

Agenda ESCPH Board Meeting

Date: Thursday 11 December 2025
Time: 17:00 – 17:45
Venue: 214, 2nd Floor, European School Copenhagen
Members: Kira Peter-Hansen (MEP and External Member), Tinne Hoff Kjeldsen (External Member), Laura Rosenvinge (Copenhagen City Council and External Member), Margo Rachat (ESCPH Parent), Stéphanie Horion (ESCPH Parent), Laure Conte (ESCPH Parent), Christen Bagger (ESCPH Parent), Johan Lindell (ESCPH Staff), Rasmus Hornecker (ESCPH Staff), Helene Kristensen (ESCPH Staff), Eva Hatting (ESCPH Student), Rosa Bukowy-Duving (ESCPH Student), Øzkan Gülerlyüz (Director ESCPH)
Guests: Helle Bjerre Degn (Deputy Director), Hella Helvig Jensen (Head of Administration)
Apologies: Andreas Manville (EEA and External Member)
Minutes: Helene Kristensen

ESCPH Board Meeting

Agenda:

1. Approval of the agenda (decision) – 1 min.

Annex 1.1 - Agenda ESCPH Board Meeting 20251211

2. Approval of the minutes of the ESCPH board meeting 25 September 2025 (decision) – 1 min.

Annex 2.1 - Draft ESCPH Board Meeting Minutes 20250925

3. Budget for Upper Secondary 2026 (decision) - 15 min.

Annex 3.1 - Budget for Upper Secondary 2026 DA

Purpose: Hella Helvig Jensen will present the 2026 budget for Upper Secondary for approval by the board.

4. Overall objectives 2026-2029 (presentation) – 15 min.

Annex 4.1 – Overall objectives 2026-2029

Purpose: Øzkan Gülerlyüz will present the new overall objectives shaped by the board's input from the meeting on 25 September 2025.



5. Various updates and information – 10 mins.

- Information from students
- Information from staff
- Information from management

6. AOB – 5 mins.

DRAFT Minutes **ESCPH Board Meeting**

Date: Thursday 25 September 2025
Time: 16:30-18:00
Venue: 214, 2nd Floor, European School Copenhagen
Members: Kira Peter-Hansen (MEP and External Member), Andreas Manville (EEA and External Member), Margo Rachat (ESCPH Parent), Stéphanie Horion (ESCPH Parent), Laure Conte (ESCPH Parent), Johan Lindell (ESCPH Staff), Rasmus Hornecker (ESCPH Staff), Helene Kristensen (ESCPH Staff), Eva Hatting (ESCPH Student), Rosa Bukowy-Duving (ESCPH Student), Özkan Güleriyüz (Director ESCPH)
Guests: Helle Bjerre Degn (Deputy Director)
Apologies: Tinne Hoff Kjeldsen (External Member), Laura Rosenvinge (Copenhagen City Council and External Member), Christen Bagger (ESCPH Parent)
Minutes: Helene Kristensen

ESCPH Board Meeting

Agenda:

1. Approval of the agenda (decision) - 1 min.

Annex 1.1 - Agenda ESCPH Board Meeting 20250925

The board did a round of introductions to welcome Eva Hatting and Rosa Bukowy-Duving.

Decision:

The board approved the agenda.

2. Approval of the minutes of the ESCPH board meeting 12 June 2025 (decision) - 1 min.

Annex 2.1 - Draft ESCPH Board Meeting Minutes 20250612

Decision:

The board approved the minutes.

3. L2 Danish (decision) – 15 min.

Annex 3.1 – L2 Danish proposal version 2

Purpose: Øzkan Gülerüz will present the updated version of management's L2 proposal that contains details regarding Danish lessons that the board has requested. The board decides on the proposal.

Øzkan Gülerüz presented the revised version of management's L2 proposal with more details on the Danish lessons that the school will provide if L2 Danish is removed. Points from the last meeting were summed up.

It was corrected that the proposal is intended to be valid for the P0s from next year and not P1s as initially written. The students who have L2 Danish now will continue as planned throughout Primary and Secondary.

The proposal introduced four categories for Danish lessons, catering to beginners and advanced learners in both P2/3 and P4/5. These lessons are scheduled to take place after classes, between approximately 14:00 – 15:00. We intend to keep this offer of Danish classes, but they will require a minimum of 7 students, adhering to the guidelines set for ordinary classes. It will be up to the board to evaluate the classes, and they cannot be removed without the approval of the board.

Øzkan Gülerüz emphasised that the school's mission is to provide multilingual and European education, and that this is our responsibility. There are plenty of other schools – Folkeskoler – in the municipality where Danish education is offered. The L3 Danish curriculum that we offer is sufficient for access to Danish higher education.

L2 Danish is not part of the budget for the school, which many board members agreed is a good reason in itself to accept the proposal. Discussion arose around possible extra funding sources, but sponsorship of that nature is not allowed.

It was suggested by multiple board members that the lessons be at least 60 minutes long and that there should also be homework for the students.

Laure Conte shared her concerns regarding the removal of L2 Danish. It is a concern that the students will not learn enough Danish or integrate sufficiently.

Rasmus Hornecker added that staff are concerned about the school losing its European identity due to L2 Danish, and that staff supports the proposal.

Eva Hatting added that most students, in her experience, speak a perfectly fine Danish if they have L3 Danish. There was general agreement on this.

Øzkan Gülerüz highlighted that Danish language education is not the responsibility or purpose of the school. There was general agreement on this. Margo Rachat added that the students will most likely integrate into society, not through L2 Danish, but through clubs and sports in Denmark.

Andreas Manville added that good communication about this to the parents is key.

Kira Peter-Hansen summarised the discussion. The board shows overall support for the proposal. It is agreed that management will strive to place the Danish lessons right after school. Communication to parents is important regarding this decision.

Decision:

The board approved the L2 Danish proposal put forward by management.

Laure Conte requested to have her opposition to the decision recorded in the minutes. She expressed concern that the school will lose attraction to the French section.

4. Overall objectives (discussion) – 25 min.

Annex 4.1 – Establishing new overall objectives

Purpose: The current overall objectives run until the end of 2025.

Therefore, the board will discuss their input for new overall objectives.

Øzkan Güleriyüz presented the current overall objectives that will run until the end of 2025. They were chosen for a 3-year period, so the board now needs to discuss their input for new overall objectives.

Management suggests that the overall objectives should last for 4 years instead of 3 years to better align with the 2-year strategic focus points. Management wants to collect the boards input today and work on new overall objectives that are ready to be approved at the upcoming board meeting. This ensures that we have a new set of objectives ready when we begin to work with new strategic focus points in the spring.

Input from the board:

- Evaluate how much we focus on high academic standards – while acknowledging that some parents choose the school for its high academic standards.
- Proposal to enhance the European educational perspective and highlight the school's connections with other European institutions and efforts in projects across Europe.
- Aim to position the school as the best international school in Denmark emphasizing democratic engagement and values.
- Suggestion to remove hierarchical numbering in current objective to avoid attaching more importance to some than to others.
- Emphasize objectives that resonate with the student body, reflecting well-being, growth and achievement.
- Consider differences from other schools within the municipality that could be advantageous.
- Stronger emphasis on well-being. Well-being is the key to high academic standards.

The board agreed that overall objectives should last for a 4-year period aligning them with our strategic focus.

The new overall objectives will be presented and discussed at the board meeting in December.

5. Upper Secondary (discussion) – 20 min.

Purpose: Øzkan Güleriyüz will update the board on the current situation in the Upper Secondary.

Øzkan Güleriyüz updated the board on the current situation in the Upper Secondary. The school is working hard on attracting more students to the department. Unfortunately, we only accepted 50 students for S5 at the beginning of this school year. There was a decrease in applicants from our own S4s. This is something we want to work on internally.

It is important to note that we have plenty of applicants, but that many are unfortunately rejected due to our language criteria.

The small classes and decrease in student intake are a cause of concern for teachers in the Upper Secondary.

Management has initiated a working group with Upper Secondary teachers focusing on both internal and external aspects to address the current challenges of student intake.

Board members contributed with valuable input that the school will consider in their work with attracting students.

Øzkan Güleriyüz emphasized that we will continue working hard on improving the situation.

6. Various updates and information – 10 mins.

- Information from students

Upper Secondary

Last year we discussed the lack of A-mark criteria. This year, the school has provided an A-mark overview which has been a great help to students. There are new S5s and S6s in the Student Council and student engagement is going really well. COSEEA and DGS involvement is still going well. The student council want to work on a student handbook.

Secondary

Students in Secondary want more clubs and socialising across year groups and classes. We currently have a popular debate club that is almost fully class-sized.

We would also like more after school activities to strengthen the community in Secondary. The workload is okay for students right now.

- Information from staff

Primary and Secondary

It has been a quiet start to the school year and everything is going as planned.

Upper Secondary

We have had a nice introduction trip to Glumsø for the new S5s. The S7s are currently preparing for pre-bacs.

Technical and administrative staff

It is going well in the TAP department, and we are finally settling in after a busy start to the school year.

- Information from management

Skoleudviklingssamtalen

Each year, the school must be part of a Skoleudviklingssamtale with the municipality. Özkan Güleriyüz has suggested to the municipality that the school would like to focus on our Audit results and development points from the European Schools instead of taking on the double workload of an extra developmental dimension – and, consequently, seek to be exempted from participation in Skoleudviklingssamtalen.

The board supports that the school moves to solely work with the Audit results.

Board seminar

Øzkan Güleriyüz suggested that we hold the board seminar as a direct extension of the December board meeting. The board agreed.

Other information from management

- We are currently in the process of hiring a new kitchen manager.
- We have recently hosted an AES directors meeting where Øzkan worked with other directors to strengthen the accredited European Schools.
- Management and other representatives from ESCPH will attend the AES conference in The Hague in the beginning of October.
- We have decided to call the Lower Secondary department Secondary from now on – Primary, Secondary and Upper Secondary.
- We have an update on the last announcement regarding swimming. It is correct that we are not obliged to provide swimming lessons according to the Municipality of Copenhagen. However, we are obliged to provide swimming lessons according to the Primary PE curriculum for the European Schools. This means that there are no changes to swimming lessons in Primary.

7. AOB – 5 mins.

Stéphanie Horion informed the board that ESCPH, the municipality and Carlsberg Byen's homeowner's association will have a meeting on 8th of October to discuss traffic safety issues. Stéphanie Horion and Øzkan Gülerlyüz will represent the school and the board.

Øzkan Gülerlyüz asked the board for ideas on how we can involve the school more in the current EU presidency.



Budget 2026 for Europaskolen

Upper Secondary



Indholdsfortegnelse

Budgetforudsætninger og budgetprincipper	3
Generelt.....	3
Taxametertilskud mm.....	3
Omkostninger	3
Overslagsår.....	4
Egenkapital	4
Nøgletalsfordeling af fællesudgifter.....	4
Bilag 1 Tilskudsoversigt 2026.....	5
Bilag 2 Budgetoverblik.....	6
Bilag 3 Detaljeret budget.....	7

Budgetforudsætninger og budgetprincipper

Generelt

Nedenfor er beskrevet de væsentligste forudsætninger, som er lagt til grund for budgettet.

Budgettet er udarbejdet på baggrund af ledelsens forventninger til den fremtidige drift.

Budgettet har karakter af en fremtidsvurdering, hvorfor det ikke kan forventes, at alle forudsætninger kan opfyldes, ligesom der kan indtræffe uforudsete begivenheder og hændelser. Tilskuddet fra Børne- og Undervisningsministeriet afhænger i øvrigt af aktiviteten. De ved budgetteringen anvendte principper følger i størst muligt omfang de principper, som skal anvendes ved udarbejdelsen af årsregnskabet

Opstillingen af resultatbudgettet følger Børne- og Undervisningsministeriets krav til retningslinjer og opstilling i Europaskolens årsrapport.

Taxametertilskud mm.

Finansloven for 2026 er vedtaget, i orienteringsbrev fra Børne- og Undervisningsministeriet af 17. november 2025 fremgår det, at taksterne på finansloven er opregnet til det forventede pris- og lønniveau for 2026. Undervisnings-, fællesudgifts- og færdiggørelsestakster er opregnet med udgangspunkt i det generelle pris- og lønindeks svarende til 1,6 pct. Bygningstaksten er reguleret med udgangspunkt i anlægsindekset svarende til -0,6 pct. Den negative pl-faktor for anlægsindekset skyldes, at den faktiske prisudvikling i 2024 og 2025 har været lavere end forudsat på FL24 og FL25. Som følge heraf korrigeres niveauet for anlægsindekset i 2026. Det er vanlig praksis.

Der er forsat en dispositionsbegrænsning, denne er dog endnu ikke udmeldt. Tidligere har den ligget på 0,1%, derfor er der en reduktion svarende til 18.567 kr. af det beregnede tilskud.

Det forventes at Upper Secondary optager 62 elever i de 3 nye S5 klasser i august 2026. Dermed forventes at samlet antal årselever at udgøre 179 i 2025. Oversigt over forventninger til aktivitet og de udmeldte takster fremgår af bilag 1.

Omkostninger

I budgetoverblikket er vist en samlet oversigt over udgifter fordelt på den kontodetaljering som er stillet til rådighed af kommunen, bilag 2.

I bilag 3 ses et mere detaljeret budget. Der vil ikke være budgetopfølgning på dette niveau, men kun på kontiene som fremgår af budgetoverblikket.

Lønbudgettet er lagt på baggrund af de faktiske forventet lønudgifter til de enkelte medarbejdere. Der er indlagt midler til lokalløn og merarbejde mm.



For driftsomkostninger og øvrige omkostninger til undervisning, efteruddannelse, IT, administration, drift og ledelse, er der foretaget mindre justeringer.

Overslagsår

Der er i budgettet udarbejdet et overslagsår for 2027 der bygger på det forventede årselevtal i 2027, svarende til 179. der er som følge af det lavere årselevtal foretaget en mindre justering i antallet af STÅ på fælles og bygning. Der er foretaget en mindre justering af lønomkostninger på ledelses- og administration, ellers er der ikke foretaget yderligere ændringer af omkostninger.

Egenkapital

Europaskolen Upper Secondary har en egenkapital ligesom de statslige selvejende institutioner. Europaskolen Upper Secondary er ikke omfattet af kommunens regler om begrænset overførelsesadgang af driftsresultatet mellem finansårene. Ved udgangen af 2024 havde Europaskolen Upper Secondary en egenkapital på 2.8 mio. kr.

Nøgletalsfordeling af fællesudgifter.

Fællesudgifter for Primary, Lower Secondary og Upper Secondary er fordelt efter nøgletal beregnet på grundlag af elevtal.

Fordelingsnøglen for

- Primary, Lower Secondary er 82 %
- Upper Secondary er 18 %



Bilag 1 Tilskudsoversigt 2026

Budget 2026

Grant calculation 2026	STÅ I alt	takst	i alt
2992			
Undervisningstakst	179,1	62.340	11.163.536
Færdigørelsestakst	57,0	14.960	852.720
Fælles-takst	186,9	7.030	1.313.907
Bygnings- takst	186,9	9.440	1.764.336
Andre tilskud			
Grant UVM			2.400.000
EB Basic subsidy			737.890
Pædagogikum	1,0	334.720	334.720
Total Revenue from the municipality and the state mm.			18.567.109
Expected Outline Limitation (Dispositionsbegrænsning)			18.567
			18.548.541
Grants from the Municipality			3.952.105
Total grant			22.500.646

Bilag 2 Budgetoverblik

Budget for European School Upper 2026

Upper		Budget 2025	Budget 2026	Budget 2027
Teaching costs (undervisningens gennemførelse)				
	Salaries teaching (incl. cleaning, tech)	19.112.677	19.044.504	19.044.504
	Teaching related staff expenses	200.000	100.000	100.000
	Teaching materials	651.250	591.250	591.250
	Student Activities	200.000	100.000	100.000
	Study trip (Studieture)	100.000	100.000	100.000
	SPS	20.000	5.000	5.000
Undervisningens gennemførelse total		20.283.927	19.940.754	19.940.754
Building costs (bygningssdrift)				
	Building - energy costs (forsyning, el, varme, etc.)	310.000	310.000	310.000
	Cleaning items	50.000	50.000	50.000
	Inventory	144.000	44.000	44.000
	Building - school costs	200.000	200.000	200.000
Building total		704.000	604.000	604.000
Management and admin. costs (ledelse og administration)				
	Salaries management and admin.	1.810.215	1.653.492	1.576.825
	Management and administration	355.000	300.000	305.000
Management and adm. total		2.165.215	1.953.492	1.881.825
Total		23.153.142	22.498.246	22.426.578
Total Revenue from the municipality and the state mm.		23.158.531	22.500.646	22.562.767
Result		5.389	2.401	136.189

Bilag 3 Detaljeret budget

	Budget 2025	Budget 2026	Budget 2027
Salaries teaching (incl. cleaning, tech)			
Education	18.139.748	18.043.248	18.043.248
Technical and cleaning staff	972.929	1.001.256	1.001.256
Salary in total	19.112.677	19.044.504	19.044.504
Staff costs			
Teaching related staff expenses	200.000	100.000	100.000
Operating expenses for teaching			
Teaching materials	450.000	400.000	400.000
Copydan Koda DR, kopi, toner mv.	161.250	161.250	161.250
It	40.000	30.000	30.000
SPS	20.000	5.000	5.000
Student Activities	200.000	100.000	100.000
Study trip (Studieture)	100.000	100.000	100.000
Operating costs for teaching in total	971.250	796.250	796.250
Total teaching completion	20.283.927	19.940.754	19.940.754
Building costs			
Staff costs	10.000	10.000	10.000
Energy costs (forsyning, el, varme, etc.)	300.000	300.000	300.000
Building - school costs	200.000	200.000	200.000
Cleaning items	50.000	50.000	50.000
Inventory	144.000	44.000	44.000
Building costs total	704.000	604.000	604.000
Management and admin.			
Salaries management and admin.	1.810.215	1.653.492	1.576.825
Management and admin. - operation			
Office supplies, etc.	90.000	90.000	90.000
Staff costs	195.000	140.000	140.000
Board fees	70.000	70.000	70.000
Management and admin. - operation in total	355.000	300.000	305.000
Management and adm. total	2.165.215	1.953.492	1.881.825
Total cost	23.153.142	22.498.246	22.426.578
Income	23.158.531	22.500.646	22.562.767
Surplus / deficit	5.389	2.401	136.189

Proposal: Overall objectives 2026–2029

It was decided at the board meeting on 25 September 2025 that management were to use the board's input to write a proposal for new overall objectives. It was also decided that the new overall objectives should last for 4 years.

The proposal takes its starting point in the overall objectives 2022-2025, as there was agreement on the board that they were still highly relevant and continue to inform strategic decisions at the school.

The board's input from the meeting on 25 September 2025

- Evaluate how much we focus on high academic standards – while acknowledging that some parents choose the school for its high academic standards.
- Proposal to enhance the European educational perspective and highlight the school's connections with other European institutions and efforts in projects across Europe.
- Aim to position the school as the best international school in Denmark emphasizing democratic engagement and values.
- Suggestion to remove hierarchical numbering in current objective to avoid attaching more importance to some than to others.
- Emphasize objectives that resonate with the student body, reflecting well-being, growth and achievement.
- Consider differences from other schools within the municipality that could be advantageous.
- Stronger emphasis on well-being. Well-being is the key to high academic standards.

Proposal

High academic standards and well-being for all students

European School Copenhagen is committed to fostering high academic standards across all student levels. We believe that well-being serves as the foundation for students' personal, social, and academic development. Collaboration among staff and management across departments is crucial to creating an engaging community.

Sustainable development with high professional standards

European School Copenhagen aims to ensure sustainable development across environmental, educational, and organisational dimensions. Sustainable development supports optimal learning conditions and well-being for both students and staff. Continuous development of the school is guided by thoughtful planning, high professional standards, and processes that support both innovation and consistency.

Ensuring active student, staff, community, and stakeholder involvement is key to developing sustainable solutions.

Strong European identity and global responsibility

As a European School, ESCPH emphasizes learning European languages, history, and culture within its educational framework. We recognize the necessity of preparing students to become responsible global citizens who engage democratically and contribute positively to the world. We reinforce our European identity through active engagement with other European and international schools, institutions, projects, and holidays.

Leading international school with local anchoring

European School Copenhagen aims to position itself as Denmark's leading international school by delivering a unique European education grounded in multilingualism, democratic values, and global awareness. We prioritise student voice, participation, and active citizenship, ensuring that students play a meaningful role in shaping their school environment. Through intentional collaboration with local institutions, community partners, parents, and students, we strengthen our local anchoring while amplifying our international profile—positioning ESCPH as a school that is both globally oriented and deeply connected to its Copenhagen context.