

SFI Research Centres KPI Targets

December 2017

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1. Introduction

SFI has identified 16 key performance indicators (KPIs) which align with the objectives of the Research Centres programme and with SFI's Agenda 2020. Research Centres are asked to develop a set of ambitious, but realistic and achievable targets against these KPIs for each calendar year of operation of the Research Centre. These targets will be agreed in discussion with SFI and may be updated from time-to-time, with the agreement of SFI, following developments such as the securing of an SFI Spokes award or on the advice of external evaluation panels.

The KPI table is presented below. There are 16 KPIs against which the Research Centres will be asked to set annual targets. Twelve of the KPI results can be captured directly from SESAME at any time. The three finance-related KPIs (marked in Red) are captured from the detailed financial reports which are submitted to the SFI Finance Director in March and Sept of each year.

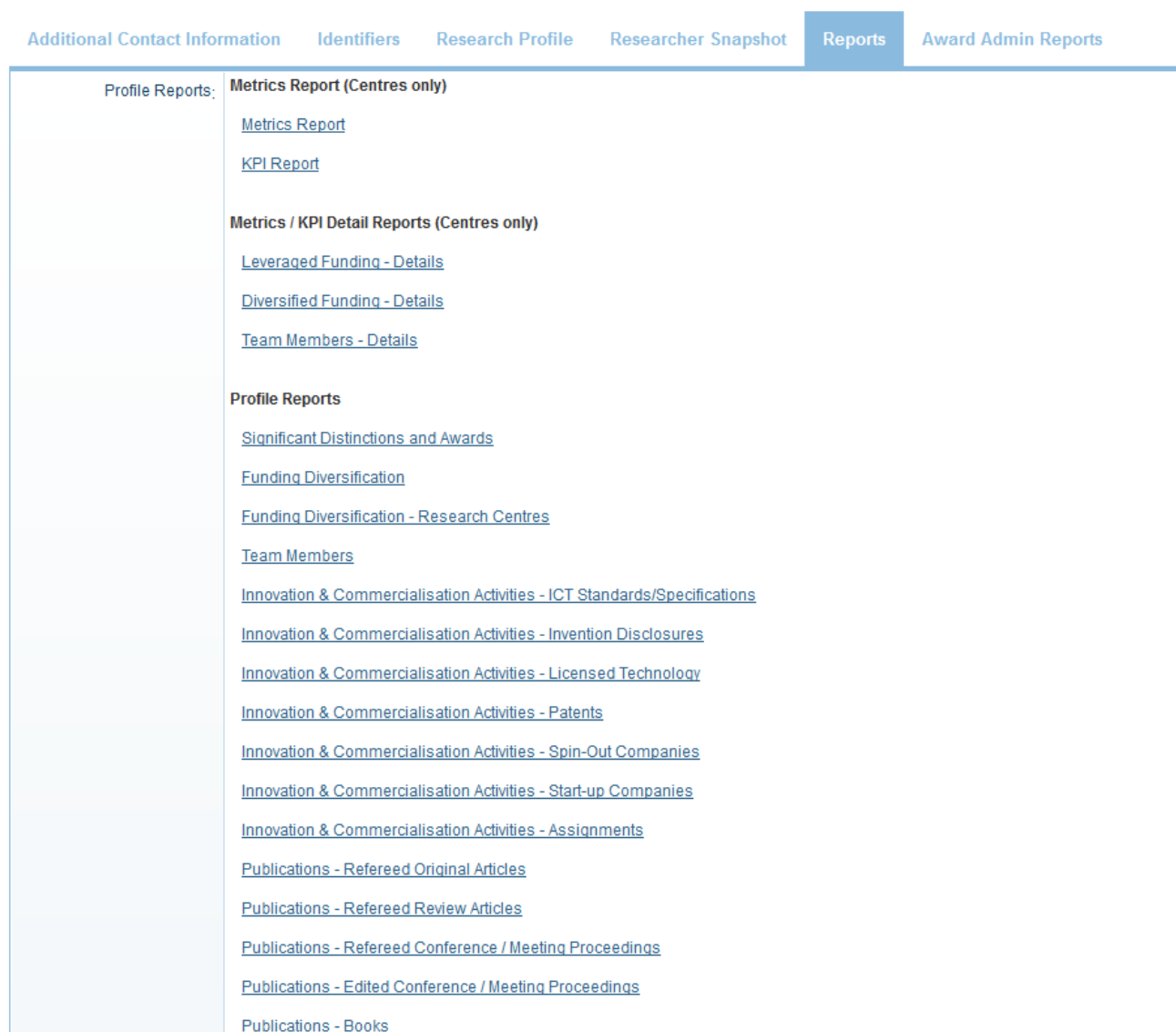
The Research Centres report twice a year on progress against their target KPIs. This is done through a combined KPI report in SESAME and financial reports which are submitted to the SFI Finance Director. Once the financial data is validated, SFI scientific staff will email the Research Centre Directors with a table containing the 16 KPI results against target. Cumulative results of the Research Centre's overall KPI performance up to that date are also circulated. This KPI table should be discussed and approved at the Governance Committee meetings.

	KPI Target	KPI Result
Journal Publications		
Conference Publications		
# MSc/MEng Graduates		
# PhD Graduates		
% Trainee departures with industry as first destination		
# participations in major EU initiatives		
# coordinations in major EU initiatives		
# ERC awards granted		
Funding from non-exchequer, non-commercial sources		
Cash in Bank		
% Industry Cost Share (cash)		
% Industry Cost Share (total)		
# spin out companies formed		
# EI commercialisation awards		
# licence agreements		
% Team members engaged in EPE activities per year		

2. Generating the KPI Report on SESAME

The KPI Progress Report can be run by SFI staff and the awardees on SESAME between any two given dates. The KPI report will only ever be as accurate as the data that is entered into the Research Centre's Researcher Profile on SESAME. Research Centres are therefore strongly encouraged to keep their Researcher Profiles up to date to guarantee accurate reporting at any time.

The KPI report is accessed in SESAME by selecting the Reports tab of the Additional Information section of the Research Centre's profile page. The Reports tab also includes a number of additional Profile reports designed to extract the data from each section of the Researcher Profile and facilitate the validation of the metrics in the KPI report.



The screenshot shows the 'Reports' tab selected in the SESAME interface. The navigation bar at the top includes 'Additional Contact Information', 'Identifiers', 'Research Profile', 'Researcher Snapshot', 'Reports', and 'Award Admin Reports'. The 'Reports' section is expanded to show a list of 'Profile Reports' under the heading 'Metrics Report (Centres only)'. The reports listed are:

- [Metrics Report](#)
- [KPI Report](#)



Under the heading 'Metrics / KPI Detail Reports (Centres only)', the following reports are listed:

- [Leveraged Funding - Details](#)
- [Diversified Funding - Details](#)
- [Team Members - Details](#)

Under the heading 'Profile Reports', the following reports are listed:

- [Significant Distinctions and Awards](#)
- [Funding Diversification](#)
- [Funding Diversification - Research Centres](#)
- [Team Members](#)
- [Innovation & Commercialisation Activities - ICT Standards/Specifications](#)
- [Innovation & Commercialisation Activities - Invention Disclosures](#)
- [Innovation & Commercialisation Activities - Licensed Technology](#)
- [Innovation & Commercialisation Activities - Patents](#)
- [Innovation & Commercialisation Activities - Spin-Out Companies](#)
- [Innovation & Commercialisation Activities - Start-up Companies](#)
- [Innovation & Commercialisation Activities - Assignments](#)
- [Publications - Refereed Original Articles](#)
- [Publications - Refereed Review Articles](#)
- [Publications - Refereed Conference / Meeting Proceedings](#)
- [Publications - Edited Conference / Meeting Proceedings](#)
- [Publications - Books](#)

Upon running the KPI report, the **Reporting Period** is defined by start and end dates that are entered in the form dd/mm/yyyy.

From:	<input type="text"/>	
To:	<input type="text"/>	
View Report		

Reporting periods for the KPI Progress Report are as follows:

H1: January 1st - June 30th

H2: July 1st – December 31st

A sample KPI report is shown below.

	# Award	# Associated	# Award + Associated
Journal Publications	101	76	177
Masters Awarded			
PhD Degrees Awarded	1	1	2
Percent of Trainee departures with industry as first destination	18.18	7.69	11.76
Percent of: Postdoctoral Researchers	26.67	8.70	15.79
Percent of: Postgraduate (PhD) Students	11.11	6.90	8.51
# Licensed Technology	1	0	1
	# Awards	Amount of Funding	Amount of Funding Allocated to PI
Participation in EU awards		€0.00	€0.00
Funding from non-Exchequer, non-commercial sources	0	€0.00	€0.00

KPIs are displayed under two headings, “Award” and “Associated”. The KPIs under “Award” refer to those outputs arising from the Research Centre award itself. The KPIs under “Associated” refer to those outputs arising from other contributing funding sources, for example a CSET, SRC, EU FP7, Horizon 2020 etc. that have been leveraged by the Research Centre awardees, and whose mission aligns with the scientific mission of the Research Centre. Outputs entered into the SESAME Researcher Profile have a mandatory primary and optional secondary attribution. The primary attribution, as the name indicates, should be the award code which is most relevant to the particular output. The secondary attribution should be an award code which has contributed to the particular output, if appropriate. For example an investigator could be funded through an SFI Investigator Award and may also be a co-PI in a Research Centre. If this investigator publishes a paper, that journal publication could have a primary attribution as the Investigator Award (13/IA/xxx) and a secondary attribution as the Research Centre award (12/RC/xxx).

The KPI report is programmed to count both outputs that are primarily and secondarily attributed to the Research Centre. Outputs which are primarily attributed to the Research Centre award appear under the “Award” column of the report while outputs which are secondarily attributed to the Research Centre appear under the “Associated” column. If outputs in the Researcher Profile are not entered accurately, the KPI report will not be accurate which may result in the performance of the Research Centre being under-reported. **Research Centre managers and SESAME administrators are**

therefore encouraged to monitor the KPI report on a regular basis and to contact their SFI Programme Manager if any discrepancies arise.

When setting KPI targets, please be aware that the targets should reflect the combined targets of the Research Centre award plus any associated awards. The “Award+Associated” column in the KPI report reflects the Research Centre’s progress against KPI targets.

The following section defines each KPI and how it is generated from the SESAME Researcher Profile.

Journal Publications

The KPI Progress Report counts all “Refereed Original Articles” and “Refereed Review Articles” with a publication date within the reporting period. The “Refereed Original Articles” and “Refereed Review Articles” are optional entries under the “Publications and Proceedings” section of the Researcher Profile. The “Award” data reflects publications where the primary attribution is the Research Centre. The “Associated” data reflects publications where the secondary attribution is the Research Centre but where the primary attribution is from additional sources of funding.

Conference Publications

The KPI Progress Report counts all “Refereed Conference/Meeting Proceedings” with a publication date which is within the reporting period. The “Refereed Conference/Meeting Proceedings” is an optional entry under the “Publications and Proceedings” section of the Research Profile. The “Award” data reflects refereed conference/meeting proceedings where the primary attribution is the Research Centre. The “Associated” data reflects publications where the secondary attribution is the Research Centre but where the primary attribution is from additional sources of funding.

PhD Degrees Awarded

Under the “Team Members” section of the Researcher Profile, there is a field called “Position within the team” of which an option is “Postgraduate (PhD) students”. The KPI Progress Report counts the number of “Postgraduate (PhD) students”, with a “PhD Graduation Date” which is not empty and falls within the reporting period. The “Award” data reflects PhD graduates whose primary attribution is the Research Centre. The “Associated” data reflects PhD graduates whose secondary attribution is the Research Centre but where the primary attribution is from other sources of funding.

Masters’ Degrees Awarded

Under the “Team Members” section of the Researcher Profile, there is a field called “Position within the team” of which an option is “Postgraduate (Masters) students”. Only Research Masters should be included under this heading, not taught Masters. The KPI Progress Report counts the number of “Postgraduate (Masters) students” with a “Masters Graduation Date” which is not empty and falls within the reporting period. The “Award” data reflects Masters graduates whose primary attribution is the Research Centre. The “Associated” data reflects Masters graduates whose secondary attribution is the Research Centre but where the primary attribution is from other sources of funding.

% Trainee Departures with Industry as a First Destination

Team members counted as trainees are those entered as “Postdoctoral Researchers”, “Postgraduate (Masters) Students” or “Postgraduate (PhD) Students” under “Position within the Team”.

For all team members there is the option to enter a “Departure Date (from the team)”. If an entry to this field is made, the awardee is prompted to complete a field called “First Destination Position (on departure from team)”. This field has a number of dropdown options and the industry-relevant ones are:

- "Science/Engineering Private (R&D role)"
- "Science/Engineering Private Sector (non R&D role)"
- "Other Private Sector (not science/engineering) (R&D role)"
- "Other Private Sector (not science/engineering) (non R&D role)"
- “Started Own Company”

The KPI report counts any of the above industry-relevant options with a “Departure Date (from the team)” which falls within the reporting period and calculates the percentage relative to the total number of departures of trainees. The percentage is calculated separately for the team members whose primary attribution is the Research Centre (“Award”) and for the team members whose secondary attribution is the Research Centre (“Associated”) and individual percentages are listed for “Postdoctoral Researchers”, “Postgraduate (Masters) Students” and “Postgraduate (PhD) Students”.

If a staff member takes up a new role within the team (e.g. a PhD student that graduates and becomes a Postdoctoral Researcher), the transaction for the PhD student should be updated to read as having departed, with their ‘First Destination Position’ as ‘Moved to a new position within the team’, to ensure the % departures to industry KPI is accurate. It is also important to ensure information on the graduation of PhD and Master’s students is captured for the relevant KPIs. The team member should then be entered for a second time on SESAME with information on their new role within the team.

Number of spin-out companies founded

Under the “Innovation and Commercialisation Activities” section of the Researcher Profile, there is a “Type” field of which an option is “Spin-out Companies”. The KPI Progress Report counts the “Innovation and Commercialisation Activities” entries where the Type is “Spin-out Companies” and the “Date Incorporated” falls within the reporting period. The “Award” data reflects spin-out companies whose primary attribution is the Research Centre. The “Associated” data reflects spin-out companies whose secondary attribution is the Research Centre but where the primary attribution is from other sources of funding.

Number of licence agreements

Under the “Innovation and Commercialisation Activities” section of the Researcher Profile, there is a “Type” field of which an option is “Licensed Technology”. The KPI Progress Report counts the “Innovation and Commercialisation Activities” entries where the Type is “Licensed Technology” and where the “License Agreement Date” falls within the reporting period. The “Award” data reflects licence agreements whose Primary Attribution is the Research Centre. The “Associated” data reflects licence agreements whose secondary attribution is the Research Centre but where the primary

attribution is from other sources of funding. This KPI does not count assignments. These should be entered under 'Innovation & Commercialisation Activities', with 'Assignments' selected as 'Type'.

Number of participations in EU awards

The "Funding Diversification" section of the Researcher Profile captures all activity related to new grants awarded. A key target for the Research Centres is to leverage funding from non-exchequer, non-commercial sources, in particular Horizon 2020, and to lead and participate in major EU initiatives. The field "Funding Body" has a large number of drop down options with the format "European Union - X". The KPI Progress Report sums the number of "Funding Diversification" entries where the "Start Date" falls within the reporting period, the Status is "Expired" or "Current", where the "Funding Body" is any of the "European Union - X" values (except for "European Union – H202 (ERC)" which are counted separately – see below) and where the "Position Held on the Award" is either "Collaborator", "PI" or "co-PI". Awards that have been active through only part of the reporting period should be counted too, hence the inclusion of "Expired" awards, as long as the expiry date falls within the reporting period.

Number of participations as coordinator in EU funding calls

The "Funding Diversification" section of the Researcher Profile captures all activity related to new grants awarded. A key target for the Research Centres is to leverage funding from non-exchequer, non-commercial sources, in particular Horizon 2020, and to lead and participate in major EU initiatives. The field "Funding Body" has a large number of drop down options with the format "European Union - X". The KPI Progress Report sums the number of "Funding Diversification" entries where the "Start Date" falls within the reporting period, the Status is "Expired" or "Current", where the "Funding Body" is any of the "European Union - X" values (except for "European Union – H202 (ERC)" which are counted separately – see below) and where the "Position Held on the Award" is "Coordinator". For each of these awards, the report also sums "Amount of Funding allocated to the PI". Awards that have been active through only part of the reporting period should be counted too, hence the inclusion of "Expired" awards, as long as the expiry date falls within the reporting period.

Number of ERC grants awarded

SFI expects that the team members within Research Centres will be successful at winning funding from the ERC. The KPI Progress Report sums the number of "Funding Diversification" entries where the "Start Date" falls after within the reporting period, the Status is "Expired" or "Current", where the "Funding Body" is any of the "European Union – H2020 (ERC)" values and where the "Position Held on the Award" is "Coordinator". For each of these awards, the report also sums "Amount of Funding allocated to the PI". Awards that have been active through only part of the reporting period should be counted too, hence the inclusion of "Expired" awards, as long as the expiry date falls within the reporting period.

Number of EI Commercialisation awards

The "Funding Diversification" section of the Researcher Profile captures all activity related to new grants awarded. The KPI Progress Report sums the number of leveraged "Funding Diversification" items where the "Funding Body" is "Enterprise Ireland – Commercialisation award", the start date falls within the reporting period and the Status is "Current" or "Expired". EI Commercialisation awards includes: Clinical Innovation Awards, Commercialisation Funds, Feasibility Grants, Innovation Partnerships and Innovation Vouchers. Other EI awards such as H2020 Coordinator Supports and

Travel Grants should be listed as “Enterprise Ireland – Non-Commercialisation award”. Awards that have been active through only part of the reporting period should be counted too, hence the inclusion of “Expired” awards, as long as the expiry date falls within the reporting period.

Funding from non-exchequer, non-commercial sources

The “Funding Diversification” section of the Researcher Profile captures all activity related to new grants awarded. The KPI Progress Report sums the number of awards and the “Amount of Funding allocated to the PI” for all entries where the “Funding Body” is from a non-exchequer, non-commercial source, where the “Start Date” falls within the reporting period, the Status is “Expired” or “Current”, and where the “Position Held on the Award” is either “Collaborator”, “PI”, “co-PI” or “Coordinator”.

Education and Public Engagement

SFI expects all of our Research Centres to engage with the non-academic public. The KPI for Education and Public Engagement was newly introduced in July 2017, and captures the percentage of team members engaging in four or more EPE activities as listed below:

- Contribution to a website, online portal or creation of a blog linked to your research and/or creation and upkeep of social media profile (on appropriate channels available to a lay audience)
- Development of online/social media portals, games, apps, websites and/or cross-platform projects
- Participation in training programmes to build the capacity of researchers to communicate to and engage with the public
- Preparation of information leaflets, newsletters or articles for a lay audience
- Development of and/or delivery of small scale school interactions and open lab days, including prop development
- Creation of teaching materials and/or development of teaching methods to support teachers and students at primary and post primary level
- Collaboration and/or participation in festivals and events run within your research institution
- Collaboration and/or participation in public engagement activities with museums, galleries or public access venues
- Running citizen science experiments or research
- Contribution to broadcast or media productions including TV, film, animation or radio helping embed research and discovery in the everyday lexicon of Irish culture
- STEM public engagement workshops, events, debates and discussions
- Creation of situations facilitating dialogue with policy makers and wider stakeholders to ensure research informs or influences changes in policy and legislation
- Provision of opportunities to engage the public and wider stakeholders to ensure research informs or influences changes in behaviour or practice
- Consultation with stakeholders/communities affected by the research to inform the research process
- Building the capacity of stakeholders and communities affected by the research to identify and communicate their needs, with potential to influence the direction of the research

The KPI will be measured on an annual basis as part of the H2 KPI validation. As the KPI was introduced in July 2017, reporting for that year will only include activities from the second half of the year. From 2018 onwards, reporting will include full year activities. Numbers of team members involved in EPE activity are collected through the “Outreach Initiatives” section of the Researcher

Profile on SESAME. The baseline number of team members who could participate in EPE is established via communication between the SFI EPE team and each Centre as part of their operational planning. These numbers will remain static throughout the year but can be updated on an annual basis during the EPE operational planning, to account for changes in staff numbers.

For example:

<u>Baseline</u>	<u>Current Participation</u>	<u>Target Participation 2017</u>	<u>Target Participation 2018</u>	<u>Target Participation 2019</u>
120	10%	15%	25%	35%

The following categories of team members can be included under the headings outlined below

- Operations and Support Staff
 - Administrators, Project Managers, Centre Manager, EU Grants Managers, Business Development Personnel, Communications, EPE Managers and IT Technical Support Staff, Research Assistants, Medical Staff
- PhD Students
 - PhD students, Masters Students, Undergraduate students
- PostDoctoral Researchers
 - Postdoctoral Researchers, Research Fellows
- Funded Investigators
- Co-PIs

Do not include Categories of Other or Visiting Researchers.

Cost Share

The SFI Research Centres receive continued funding under the condition that they maintain a minimum cost share of the Research Centre budget that is not less than 10% cash and not less than 30% in total (cash and in-kind) for each individual calendar year of the Award. The Research Centre budget is defined as comprising three parts: an SFI cash contribution (direct costs), an industry cash contribution (direct costs) and an industry in-kind contribution. The Research Centre budget is primarily considered to comprise direct costs only and does not include the SFI or industry contribution towards the overheads of the Research Body. However, if the industry overhead paid to the Research Body is given directly to the Research Centre (or part thereof), then this amount can be counted as a cash contribution. The cash and in-kind contributions are paid by industry partners collaborating with the Research Centre on a Targeted Project. Each Research Centre must maintain a number of Targeted Projects, each with one or more industry partners. Targeted Projects must be truly collaborative in nature, that is, where industry partners make both a material contribution (in terms of cash and in-kind contributions) as well as an intellectual contribution to the goals, objectives, deliverables and execution of the project. It is mandated that the results of truly collaborative research will be disseminated, for example through peer reviewed journals and conferences, and that there will be the potential for new Intellectual Property (IP) to be generated.

Intellectual Property (IP) must be managed according to the policies set out in the Government publication '[Inspiring Partnership – the National IP Protocol 2016](#)' In cases where additional guidelines are specified by SFI, they must also be followed. The IP arrangements are the responsibility of the Research Body and shall reflect the collaborative nature of the project, the level of cash and in-kind commitment made by the Industry Partner and compliance with State Aid Regulations.

There are 3 Key Performance Indicators (KPIs) that enable SFI to track performance against the cost share targets. These are: *Cash in Bank*; *% Industry cost-share (cash)* and *% Industry cost-share (total)*.

1. Cash in Bank

The “*Cash in Bank*” KPI is not drawn from SESAME but instead is taken from the financial reports which are submitted to the SFI Finance Director twice a year. This KPI refers to actual cash paid to the Research Centre by their industry partners during the reporting period. It does not refer to committed cash, invoiced cash or pro-rata cash amounts. The cash figures reported should not include any overhead paid to the Research Body and any VAT charged. However, if the industry overhead (or part thereof) is given by the Research Body directly to the Research Centre, then this amount can be counted as a cash contribution. Contributions, whether in cash or in-kind, from Irish Exchequer sources such as other funding agencies, Government Departments or other Agencies of the State cannot be counted as an industry contribution.

Once the financial reports are completed and validated, the SFI Scientific Programme Managers will report the “*Cash in Bank*” figures to the Research Centre Directors for sign off.

The following contributions can be counted towards the “Cash in Bank” KPI:

Cash paid as part of a partially funded Collaborative Research Project

The majority of Targeted Projects in the Research Centres are Collaborative Research Projects, partially funded by SFI and the industry partner. A Collaborative Research Agreement (CRA) must be negotiated and signed by the parties before the Targeted Project commences. Guidance around access to IP in a partially funded Collaborative Research Project is provided in Section C (page 24) of the National IP protocol. The cash contribution from the industry partner (directs costs) can be counted towards the “Cash in Bank” KPI.

In all cases, the Research Centre Director must be satisfied (or warrants) that the cash contributions from each industry partner are free and unencumbered and have not been used to secure a support grant from EI, IDA or any other agency.

Cash paid as part of a wholly funded Collaborative Research Project

In the case of partially funded Collaborative Research Project, the IP normally resides with the Research Body and the Industry party usually benefits by way of a licence. In some cases, the industry partner stipulates full ownership of the foreground IP and is willing to pay the full cost of the project. Guidance around access to IP in a wholly funded Collaborative Research Project is provided in Section B (page 22) of the National IP protocol. Although the industry partner will have automatic rights to own the IP arising from such a project, a Collaborative Research Agreement (CRA) must still be negotiated and signed by the parties before the research project commences, and the agreement must include a clause describing how the results of the project will be disseminated. If such an agreement is in place and the Research Centre Director is satisfied that the contribution of the project towards the goals of the Research Centre is clearly justified, the cash paid by the industry partner (directs costs) can be counted towards the “Cash in Bank” KPI. In all cases, the Research Centre Director must be satisfied (or warrants) that the cash contributions from each industry partner are free and unencumbered and have not been used to secure a support grant from EI, IDA or any other agency.

A wholly funded Collaborative Research Project should not be confused with a contract research project, as defined below.

A contract research project involves a company paying a Research Performing Organisation (RPO) to deliver a product or service with a definitive outcome. For this kind of project, a profit margin is normally built into the costs, VAT is applicable and there is no requirement for the RPO to disseminate the results of the project. Cash from contract research projects cannot be counted towards the “Cash in Bank” KPI. Although SFI recognises that these are important activities in which the Research Centre can engage with industry partners, they are not viewed as Collaborative Research Projects in which the industry partner is making an intellectual contribution, the research results can be disseminated and new IP can be generated.

Membership Scheme

Research Centres may, at their discretion, choose to implement a membership scheme for industry partners engaging with the Centre. It is envisaged that a membership scheme would charge companies to participate in the activities of the Research Centre, may provide certain privileges or benefits to member companies and contribute towards the running costs of the Research Centre.

All funds raised through the membership scheme may be used to fulfil some or all of the Research Centre’s industry cash contributions.

Research Centres intending to implement such a membership scheme should provide an outline as to the anticipated operation of the scheme and consequent benefits offered to industry partners.

Applicants are reminded, however, that a membership scheme cannot be used as a mechanism whereby existing industry partners can exclude new companies from participating in, or contributing to, the Research Centre.

Cash Donations

Cash donations in the form of an unrestricted research grant from a company which are used to support the research of the Research Centre can be included.

2. % Industry cost-share (cash)

This data is not drawn from SESAME but instead is taken from the financial reports which are submitted to the SFI Finance Director twice a year. This KPI refers to the amount of cash received divided by the Research Centre budget (SFI + Industry). The Research Centre budget is defined as comprising three parts: an SFI cash contribution (direct costs), an industry cash contribution (direct costs) and an industry in-kind contribution. For the purposes of calculating industry cost-share, the Research Centre budget is defined assuming that the SFI contribution is 70% of this overall budget.

For example, if the SFI budget for a Research Centre is €7M in a given year, the overall Research Centre budget for that year is €10M. This budget represents the minimum total budget that must be maintained by the Research Centre. The industry cash cost-share is then calculated as a percentage of this overall budget. When a Spoke award is secured by the Research Centre, the overall Research Centre budget will be re-defined assuming that the combined SFI contribution to the Research Centre and the Spoke award is 70% of the overall budget. The minimum industry cost-share (cash) target will increase accordingly, effective from the start date indicated in the Spoke award Letter of Offer.

Once the financial reports are completed and analysed, the SFI Programme Managers will report the “% Industry cost-share (cash)” figures to the Research Centre Directors for validation. The SFI Research Centres receive continued funding under the condition that they maintain a minimum industry cost-share (cash) of the Research Centre budget that is not less than 10% cash for each individual calendar year of the Award. Using the above example, if the overall Research Centre budget is €10M in a given year, the Research Centre must receive a minimum industry contribution of €1M in cash for that same year.

3. % Industry cost-share (total)

This data is not drawn from SESAME but instead is taken from the financial reports which are submitted to the SFI Finance Director twice a year. This KPI refers to the total industry contribution (cash + in-kind) received, divided by the total Research Centre budget (SFI + Industry). For the purposes of calculating industry cost-share, the Research Centre budget is defined by assuming that that SFI contribution is 70% of this overall budget. For example, if the SFI budget for a Research Centre is €7M in a given year, the overall Research Centre budget for that year is €10M. This budget represents the minimum total budget that must be maintained by the Research Centre. The total industry cost-share is then calculated as a percentage of this overall budget. When a Spoke award is secured by the Research Centre, the overall Research Centre budget will be re-defined assuming that the combined SFI contribution to the Research Centre and the Spoke award is 70% of the overall budget. The minimum industry cost share (total) target will increase accordingly, effective from the start date indicated in the Spoke award Letter of Offer.

Once the financial reports are completed and validated, the SFI Programme Managers will report the “% Industry cost-share (total)” figures to the Research Centre Directors for sign-off. The SFI Research Centres are funded with the condition that they must maintain a minimum industry cost-share (total) of the Research Centre budget that is not less than 30% for each individual calendar year of the Award. Using the above example, if the overall Research Centre budget is €10M in a given year, the Research Centre must receive a minimum total industry contribution of €3M, of which a minimum of €1M must be cash

In-kind contributions from both partially and wholly funded collaborative research projects can be counted towards the overall industry cost share KPI.

Industry in-kind contributions include, but are not necessarily limited to, the following items:

- Industry scientists, engineers and technicians assigned to working on Platform Research or Targeted Projects in the Research Centre
- Student or faculty placements with industry partners
- Equipment
- Software
- Materials
- Data

Further details on in-kind contributions can be found in the following SFI policy:
<http://www.sfi.ie/funding/grant-policies/industry-cost-share.html>

3. Setting KPI targets

- The KPI targets should reflect the targets for the *entire* Research Centre – that is, the activities and outputs directly funded through the SFI Research Centres award, the industry partner contributions and any other awards associated with the Research Centre.
- An *associated* award may be funded by:
 - SFI (e.g. an SFI Investigator Award, a TIDA)
 - Another Irish funding source (e.g. IRC, HRB, EI)
 - A non-Irish funding source (e.g. EU, Wellcome Trust, ESA)
 - Any other relevant source of funding (e.g. philanthropy, charities, industry representative bodies)
- It is the responsibility of the Research Centre’s Executive Management Committee to determine and maintain a register of the awards that it considers to be associated with it. It is expected that *associated* awards will be strongly aligned with the mission and objectives of the Research Centre. *Associated* awards may draw upon the resources of the Research Centre, such as administrative, management, platform technology, etc.
- Not all awards held by a Co-PI/FI of the Research Centre will necessarily be associated with the Research Centre. It is reasonable that a Co-PI/FI would hold separate awards, in their own name that may have different research topics and objectives to those of the Research Centre. Again, it is the responsibility of the Research Centre’s Executive Management Committee to make that judgement.
- Research Centres may identify as *associated* a project or grant that pre-dates the establishment of the Research Centre, if it is inherited from a previous SFI-funded CSET or SRC and if it remains strongly related to the activities of the Research Centre.
- In the case of associated awards jointly held by multiple Institutions (e.g. EU STREPs/IPs or their H2020 equivalents), only that portion of the award held by the Research Centre should be used when determining targets.
- The KPI targets should reflect the targeted outputs of all members of the Research Centre – Co-PIs/FIs and all associated research staff.
- **In the case of all monetary amounts, the figure should reflect the funds available to the Research Centre, and should be net of any University overhead deducted from the award amount.**
- All KPI targets should be provided on the basis of the expectations for that particular year and should take into account potential Spoke awards into the Research Centre
- It is understood that Research Centres may not necessarily know, at the time of target setting, how, exactly, each target will be reached. The targets set are, however, a statement and reflection of the Research Centre’s plans and ambitions for the years ahead.