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CICANT - Centre for Research in Applied
Communication, Culture, and New
Technologies

Activities Report

2021/2022

<https://cicant.ulusofona.pt/>

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Chapter I - Opening Notes

CICANT's quest for reinforce its structure in the multidisciplinary fields of communication and media research has led to a stronger presence in the national and international academic panorama. The new internal model, based on the two existing ReLeCo (communities of learning and research) and labs, led it to put the conceptualization of artistic practice-based research at the centre of many of its programmes and activities during the period this report covers. This resulted in an expansion of the national funding allocated to the centre's activities, based on the results from the last Call for R&D Projects in All Scientific Domains 2021 from Fundação para a Ciência e a Tecnologia (FCT). CICANT granted three out of the four projects funded nationally in the Media and Communication Evaluation Panel - Youth, News and Digital Citizenship (PTDC/COM-OUT/0243/2021), *Curiositas: Peeping Before Virtual Reality. A Media Archaeology of Immersion Through VR and the Iberian Cosmoramas* (PTDC/COM-OUT/4851/2021), and *Glocal feminist movements: interactions and contradictions* (PTDC/COM-CSS/4049/2021).

At a European level, CICANT maintained its internationalization efforts, through the participant on and/or coordination of more than 20 European applications to Horizon and similar programmes, as well as 11 Erasmus+ applications. From the approved ones, we emphasize the crucial opportunity that the project *CYANOTYPES* (ERASMUS-EDU-2021-PI-ALL-INNO) represents, with a funding of 251.613,00€ for the centre. It is also crucial since the role of these alliances to strengthen Europe's innovation capacity by boosting innovation through cooperation and flow of knowledge among higher education, vocational education and training (both initial and continuous), and the broader socio-economic environment, including research. CICANT has also continuing to pursuit the continuous development of its international training programmes, that acknowledges the quality of the produced scientific and pedagogical outcomes, recognized by the European Community. This was developed through the funding for design measures, namely the *C-ACCELERATE* project, in the call EIT's HEI Initiative: Innovation Capacity Building for Higher Education. The game design and playable media European Master's, approved without funding in the last call, was also resubmitted.

In the period the unit tried to promote the relevance of artistic research as a distinctive type of research that: provides an indispensable service through critical analysis and reflexive

practices; plays a vital role in intellectual freedom; supports the provision of a sense of place in history and the world; functions as a key enabler of public culture; supports the preservation and transmission of cultural values from one generation to the next; and broadly helps society in thinking critically and constructively about what the future may hold. In the period 2021/2023 the unit intends to continue on reinforcing this agenda namely in the context of its ReLeCo on cultural and creative industries, while pursuing its global agenda around core issues for media and communication research, such as those that the complexity of nowadays media use and reception entail and that are already being covered by the other ReLeCo in the unit.

Chapter II - Activities and Human Resources

M&ACKT - Media and Arts Centre for Knowledge Transfer

After the reorganization of the organisational structure that CICANT underwent in 2020/2021, the present reporting period was mainly centred around consolidation. The current board defined a path to increase the participation of young researchers in the decision-making structure of the centre, materialized in the integration of the early career scholar Carla Sousa as a board advisor.

The support team was also consolidated after the deep reorganization of the last reporting period. This consolidation aimed to reinforce the model of support structure that CICANT should offer to its researchers, taking into account the expected growth of the Centre's activities, namely in terms of attracting international funds and managing large-scale projects. This multidisciplinary structure is M&ACKT - Media and Arts Centre for Knowledge Transfer - a full team dedicated to CICANT, supporting internal managerial tasks and helping with research support to all its members.

M&ACKT has four main lines of intervention:

- a) Extension of international academic activity (management of international study cycles and in partnership with European funds);
- b) Management of research and R&D promotion projects;
- c) Extension and innovation with the promotion of industry liaison activities;
- d) Strengthening the impact and notoriety of R&D activities.

The M&ACKT depends hierarchically on the Board of CICANT and has the following composition:

- Sandra Rocha – General Coordination
- Pedro Caetano – International Academy and external communication
- Anna Coutinho – External Communication and project support
- Margarida Santos – Science Manager
- Carla Sousa - Science Manager

The multidisciplinary character of this team, which includes members with several years of work in the institution and in areas as complementary as project management, academic management, quality management and communication, allows projecting the institutional development of CICANT with clearer and lasting objectives, enhancing the capabilities of the research team.

CICANT Team

The restructuring developed in the last period has resulted in a impulse both in research and in innovation, attracting the interest of many professors from the Universities of Lisbon and Porto, who now find in CICANT the ideal conditions to carry on their research activities.

This new integration cycle took place in parallel with the efforts of the Institution to implement a Researcher Career Plan and with the establishment of very precise targets.

Below you can find the details of the numbers of members of CICANT by type of affiliation and year of integration.

Type of Affiliation	Numbers in 2020	Numbers in 2021	Numbers in 2022 (May)
Integrated with PhD	40	43	46
Integrated without PhD	118	118	98
Collaborators	27	27	35
Visiting Researchers	1	1	2
Researcher on scientific leave	0	1 (MSCA)	0

Table No.1 – Evolution of team members

As for the ambition stated in our previous report to strengthen the team via the integration of national and international senior researchers, namely resorting to “Programa de Estímulo ao Emprego Científico” (National program for Science Jobs — NPSJ) and FCT support, we can clearly state that this has been an area where our work has also shown satisfactory evolution. In 2021, six researchers have requested for CICANT to become their host institution. Similarly, three researchers did such request in 2022.

Additionally, CICANT launched a call for the recruitment of two assistant researchers under FCT funding. These two researchers, with PhDs in the fundamental areas of work of the

Centre, have been developing a crucial work in the development of both ReLeCos, since April 2021.

Also, CICANT has been fostering different strategies to sustain the development of students and early career scholars, under different fellowship – both from FCT and internally funded projects. By the time the present report was written, had seven active research fellows.

Incoming Fellows

CICANT has pursued its goal of becoming an attractive Centre for international researchers and we have developed some partnerships to solidify this ambition.

Thus, in 2021/2022 we welcomed Carlota Brasileiro, Samantha Diefenthaeler, and Iva Vargas as visiting scholars, to pursue their research paths around digital technologies and media arts. They have been accompanied in their journey by the integrated researchers with whom they are working on their ongoing research projects.

In 2022, CICANT got one application funded in the Marie Skłodowska-Curie Postdoctoral Fellowships, as a host institution.

With this experience we seek to expand our ambition to become a reference hosting Centre both on the European scene, with partners in Portuguese-speaking countries and also in the American market, and thus broaden the interests and horizons of the researchers and students affiliated with CICANT.

ReLeCos & Labs

CICANT distinguishes itself through both solid theoretical work and rigorous applied research at the cross-section of media, society, literacies, arts, culture and technologies. Critical to our research mission are knowledge creation activities that are oriented towards expanded research on two main subject areas. In CICANT those areas are organised in Research and Learning Communities (ReLeCo).

The research group on **Media, Society and Literacies** (MSL) focuses on advancing the state of the art in Communication Sciences with theoretical, empirical, and methodological contributions. The group has a proven research record on audience and reception studies, with emphasis on children/youth digital culture and activism. The MSL has strong connections

both with the MA program on Media and Information Literacy and Digital Citizenship, and with two PhD programmes (Communication and Activisms and Communication Studies).

The research group on Media Arts, Creative Industries and Technologies (MACIT) is focused on the socio-cultural and artistic uses of media technologies (photographic, cinematographic and sonic) at the intersection with the creative industries, both from a historical and contemporary perspective. The group has a robust research in the field and fosters a media practice-based artistic research in areas such as cultural heritage and digital humanities, immersive media, sound studies, as well as game-based learning and software development.

Although the integration in both ReLeCos is possible, all researchers agree to adopt only one when it suits them. This will intensify and better scope their work at the Centre. At the moment this is the number of researchers in each:

Media, Society and Literacies (MSL)		Media Arts, Creative Industries and Technologies (MACIT)	
Female	Male	Female	Male
16	6	10	14

Table No.2 – ReLeCos characterization

Complementary, CICANT also integrates 3 Labs:

MovLab – Laboratory of Technologies for Interactions and Interfaces

Early Visual Media Lab

MeLCi Lab - Media Literacy and Civic Cultures Lab

Each of these laboratories is responsible for organising initiatives within the framework of the efforts that are developed internally, always with the premise of involving PhD students and, if possible, Master's students. Also during the 2nd quarter of the current year, the Pop-up Labs initiative will be launched, which consists of the possibility for researchers to propose the creation of a new laboratory in specific areas. These Pop-ups Labs will have a one-year duration and will become formal laboratories if the results fully justify it.

We have also reinforced our role in the main national (SOPCOM) and international (ICA, ECREA, IAMCR, CILECT, ELIA) organisations of impact for CICANT's research lines, enabling our researchers and students to be close to these structures, calling for their active

participation either in the bodies and sections of these entities as well as presenting papers to the calls understood as priorities.

At present we have CICANT members in:

Executive Council of CILECT through GEECT chair.

Executive Board of Elia

Executive Board of Portugal Communication Association

Seed funding and other Internal Financial Support to team activities

The seed funding call seeks to stimulate the development of research activities among members of CICANT, financing innovative projects with conditions to become larger scale projects that may be submitted to other entities for funding. This call is subdivided into two funding lines: (a) Exploratory for Researchers with a maximum allocation of €10,000 and b) Exploratory for Doctoral Students with a maximum amount of 5.000 euros.

As for the composition of the research teams the exploratory projects submitted by the Integrated Researchers must be multidisciplinary and include a minimum of three researchers, as well as, mandatorily, at least one student regularly enrolled in one of the Master's and/or Doctoral ECATI (Lisbon) or FCAATI (Porto). The candidatures presented by the Students should be submitted by a single PhD student regularly enrolled on a PhD course at ECATI (ULHT) or FCAATI (ULP) whose thesis research has been ongoing for at least one year in the context of CICANT, and that has an integrated member of the Centre as advisor.

In 2022, due to the overall quality of the presented projects, CICANT exceptionally approved two projects in each category – researchers and students.

We also increased the communication and the implementation of a program targeting researchers, both integrated members and PhD students, based on a grant system aiming at the support of missions & publications where the merit and quality of the papers or the events are very important for the allocation of budget.

Cooperation with others research centres

The research projects at CICANT increasingly privilege cooperation with other research centres, such as HEI-Lab (Psychology), CIDEFES (Sport, Physical Education, Exercise, and

Health Sciences), Universidade Católica Portuguesa (CRC-W (Católica Research Centre for Psychological, Family and Social Wellbeing), CICS.NOVA (Sociology), ISC-Minho University (CECS – Centro de Estudos de Comunicação e Sociedade) and Labcom. The Directos of these two Centers were invited to be evaluators for the Call for CICANT BOOK SERIES (CBS).

Via the FilmEU RIT project, research “branch” of the FilmEu Alliances, specific cooperation wiht research centres at LUCA School of Arts in Brussels, IADT in Dublin and Tallinn University in Tallinn, has been planned and 4 research pilots recently started to take form. These pilots have, as main porpose, a bottom up approach that will layout the FilmEU Alliance’s research agenda for the future.

CICANT Book Series

CBS is an initiative that aims to deepens and ease CICANT Integrated Members to publish their own research interests within the areas of intervention the Center deals whiteout the constrains about the subject matter that usually is prescribed by indexed Journals.

CBS will publish one book every two years written in Portuguese or in English, according to the submission intentions.

This is the planning for editing and publishing in the coming years

Author	Title	Publication Date
Luís Cláudio Ribeiro	The sound experience: From Linearity to Circularity	february 2022 (delayed, in publishing phase)
Carla Cerqueira	Intersectionality in media, art and culture	january 2023
Célia Quico	ON IMMERSIVE MEDIA - expanded essays on immersion and media	january 2024

Journals

In June 2020, IJFMA was accepted for indexation in Scopus from Elsevier, one the largest abstract and citation databases of peer-reviewed literature in the world. The Content Selection & Advisory Board (CSAB) of Scopus has pointed out that “The journal consistently includes articles that are scientifically sound and relevant to an international academic or professional audience in this field”

Following this decision, the International Journal of Film and Media Arts is now part of this rigorous evaluation system that brings international recognition for the quality of the journal and published articles.

This process strengthens the scientific credibility of the journal within the academic community worldwide. In Portugal, IJFMA is the first open-access journal in the Visual Arts and Performing Arts field included in Scopus.

International Journal of Film and Media Art is published in different languages. All submissions will be selected by double-blind peer review. Authors are not requested submission or processing fees. Under open access politics, articles are fully available upon publication. Authors are permitted and encouraged to post their work online (e.g., in institutional repositories or on their website) prior to and during the submission process, as it can lead to productive exchanges, as well as earlier and greater citation of published work (See The Effect of Open Access).

The International Journal on Stereo & Immersive Media is an open access and double-blind peer reviewed journal that aims to reflect on the emergence of our progressively immersive media culture with a historical, critical and contemporary perspective. This immersive media culture depends both on state-of-the-art technologies and on historical and archaeological media that once sought to expand our sensory experiences. Stereo technologies (stereoscopic and stereophonic) are an accomplished example of this desire to add a sense of presence to visual and audio experiences, participating in and boosting contemporary technologies.

IJSIM is run by the Early Visual Media Lab. Authors are not requested submission or processing fees. Under open access politics, articles are fully available upon publication. Authors are permitted and encouraged to post their work online (e.g., in institutional repositories or on their website) prior to and during the submission process, as it can lead to productive exchanges, as well as earlier and greater citation of published work.

Observatory for the Media in Lusophony - ObsMeL

Observatory for the Media in Lusophony (ObsMeL) is a space for the analysis and study of relevant activity regarding the mass media, disinformation and fact checking methodologies in the CPLP member countries.

ObsMeL is a dynamic space, a catalyst for research work, interacting with media professionals and promoting the work of CICANT and the Grupo Lusófona to all those interested in these topics.

Regarding its organizational structure, ObsMeL has a General Coordinator (José Paulo Oliveira), a Scientific Coordinator (Carla Rodrigues Cardoso) and an Assistant Scientific Coordinator (Sónia Lamy). The Observatory will endeavour to obtain national and international funding in all its fields of activity, with the aim of ensuring its long-term sustainability.

2.1- Applications and Proposals submitted

Keeping on promoting the active participation of the unit in consortia applying for funding in the scope of relevant international calls for projects, namely under EU Funding, continues to be one of CICANT main objectives. In this sense we reinforced the support given to researchers on looking for new calls for funding and tender and consortium contacts exchange.

Funding Programmes	No. of applications submitted
Erasmus Plus (a) 2022	14
Erasmus Plus (a) 2021	31
European Research Council	3
Marie Skłodowska-Curie	1
Research Infrastructures	0
Horizon Europe- Pillar II (b) 2022	11
Horizon Europe- Pillar II (b) 2021	2
Joint Research Centre	0
CoLabs	1
RNIE	1
PRR	1
European Innovation Council	0
European Innovation Ecosystems	0
European Institute of Innovation & Technology	2
Fundação para a Ciência e Tecnologia 2022	12
Projetos de Investigação Científica e Desenvolvimento Tecnológico	7
Projetos de Investigação de Carácter Exploratório	5
Fundação para a Ciência e Tecnologia 2021	21

<i>Internal funding programmes (c)</i>	27
<i>(other funding programmes) (d)</i>	22
Total	149

Table No.3 - Identification of no. of applications submitted to Funding Programmes

- (a) Includes Erasmus +, Mundus and Strategic Partnerships**
- (b) Includes Horizon 2020, European Universities Initiative and Horizon Europe**
- (c) Includes ILIND Seed funding and CICANT exploratory Projects (just 2020)**
- (d) Includes Fundação La Caixa, EEA Grants, EMIF, ISF, CERV e Europa Criativa.**

Ongoing Projects approved in 2020/2021

Programa de Financiamento	Título do Projeto	Referência do Projeto	Nome do IR	Data de aprovação
European Commission-Media Literacy for all (2019)	SMaRT-EU - Social Media Resilience Toolkit	LC-01563446	Maria José Brites	2020
Erasmus +	TEGA - Training the Educators to Facilitate the Teaching and Assessment of Abstract Syllabus by the Use of Serious Games	2020-1-UK01-KA203-079248	Carla Sousa	2020
Erasmus +	Y4Y - Youth for Youth	2020-2-HU01-KA205- 079126	Carla Sousa	2020
Erasmus +	Fake the system: EU tools against disformation	2020-3-IT03-KA205-019960	Sónia Lamy	2020
Erasmus +	(E)SKILLS - Developing and Sharing Adults 'Language Teachers' (e)Skills	2020-1-EE01-KA104-077624	Ana Cunha	2020
Erasmus +	FILMEU - The European Universities Alliance for Film and Media Arts	EPP-EUR-UNIV-2020 — European Universities	Manuel José Damásio	2020
Erasmus +	INTRO - Introduction to Digital Learning		Pedro Alves/Ana Cunha	2020
Erasmus +	LINGO+ Alliance for multilingual and multicultural competences for teachers		Ana Cunha	2020

Erasmus +	PESE Professional English Skills For Employability Across EU		Ana Cunha	2020
Erasmus +	STORYLINE - STORYtelling for (Language) Learning in an Interactive and Nonformal Environment	2020-2-RO01- KA205-080819	Ana Cunha	2020
Erasmus +	Montessori Method in Teaching 2nd Language to Adults	2019-1-TR01- KA204-074258	Ana Cunha	2020
Erasmus +	IC- ENGLISH Innovative Platform for Adult Language Education		Ana Cunha	2020
Erasmus + Joint Master	Kino Eyes The European Movie Masters	619799-EPP-1- 2020-1-PT- EPPKA1-JMD- MOB	Manuel José Damásio	2020
Erasmus + Joint Master	DOCNOMADS Documentary Film Directing	617241- -EPP-1- 2020-1-PT- EPPKA1-JMD- MOB	Manuel José Damásio	2020
Erasmus + Joint Master	Kino Eyes	619799-EPP-1- 2020-1-PT- EPPKA1-JMD- MOB	Manuel José Damásio	2020
EEA Grants	DIS/CONNECT: individuals' digital disconnection	Not available	Ana Jorge	2020
H2020	FILMEU_RIT – Research Innovation Transformation	EPP-EUR-UNIV- 2020 — European Universities	Manuel José Damásio	2021
ISF-P Internal Security Fund – Police	PROSECUW PROtection and SECURity for places of Worship	101034232-ISFP- 2020-AG- PROTECT	José Paulo Oliveira	2021
AMIF Action Grant Program	DIGIMI- DIGItal storytelling for Migrant Integration	957777 - AMIF	José Paulo Oliveira	2021
Erasmus +	ArtDiCo - Art, Digitality and Corona: Digital storytelling for people with little	2020-1-DE02- KA227-ADU- 008015	José Paulo Oliveira	2021

	digital literacy –new e-learning approaches			
Erasmus +	CT<4DE - Contemporary Teaching and Learning Techniques for Distance Education	2020-1-TR01-KA226-SCH-098489	Paulo Ferreira	2021
Erasmus +	ASDigital - Distance learning training for secondary education teachers: using visual thinking as a method to teach digital skills to students with ASD.	2020-1-PT01-KA226-SCH-094961	Conceição Costa	2021
FCT	Youth, News and Digital Citizenship	PTDC/COM-OUT/0243/2021	Maria José Brites	2021
FCT	Curiositas: Peeping Before Virtual Reality. A Media Archaeology of Immersion Through VR and the Iberian Cosmoramas	PTDC/COM-OUT/4851/2021	Victor Flores	2021
FCT	Glocal feminist movements: interactions and contradictions	PTDC/COM-CSS/4049/2021	Carla Cerqueira	2021
Erasmus +	Mentoring Second-chance Female Entrepreneurs to Restart the European Arts and Creative Sector	2021-1-DE02-KA220-ADU-000033726	Rita Grácio	2022
Erasmus +	future.film.education.	2020-1-DE01-KA226-HE-005809	Érica Rodrigues/Tobias Fruhmorgen	2022

Table No.4 - Identification of no. of projects approved for Funding Programmes

2.2- Publications

The information in this section reflects only the figures for researchers' publications in calendar year 2020. Data for 2021 will be made available during the month of July 2021

Indicator	Number	Observations
Professional publications	n/a	n/a

Publications in open access	31	n/a
Publications (total)	80	3 Books; 23 Book Chapters; 24 Papers; 11 Conference Papers; 6 Special Issues/Edited Books; 13 Others
Scientific and cultural journals indexed in Scopus	1	International Journal of Film and Media Arts (IJFMA)

Table No.5 – Table of publications

2.3- Patents and Utility Models

Indicator	Number	Observations
Patents	n/a	
Utility Models	1	Design or National Model no. 6581

Table No.6 – Table for patents and utility models

2.4- Events to reinforce and stimulate R&D activities

Events/ Training Sessions

Date	Identification of the event	No. of participants	Identification of the type of participants (Researchers, Students, etc...)
Monthly	Lunch with Science	25/30 per session	Researchers PhD Students Collaborators Visiting Researchers External Partners
Monthly	Webinars MeLCi Lab (Available here)	10/15	Researchers PhD Students Collaborators Visiting Researchers External Partners General Public
Once every two months	Talks MeLCi Lab (Available here)	10/15	Researchers PhD Students Collaborators
Four times a year	Encounters with the Public and Audiences Working Group – SOPCOM with the collaboration of CICANT	15/20	Researchers PhD Students Collaborators Visiting Researchers

	(Available here)		External Partners General Public
January 2021	Workshop Preparation of individual applications for CEEC or FCT PhD grants.	10	Researchers PhD Students
February 2021	Advice on preparing a successful FCT proposal	15/20	Researchers
March 2021	Workshop How to manage your online academic presence in platforms such as Google Scholar, Scopus and Web of Science	25	Researchers PhD Students Collaborators
May 2021	Horizon Europe and Creative Europe Calls	10/15	Researchers Collaborators
June 2021	Plagiarism in Higher Education. What is it? How not to commit it?	30/35	Researchers PhD and Master Students Collaborators Visiting Researchers General Public
June 2021	Stereo and Immersive Media Conference		Researchers PhD and Master Students Collaborators Visiting Researchers Partners
June 2021	8th International Conference of Audiovisual Researchers	Around 200	Researchers PhD and Master Students Collaborators Visiting Researchers Partners
July 2021	On the path for an ethics charter (roundtable and group reflection)	25/30	Researchers PhD Students
September 2021	Between theory and practice: Towards Inclusivity and Diversity in Academia (roundtable and group reflection)	25/30	Researchers PhD Students
November 2021	MeLCi Lab Autumn School "Science bootcamp to improve research hands-on skills"	23	PhD Students

March 2022	Open Class – MIL and Digital Citizenship (with Juliane von Reppert-Bismarck, Lie Detectors)	10/15	Researchers PhD and Master Students Collaborators Visiting Researchers Partners
April 2022	Open Class – MIL and Digital Citizenship (with Igor Kanizaj, University of Zagreb)	10/15	Researchers PhD and Master Students Collaborators Visiting Researchers Partners

Table No. 7 – Table of Events/Training Sessions/Information Sessions

Communication tools

The area of communication and dissemination of the activities of the Centre and of the Researchers has also been one of the areas of greater intervention in this period.

The site restructuration allowed it to become more informative and a privileged stage for the dissemination of the activities and projects of our researchers and PhD students, CICANT has also invested in a process of reinvigoration of its social networks. Aligned with this, CICANT has been improving the inclusion of the different activities and research outputs, as a strategy to significantly enhance the science communication of the unit.

The greater visibility that has been evident on Twitter, LinkedIn and Facebook has, in turn, mobilised researchers more actively to keep us updated on the events, projects and initiatives in which they participate. It can also be seen in the research outputs in the website that are becoming more and more updated, with the inclusion of URLs and Digital Object Identifiers (DOIs) to guarantee the dissemination and open science-driven premises of CICANT.

The fortnightly newsletter has also gradually become more robust in what concerns the dissemination of pertinent information to our scientific community. Here too we have noticed a growing involvement, both from researchers and students, who more frequently provide us with information for publication.

Finally, a note on the internal communication media, with an increase in the availability of information on calls for papers, works, grants or scholarships for researchers and students, seeking to reinforce the component of support for science and technology.

2.5- Researchers Promotion Board

At the beginning of 2021, the Board started the process of collecting the research objectives of the integrated members of CICANT. This form sought to obtain a forecast of what the researchers' intentions are in terms of research and search for funding (national and international).

Once the information has been collected and analysed, individual meetings with all researchers are scheduled for 6 and 7 July of 2021 in order to refine their objectives and establish metrics that will enable their future career progression in the centre and in the institution.

Currently, in 2022, the unit's board, with the cooperation of the researchers in the general assembly, have been developing an assessment strategy, that allows to foster the team's continuous improvement, aimed at a more cohesive evaluation by FCT.

2.6- Meetings

Meetings with researchers have been one of the other areas of enormous progress within the Centre's activities. The already existing Lunch-with-Science, were rescheduled to biweekly and their participation has been progressively increasing, consolidating this initiative as one of the most relevant in terms of sharing relevant scientific information. Another particularly interesting aspect of this event is that it is an event that counts on the active participation of PhD students and even, occasionally, MSc students. This active participation is translated not only by their presence (now in a totally virtual model) but also in the debate, reflection and presentation of their own research work. We also highlight the fact that this is an event where teams of researchers and students from both Lisbon and Porto find space for scientific interaction on a more regular basis. As for events, we will have to reinforce the role of ReLeCo and, above all, of the Laboratories in the dynamic of regular scientific initiatives that not only provide space for researchers and students to reflect, once again, on central issues in their areas of interest and research, but also to interact, at certain moments, with other stakeholders, active agents of the community or other reference centres, personalities and universities

Chapter III- Self Assessment

The last years of the centre's activity was quite satisfactory in terms of decisions to restructure and reinforce the team. Although a period of maturation is still needed, the option to ensure the transdisciplinary skills and experience of the current team, allows us to ensure that the natural evolution of the work of the centre and our researchers is based on a reliable technical and administrative support, capable of responding to the daily demands.

However, there are still areas that need more attention internally, such as the mobilization of researchers to attract funding, the ability to attract international partners or the weak capacity to communicate, internally and externally, the results of projects and activities developed within the Centre

On the other hand, and as identified by the members of the External Evaluation Commission, the intensity of the previous year, focused on the strong restructuring and mobilisation of the team for the set of new funding at the European level, needs, at this stage, a process of greater tranquillity, enabling the procedures implemented to be consolidated, while maintaining the logic of close participation between researchers and the Board that has characterised the activities in recent years. Let us say that it will be necessary to find a point of balance that allows us to pursue the quality assurance objectives that take place in the Institution, guaranteeing the existence and applicability of the procedures, but bringing them into line with CICANT's own nature. We believe that this is a process that is following its natural course and that during the course of next year it will certainly be fully solidified.

Regarding funding opportunities, this continues to be one of the areas in which we believe it is essential to continue to work actively. There is still a considerable group of researchers that are not mobilised to look for funding outside the institution and an even larger number for funding outside the country. Nevertheless, the centre is now approaching a better performance to this extent, with a significant increase in the last months of 2021 and the beginning of 2022, that we intend to continue.

3.1- SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Broad and compelling range of research activities, from media production to media understanding, from literacies to the social history of aesthetics, from film to immersive media to educational gaming • Innovative approaches and projects, often combining theory and practice • Theory is integrated into applied research focus, allowing for a genuine theory-practice link • A growing team cohesion of the Center's most active researchers and their mobilization for a solid integration of less experienced researchers • A reinforced and multidisciplinary technical structure • The new organization of the Center and its researchers into two major areas or Research and Learning Communities (ReLeCos) • Strong and solid internal financial framework • Strong links to industry and civil society • Very good technical facilities • The increasing acquisition of international funding • The string position acquired in terms of national funding 	<p>Weaknesses</p> <ul style="list-style-type: none"> • The still existing gap between the scientific production of some researchers and the remaining team. • The lack of a mature and well-oiled technical structure in the science management mechanisms • An international appeal that is still poorly rooted among most researchers • Need for a more appealing internationalization strategy • The level of publication in Q1 and Q2 journals • The level of open access publication • Articulation between theoretical and practice based research in the artistic field. • The level of knowledge transfer can still be increased
<p>Opportunities</p> <ul style="list-style-type: none"> • Potential for growth. Not only in number of member but namely in the capacity to accessing European funding and establishing partnerships with entities that are well rooted in the logic of attracting international funding. • Opportunities for internationalisation, via international research cooperation, Erasmus Mundus, Erasmus Plus, etc. • The implementation of the observatory project that will enable a more dynamic intervention with the Portuguese-speaking countries • The possible prominent role in the new KIC for Cultural and Creative Industries • Implementation FILMEU_RIT and other joint clusters of research with partner institutions 	<p>Threats</p> <ul style="list-style-type: none"> • The evident bias in the evaluation and funding system for scientific and research activities promoted by the FCT • The Centre's inability to capture talent and maintain talent, fundamentally due to a lack of financial resources that are continuous, and not circumscribed to the duration of specific projects. • Delay in EU calls for funding • National economic context

<ul style="list-style-type: none"> The existence of results that can highlight the Centre Knowledge transfer capacity 	
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Chapter IV- Improvement proposals

Scope	Improvement(s) to implement	Action(s) to be developed	Degree of priority (low, medium, high)	Implementation time frame	Implementation indicator(s)	Expected results
National Funding	Stimulate the application to national programmes for those offered by FCT	Increasing the number of applications to various national projects, stimulating researchers to seek other lines of action than those provided by FCT, such as the Gulbenkian, EEA Grants and POISE programmes	High	During the year	At least 20% more than last year	Increase of the number of submitted Applications to ensure similar success as in the last period
European Funding	Increase the number of successful applications	Stimulate integration into consortia by drawing on the experience of partners in building winning bids to gain experience	High	During the year	At least one more than last year	Increase of the number funding projects
		Seek to integrate networks and brokerage events that may result in the establishment of new partnerships in areas of research of the Centre that are still weakly 'internationalised'.	High	During the year	At least three more than last year	Increase of solid partnerships
Communication	Improvement of newsletters	Maintain the newsletter's monthly frequency,	Medium	During the year	At least 12 newsletters per year	Increase of satisfaction and a more effective of

		seeking to have increasingly optimised content				tool of communication
	More active participation on social media	Improve the quality and time of publication of the contents of the events promoted by the centre in the social networks and increase the engagement with researchers and the community	Medium	During the year	Increase of numbers	<ul style="list-style-type: none"> ● increase the number of followers (Twitter & LinkedIn) ● increase the number of integrated researchers associated to the Centre's networks (Facebook, Twitter & LinkedIn) ● increase the number of referrals on social networks (Twitter & LinkedIn) ● increase the number of positive comments (Google Business)
Training	Offer of training actions	Promote more training sessions both for researchers and PhD students	Medium	During the year	At least three more that last year	Increase of the number of training sessions

Conclusions

In conclusion, it is possible to emphasize the period 2021/2022 as a phase of fundamental consolidation of the implemented changes and transformations of the last period. This consolidation is clearly represented by the objective results obtained in terms of the number of submitted applications, both national and European, the exponentiation of the national funding attraction success, and the enhanced science communication. Moreover, the decision-making processes also became more shared and reflexive, through the inclusion of early-career scholars, and discussion roundtables. This allowed the center to become more aligned with the contemporary fundamental research premises, including ethics, inclusion, and diversity.

Some external consequences of these efforts are already tangible, with the inclusion of CICANT researchers in COST actions and other international networks, as well as the consideration of FilmEU as an official partner of the New European Bauhaus as crucial examples of this.

Nevertheless, that is still a broad path to be made and CICANT commitments remain high, namely to ensure these enhancements are recognized in the upcoming evaluation process. We count on your energy and audacity so that together we may have a year that is even more consolidated in structure and results.

Informative note

Author	CICANT
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