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

Activities Report

2022/2023

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Chapter I - Opening Notes

In the period to which this report refers, the Centre continued its policy of consolidation of ongoing research and innovation activities, integrating a high number of applications for competitive funding, national and European, thus involving its researchers in teamwork with partners of reputable scientific strength and the triggering of new working relationships that enhance the growing internationalisation of the team, the maturing of ongoing research, a higher rate of funding attraction and the growing positioning of CICANT as one of the research centres of national and international reference in the area of media, society and literacies, media art, technologies and creative industries.

The fact that the unit leads a "European University", FilmEU (101004047, EPP-EUR-UNIV-202) and FilmEU RIT (101035820- H2020), a project aimed at implementing common infrastructures for alliance research, as well as funding transdisciplinary and transnational projects has been an additional factor contributing in a very sustained way to achieve this goal.

An increase in the participation in applications and consortia to submit applications to other sources of funding, such as the FCT, Gulbenkian Programme - Active Citizens, EEA Grants, La Caixa, among others, should also be highlighted.

Also following the policy of reinforcing internationalisation, CICANT has pursued its goal of becoming an attractive Centre for international researchers, having developed several partnerships in order to consolidate this ambition. Already in the current academic year, we welcome Professor Lícia Frezza Pisa, PhD in Media and Education and a lecturer at the Instituto Federal de Educação, Ciência e Tecnologia do Sul de Minas Gerais, as an International Collaborator of CICANT, and Marta Roqueta Fernández, a PhD candidate at the Researching Gender in the Network Society group (GenTIC) - Universitat Oberta de Catalunya.

We have also reinforced our role in the main national and international organisations of impact for CICANT's research lines, allowing our researchers and students to be close to these structures, calling for their active participation either in the bodies and sections of these entities, or presenting documents to the invitations understood as priorities, reporting the presence of CICANT members in the following organisations: Executive Council of CILECT through the presidency of GEECT, Executive Council of ELIA, Vice-Presidency of SOPCOM, Coordination and Sub-coordination of several of the subsections of ECREA. And we have taken

the lead in the organisation of several international conferences of relevant prestige in their specific areas reinforcing our international positioning as a relevant scientific partner.

In addition, the Unit reveals indicators of growing support for participation in scientific events by both integrated researchers and doctoral students who are already writing their theses, thus enhancing the dissemination of the work that has been done. And effectively, the analysis of SCOPUS results reveals a significant increase of citations of researchers, as well as of peer-reviewed documents.

Also at the level of the reinforcement of the training policy, CICANT has followed its effort to consolidate the various doctoral programmes it hosts, by integrating all students in the work of the unit, either through their integration in ReLeCos, or integration in teams of ongoing projects. Still within this scope, in the period under analysis, two research scholarships were financed by the Unit. Within the scope of doctoral training, several regular actions were promoted, namely thematic seminars and training actions in research methodologies, with the aim of promoting the training and integration of younger researchers. In this area, the 3rd edition of Summer with Science and the short training sessions we call Lunch with Science stand out. This activity takes place monthly and is characterized as an open space for sharing the work that researchers and students develop within the scope of their integration in CICANT.

Chapter II - Activities and Human Resources

M&ACKT - Media and Arts Centre for Knowledge Transfer

After the reorganisation 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, materialised in the integration of the early career scholar Carla Sousa as a board advisor.

The support team was also consolidated after the deep reorganisation 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 &project General Manager
- Pedro Caetano – International Academy and External Communication
- Anna Coutinho – External Communication and project support
- Margarida Santos – Science & Project 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 an impulse both in research and in innovation, attracting the interest of many professors from the Universities of Lisbon and Oporto, 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 2021	Numbers in 2022	Numbers in 2023 (June)
Integrated with PhD	43	49	64
PhD	18	14	26
Collaborators	27	30	31
Visiting Researchers	1	1	4
Researcher on scientific leave	1 (MSCA)	1 (MSCA)	1 (MSCA)
Research grant holders (PhD & Master Students)	n.a.	11	17

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 2022, six researchers have requested for CICANT to become their host institution.

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

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:

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

And is a co-dynamiser of the Games and Social Impact Media Research Lab – GLOW – is a collaborative laboratory created as a strategy to aggregate projects based on the changing and inclusive potential of games.

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.

Seed funding and other Internal Financial Support to team activities

Due to the postponement of the evaluation period and the need to review the funding options, readjusting the budget available for the additional period of work, complemented by the evident delay of seed funding projects in progress, which on average do not meet their goal of being completed within a year, it was decided by CICANT's Board to suspend the edition of the Centre's Seed funding in 2022.

This decision did not interfere with the participation of researchers in the seed funding edition promoted by ILIND, having in that contest been selected the project ALQI: an intelligent Chabot to explore new literacies in the age of algorithms and AI by Researcher Manuel Pita and whose focus is to seek to advance the currently limited understanding of the relationship between young people and a new actor in the information ecosystem -- algorithmic mediation (AM). We propose to design and implement an intelligent chatbot – ALQI – with parameters that control (a) its capacities for AM across several variables and (b) the degrees of explanation ALQI can provide on how it informs and decides the nature of what it presents to the user.

This competition also included 3 more interesting proposals from CICANT, both from the Centro Universtário de Lisboa and from Oporto, which we hope, once improved, can be resubmitted and evaluated.

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 Well Being), CICS.NOVA (Sociology), ISC-Minho University

(CECS – Centro de Estudos de Comunicação e Sociedade) and Labcom. The Directors 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 with 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 purpose, 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 deepen and ease CICANT Integrated Members to publish their own research interests within the areas of intervention the Centre deals without the constraints 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

Table No.2 – CICANT Book Series publishing planification

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 to submit 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.

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	21
European Research Council	1
Marie Sklodowska-Curie	0
Research Infrastructures	0
Horizon Europe- Pillar II **(b)** 2022	6
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 Projetos de Investigação Científica e Desenvolvimento Tecnológico Projetos de Investigação de Caráter Exploratório	9
Internal funding programes **(c)**	4
(other funding programmes) **(d)**	10
Total	**56**

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*

(d) *Includes Fundação La Caixa, EEA Grants, EMIF, ISF, CERV e Europa Criativa.*

Ongoing Projects

Programa de Financiamento	Título do Projeto	Referência do Projeto	Nome do IR
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
Erasmus +	Y4Y - Youth for Youth	2020-2-HU01-KA205-079126	Carla Sousa
Erasmus +	Fake the system: EU tools against disformation	2020-3-IT03-KA205-019960	Sónia Lamy
Erasmus +	FILMEU - The European Universities Alliance for Film and Media Arts	EPP-EUR-UNIV-2020 — European Universities	Manuel José Damásio
Erasmus + Joint Master	Kino Eyes The European Movie Masters	619799-EPP-1-2020-1-PT-EPPKA1-JMD-MOB	Manuel José Damásio
Erasmus + Joint Master	DOCNOMADS Documentary Film Directing	617241- -EPP-1-2020-1-PT-EPPKA1-JMD-MOB	Manuel José Damásio

Erasmus + Joint Master	RE:Anima	610566-EPP-1-2019-1-PT-EPPKA1-JMD-MOB	Manuel José Damásio
EEA Grants	DIS/CONNECT: individuals' digital disconnection	Not available	Ana Jorge
H2020	FILMEU_RIT – Research│ Innovation│ Transformation	EPP-EUR-UNIV-2020 — European Universities	Manuel José Damásio
ISF-P Internal Security Fund – Police	PROSECUW PROtection and SECUrity for places of Worship	101034232-ISFP-2020-AG-PROTECT	José Paulo Oliveira
AMIF Action Grant Program	DIGIMI- DIGItal storytelling for Migrant Integration	957777 - AMIF	José Paulo Oliveira
Erasmus +	ArtDiCo - Art, Digitality and Corona: Digital storytelling for people with little digital literacy –new e-learning approaches	2020-1-DE02-KA227-ADU-008015	José Paulo Oliveira
Erasmus +	CT&LT4DE - Contemporary Teaching and Learning Techniques for Distance Education	2020-1-TR01-KA226-SCH-098489	Paulo Ferreira
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
FCT	Youth, News and Digital Citizenship	PTDC/COM-OUT/0243/2021	Maria José Brites
FCT	Curiositas: Peeping Before Virtual Reality. A Media Archaeology of Immersion Through VR and the Iberian Cosmoramas	PTDC/COM-OUT/4851/2021	Victor Flores
FCT	Glocal feminist movements: interactions and contradictions	PTDC/COM-CSS/4049/2021	Carla Cerqueira
Erasmus +	Mentoring Second-chance Female Entrepreneurs to Restart the European Arts and Creative Sector	2021-1-DE02-KA220-ADU-000033726	Rita Grácio
Erasmus +	future.film.education.	2020-1-DE01-KA226-HE-005809	Érica Rodrigues/Tobias Fruhmorgen
EIT	C-ACCELERATE	Not available	Manuel José Damásio
Erasmus + (Blueprint)	CYANOTYPES Strategic Skills for Creative Futures	101056314-CYANOTYPES-ERASMUS-EDU-2021-PI-ALL-INNO	Manuel José Damásio / Rita Grácio
Erasmus +	A digital turn to RestART creativity RESTART	2021-1-IT01-KA220-VET-000033078	José Paulo Oliveira

Erasmus +	ASAP - a systemic approach to social media and pre-adolescents through thinking skills education	2022-1-IT02-KA220-SCH-000090043	Maria José Brites
Erasmus +	COMSUS: Development of sustainable communications of higher education institutions in social media	2022-1-PL01-KA220-HED-000090164	Timóteo Rodrigues/Ana Filipa Oliveira
Erasmus +	Developing a gamified tool for enhancing youth entrepreneurial skills – GameYES	2022-1-CY02-KA220-YOU-000088220	José Paulo Oliveira
CERV	R2 - READ TWICE	101081326 — R2	Maria José Brites
FCT	On & Off: atmosferas de des/conexão	2022.01282.PTDC	Ana jorge
Seedfunding ILIND	ALQI: an intelligent chatbot to explore new literacies in the age of algorithms and A	Not available	Manuel Pita

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

2.2- Publications

Indicator	Number
Professional publications	n/a
Publications in open access	59
Publications (total)	84
Scientific and cultural journals indexed in Scopus	2

Table No.5 – Table of publications

2.3- Patents and Utility Models

Indicator	Number	Observations
Patents	n/a	
n.a		

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
Four times a year	Webinars MeLCi Lab (Available here)	10/15	Researchers PhD Students Collaborators Visiting Researchers External Partners General Public
Four times a year	Talks MeLCi Lab (Available here)	10/15	Researchers PhD Students Collaborators
One a year	I MeLCi Autumn School	15-20	Researchers PhD Students External PhD students and post-docs
Four times a year	Encounters with the Public and Audiences Working Group – SOPCOM with the collaboration of CICANT (Available here)	15/20	Researchers PhD Students Collaborators Visiting Researchers External Partners General Public
Several times a Year	ILIND Info sessions	20/30	Researchers

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 on 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

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. This assessment strategy will start to be implemented in the 2nd semester of 2023.

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, brainstorming 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 dynamic 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.

Some areas of work continue, however, to require our attention and greater commitment. On the one hand, it is clear that the current scientific support structure needs to be strengthened, both in number and in specific training, enabling the continuous improvement of the work that has been developed and increasingly enabling the human structure of the Centre for greater challenges in obtaining competitive funding and positioning in relation to best practices in science management. On the other hand, at the level of the research team we still need to start initiatives that bring all researchers to integrate or lead national and international consortia, thus benefiting from the possibility of knowing new working models in the area of research and innovation in the fields in which CICANT works and in which it has proven to be effective and efficient.

Another issue that continues to require our reflection, as already highlighted by the External Evaluation Commission, is the need, in parallel with the evident growth of the Centre, to define and implement a consolidation strategy that will allow the structure to be more tranquil and better manage the work opportunities at national and international level.

3.1- SWOT Analysis

Strengths	Weaknesses
● Clear alignment between the two defined ReLecos and the different areas of expertise and interests of the team ● Innovative approaches and projects, often combining theory and practice	● Unbalance in terms of publication and funding acquisition within the team. ● An international appeal that is still poorly rooted among some researchers

● A growing team cohesion of the Center's most active researchers and their mobilisation for a solid integration of less experienced researchers ● A reinforced and multidisciplinary technical structure ● The new organisation 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	● Need for a broader internationalisation strategy that addresses all areas of expertise ● The level of publication in Q1 and Q2 journals ● The level of open access publication ● Lack of recognition by funding bodies of practice based research and artistic research. ● The level of knowledge transfer can still be increased
Opportunities ● Potential for growth. Not only in number of members but namely in the capacity to access 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 ● The existence of results that can highlight the Centre Knowledge transfer capacity	**Threats** ● 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

Chapter IV- Improvement proposals

Scope	Improvement(s) to implement	Action(s) to be developed	Degree of priority	Implementation time frame	Implementation indicator(s)	Expected results

			(low, medium, high)			
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, seeking to have increasingly optimised content	Medium	During the year	At least 12 newsletters per year	Increase of satisfaction and a more effective of 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	● 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 emphasise 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 centre 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

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