# Template for Final Report: Societal and Industry-oriented Research Centre

The final report is to provide an overall summary of the research centre’s activities over its entire eight-year ­period. The report is intended to provide effective communication about the centre to a broad target group beyond the research community. The use of pictures and figures enhances readability and can help to make the report more reader friendly. Importance must be attached to presenting the results achieved and how these are being utilised or will create opportunities for the users.

The final report must be written in English and submitted as a digital file. The centre should preferably give the final report an ISBN number. The main report (not including attachments) should be 30–60 pages in length. Each centre may choose to emphasise different aspects, but the main content described below must be included. Certain information and tables are mandatory, as specified below in ***red***.

### Contents of Final Report

***Foreword*** (by centre director)

This is a brief description of what the final report presents, including reference to the fact that more detailed presentations of research results are to be found in the annual reports and publications.

***Foreword*** (by head of host institution)

***Summary*** (**identical summaries in both English and Norwegian**)

The summary must provide a brief description of the centre with a focus on achieved results. This will be used in various contexts, e.g. as part of an overall presentation of the centres. It must be a concise but accurate description of the centre and should not exceed two pages. The summary must use the following template:

* Brief description of objectives/vision.
* Brief description of the consortium and categories of partners.
* Scientific results (publications, awards, examples of particularly exciting results).
* Results and impact for industry, public sector and society at large.
* Researcher training and master’s-level education.
* International cooperation (highlight some of the main results).
* Added value of organising the activities as a centre (collaboration, structure, scale, longer-term perspective).
* Future plans for the centre.

***Vision/objectives***

Describe the objectives of the centre and assess the extent to which the centre has achieved the objectives set out when it was established (and any revisions of these over the centre’s period of operation.)

***Basic facts about the centre***

Include partners/persons involved during parts of the centre’s period of operation here as well and specify the timeframe for their participation in parentheses.

*Research Partners, Company and Public Partners*

*Organisation*

* *Main organisation of centre*
* *Board*
* *Scientific Advisory Board/Committee (if any)*
* *Senior researchers*

Photographs of persons listed or highlighted are permitted, particularly when they have been key figures in the centre administration or work package managers.

* *Cooperation within the centre*

Describe measures taken to enhance cohesiveness at the centre, as well as strategies to encourage active user participation in projects.

***Financing through the life of the centre***

*Summary sheet for the main categories of partners (NOK million) (****This table is mandatory****)*

Note: Collecting the data for this table may be somewhat time-consuming, but it will provide a useful overview over who has contributed funding through the years. Accounting reports should be revisited, when collecting the information.

|  |  |  |  |
| --- | --- | --- | --- |
| *Contributor* | *Cash* | *In-kind* | *Total* |
| Host  |  |  |  |
| Research partners |  |  |  |
| Companies |  |  |  |
| Public partners |  |  |  |
| RCN |  | - |  |
| **Sum** |  |  |  |

*Distribution of resources (NOK million)*

Note: This table may be expanded to include separate lines for resources for each work package if this is useful and relevant. “Research equipment” may also be given a separate line. “Common centre activities” are activities to enhance cohesiveness at the centre (meetings, seminars, workshops and centre-internal communication). It may be difficult to identify clear figures for these since in most cases they will be an integral part of the administration or work packages. Nevertheless, it is of interest to give some indication of how much has gone to direct administration and how much to centre-building activities.

|  |  |
| --- | --- |
| *Type of activity* | *NOK million* |
| Research projects |  |
| Common centre activities |  |
| Administration |  |
| Total |  |

***Results - Key figures***

Note: The figures to be reported under each category must correspond to what is being or has otherwise been previously reported to the Research Council (cf. the centre’s annual reports and the annual progress reports and final report submitted via “My RCN Web”). Years in this table are calendar years. Fill in relevant years. Present the figures and indicators most relevant for the centre, either in aggregate for the entire eight-year period and/or annually. As a minimum, the following performance indicators should be included:

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Total |
| Scientific publi­cations (peer reviewed) |  |  |  |  |  |  |  |  |  |  |
| Dissemination measures for users |  |  |  |  |  |  |  |  |  |  |
| Dissemination measures for the general public |  |  |  |  |  |  |  |  |  |  |
| PhD degrees completed |  |  |  |  |  |  |  |  |  |  |
| Master degrees |  |  |  |  |  |  |  |  |  |  |
| Number of new/improved methods/models/proto­types finalised |  |  |  |  |  |  |  |  |  |  |
| Number of new/improved products/processes/ser­vices finalised |  |  |  |  |  |  |  |  |  |  |
| Patents registered |  |  |  |  |  |  |  |  |  |  |
| New business activity |  |  |  |  |  |  |  |  |  |  |

***Research***

* *Original research plan and development of research plan*

Development of the centre’s research activities and the organisation of this. Background for revising priorities underway, including how feedback from the midterm evaluation was followed up.

* *Research achievements*

A brief description of research results, which may include what has been achieved within each work package. Remember that the target group is a broader audience, not research colleagues. Illustrations are encouraged.

* *Highlights of scientific results*

A presentation of particularly important results, especially results that have provided or may provide a basis for innovation and industrial activity. Presenting the researchers behind the results may be a good idea.

* *Awards*

Indicate whether any of the centre’s researchers have achieved international attention, for instance as the recipient of recognition or awards or as a keynote speaker at international conferences.

***International cooperation***

Describe how international collaboration has benefitted the centre. Describe any participation in the EU framework programme (by centre partners within the centre’s area of activity). Briefly describe the key international partners (both international partners at the centre and other international partners). What has the centre done to encourage the exchange of researchers, and what has this helped to achieve? Describe the kind of added value that status as a research centre has brought in relation to international cooperation.

***Training of researchers***

Describe the setup for researcher training, researcher schools (when this is relevant), international recruitment vs. Norwegian candidates, gender balance etc. Comment on what the centre has done to recruit talented Norwegian doctoral students. How were master’s-level students involved in the centre’s activities? How have the centre’s activities helped to develop (internal) educational programmes/courses and/or enhance research-based teaching? Present a selection of candidates who recount why they chose to join the centre, how they experienced working at the centre, where they work and their plans since/after completing their respective degrees.

*Employment of PhD candidates (so far as you know at the end) (****This table is mandatory****)*

Note: Where the doctoral candidates are employed after completing their degree is of great interest. Fill in this information as of the time of termination of the centre. Include all candidates during the centre’s eight-year period.

|  |  |
| --- | --- |
| Employment of PhD candidates (number) |  |
| By centre company | By other companies | By public organisations | By university | By research institute | Outside Norway | Other | Total |
|  |  |  |  |  |  |  |  |

***Communication / Popular dissemination of knowledge***

How successful has the centre been in generating national and international attention? Describe measures to convey the centre’s results beyond the research community.

***Effects of centre for the host institution and research partners***

How has the centre affected the structure and realisation of the host institution’s research strategy? What has the centre meant for the collaborating research groups? Have the centre’s activities contributed to renewal, increased quality and reduced fragmentation in the Norwegian research system? This may encompass research opportunities, networks, quality of education, and recruitment of students and researchers.

***Effects of centre for the company partners, public partners and society at large***

How have the centre’s activities contributed to innovation and value creation at the participating partners? What type of value has already been realised? What is the outlook for future value creation potential? How has the centre helped to enhance the competitiveness of the participating partners? Mention commercialisation activities and/or start-up companies resulting from the centre’s work.

* *Review of what are considered the most important effects*

Describe what has been important for the centre’s user partners along the lines of what was asked at the midterm evaluation, in particular regarding the following points:

* + Influence on R&D and innovation strategy of the partners
	+ Development of new or improved products, processes or services
	+ Strengthened knowledge base for the partners
	+ Improved access to competent personnel and research institutions
	+ Recruitment of qualified personnel
	+ Improved network to other partners

Other key points can be:

* + Improved sustainability of products, processes or services
	+ Positive environmental effects
* *Success stories*

Present some results considered particularly important for the user partners. This includes not only new processes, products and services but also other positive things for the user partners, such as expanded networks or new collaborative relationships.

* *Exchange of personnel between the partners*

Discuss the shorter- or longer-term exchange of personnel between the partners, and in the context of joint projects when this is relevant.

* *Patents, commercialisation and new business activity*

Briefly present patents, including patent applications and patents that industrial partners have realised as a result of the centre’s research. Discuss and give examples of commercialisation and/or start-up companies resulting from the centre’s activities.

* *Feedback from some active company or public partners*

Allow the user partners to present their experience from being a partner and how they have benefitted from affiliation with the centre.

***Future prospects***

Note: The host institution has a special responsibility to maintain the expertise acquired and safeguard the investments made during the centre’s period of operation.

Describe plans for continuing to develop what the research centre has achieved after the centre funding from the Research Council ceases. This may include continuing basic research projects towards industrial applications, continuing the established networks in new ways, or using the expertise that has been built up as a basis for attracting other financing through e.g. the EU. In case of new research centre funding been achieved, please describe the future new research directions. Describe whether and how the collaboration with the participating companies will be continued. Describe how any infrastructure established under the centre will be safeguarded and continue to be used. Also describe how any research data and databases that are the result of the centre's work will be taken care of and continued.

***Conclusions***

Provide some reflections on what it has meant to be a Research Centre as you have been. Include something about this centre model for collaboration between research groups and users, with recommendations from the centre’s viewpoint on what it takes to create a successful centre.

The following factors may be particularly relevant to present:

* Process for establishing strategy and annual work plans
* Organisation of research work
* Management group and interaction with work packages
* Centre building activities – in particular the importance of such activities for young researchers
* Project management
* Information and communication management
* How to secure active participation from the partners at different levels of their organisation

***Appendix 1***

***Statement of accounts for the complete period of centre financing***

Note: Funding and cost summarised for the entire centre period.

***Funding***

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activity/Item | RCN | Host institution | Research partner 1 | Research partner 2 | Company partner 1 | Company partner 2 | Company partner 3 | Public partner 1 | Public partner 2 | Total |
| Work package (WP) 1 |  |  |  |  |  |  |  |  |  |  |
| WP2 |  |  |  |  |  |  |  |  |  |  |
| WP3 |  |  |  |  |  |  |  |  |  |  |
| -- |  |  |  |  |  |  |  |  |  |  |
| WPN |  |  |  |  |  |  |  |  |  |  |
| Management |  |  |  |  |  |  |  |  |  |  |
| Sum |  |  |  |  |  |  |  |  |  |  |

**Cost**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Activity/Item | Host institution | Research partner 1 | Research partner 2 | Company partner 1 | Company partner 2 | Company partner 3 | Public partner 1 | Public partner 2 | Total |
| Work package (WP) 1 |  |  |  |  |  |  |  |  |  |
| WP 2 |  |  |  |  |  |  |  |  |  |
| WP 3 |  |  |  |  |  |  |  |  |  |
| -- |  |  |  |  |  |  |  |  |  |
| WP N |  |  |  |  |  |  |  |  |  |
| Management |  |  |  |  |  |  |  |  |  |
| Sum |  |  |  |  |  |  |  |  |  |

***Appendix 2***

***List of Post-docs, Candidates for PhD and MSc degrees during the full period of the centre***

*Postdoctoral researchers with financial support from the centre budget*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Name | M/F | Nationality | Scientific area | Years/period in the centre | Scientific topic | Main contact |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

*Post-doctoral researchers working on projects in the centre with financial support from other sources*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Name | M/F | Nationality | Source of funding | Scientific area | Years/period in the centre | Scientific topic | Main contact |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

*PhD candidates who have completed with financial support from the centre budget*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Name | M/F | Nationality | Scientific area | Years/period in the centre | Thesis title | Main thesis Advisor |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

*PhD candidates who have completed with other financial support, but associated with the centre*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Name | M/F | Nationality | Source of funding | Scientific area | Years in the centre | Thesis title | Main thesis Advisor |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

*PhD students with financial support from the centre budget who still are in the process of finishing studies*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Name | M/F | Nationality | Scientific area | Years in the centre | Thesis topic | Main thesis Advisor |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

*MSc candidates with thesis related to the centre research agenda and an advisor from the centre staff*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Name | M/F | Nationality | Scientific area | Year(s) in the centre | Thesis title | Main thesis Advisor |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

***Appendix 3***

***List of Publications***