 4 December 2007

_____________________________  ______________________________
Bodil Nyboe Andersen            Helge Sander
Chairman, University of Copenhagen Minister for Science, Technology and Development