

In the exercise of the legally determined powers, namely the provision set forth in subparagraph o) of paragraph 1 of Article 92 of Law No. 62/2002, of September 10th, in its current wording (Legal Framework for Higher Education Institutions), combined with the provision set forth in subparagraph o) of paragraph 1 of Article 26 of the Statutes of the Polytechnic Institute of Lisbon, published by Regulatory Order No. 20/2009, of May 21st, amended by Regulatory Order No. 16/2014, of November 10th, I hereby approve the Regulation of the Applied Research Laboratory in Communication and Media (LIACOM) of the School of Communication and Media Studies of the Polytechnic Institute of Lisbon, which is published as an annex to this order.

... of ... 2024 - The President of the Polytechnic Institute of Lisbon, Professor Elmano da Fonseca Margato.

# **Regulation of the Applied Research Laboratory in Communication and Media (LIACOM)**

## **CHAPTER I**

### **NATURE, MISSION, OBJECTIVES, AND HEADQUARTERS**

#### **Article 1**

##### **(Nature and Headquarters)**

1. The Applied Research Laboratory in Communication and Media, hereinafter referred to as LIACOM, is a research unit in the field of communication sciences at the School of Communication and Media Studies of the Polytechnic Institute of Lisbon (ESCS-IPL).
2. LIACOM adheres to the statutory principles of ESCS, the present regulation, and the rules of the Foundation for Science and Technology, where applicable, as well as the ethical and deontological principles underpinning scientific research processes.
3. LIACOM is headquartered in Lisbon, at ESCS-IPL, on the Benfica Campus of the Polytechnic Institute of Lisbon.

#### **Article 2**

##### **(Mission)**

1. LIACOM is a research centre rooted in the scientific domain of communication sciences. Its aim is to develop a research framework with an applied and laboratory-based approach, grounded in an environment of experimentation, creativity, and innovation, with strong ties to people, organizations, regions, and communities.
2. As a polytechnic institution, LIACOM's mission is based on the premise that the intersection and multidisciplinary, interprofessional collaboration between researchers and specialists/professionals (the latter holding professional roles in the communication and media sectors: journalists, advertisers, public relations professionals, designers, producers, marketers, etc.) can co-create, drive added-value solutions, and transfer knowledge to the media and communication sector, thereby contributing to the enhancement and progress of the social and economic fabric of regions and the country. The combination of expertise from researchers in various disciplinary fields, professional profiles in the communication sector, the establishment of an intricate, cohesive, and privileged network of partnerships with associations and companies, and the significant technological and laboratory focus that LIACOM possesses, provides the conditions and critical mass necessary to ensure LIACOM's success.

### **Article 3** **(Objectives)**

1. From an interdisciplinary, transdisciplinary, and multidisciplinary perspective, LIACOM is organised into two main scientific axes: media, culture, and technology; and communication, strategies, and creativity.
2. From the perspective of applied research and knowledge transfer, LIACOM's communication studies focus on various approaches, ranging from strategic and organisational communication (crossing knowledge areas such as public relations/corporate communication, branding, organisational communication, consumer communication, marketing communication, and corporate culture); as well as media, journalism, audiovisual, and multimedia (crossing the interfaces of culture, history, technology, and public policies, as well as studies on media production and reception).
3. Within the scope of its activities, LIACOM has the following strategic objectives:
  - a) To conduct applied research in the field of communication and media based on a logic of co-creation and juxtaposition with the business sector and communities;
  - b) To conduct applied research that contributes to the development of democratic, multicultural, welcoming, and sustainable societies, in harmony with the Sustainable Development Goals (SDGs);
  - c) To conceive and promote applied communication as a strategic vector in the development of communities, regions, and society;
  - d) To share, stimulate, and engage researchers, citizens, and the community with knowledge and scientific culture, presenting itself in an inclusive manner;
  - e) To create national and international networks of scientific and technological cooperation between researchers, polytechnics, universities, research centres, and companies, providing a space for scientific dialogue and development in a collaborative and transformative perspective for science and societies;
  - f) To contribute to a scientific culture and the dissemination of scientific knowledge through the organisation of various scientific and technical events, both national and international, such as conferences, congresses, colloquia, seminars, workshops, scientific meetings, and exhibitions;
  - g) To contribute through the publication of scientific works, notably via the journal *Comunicação Pública*;

h) To contribute through the production of media content (written, audiovisual, and/or supported by new information and communication technologies).

i) To support and promote advanced higher education training (postgraduate studies, master's degrees, specialisation courses, and doctorates), facilitating the updating of curricula and the creation of new courses.

## **CHAPTER II**

### **COMPOSITION, ORGANS, AND FUNCTIONING**

#### **Article 4**

##### **(Composition)**

1. Regarding its composition, LIACOM is comprised of four (4) categories of members: regular, collaborators, honorary, and visiting members.
2. The following qualify as regular researchers at LIACOM: a) Those holding a doctoral degree; b) Researchers with a contract or affiliation with a Portuguese institution; c) Researchers who dedicate a minimum of 50% of their work time to research activities at LIACOM, within either of its two research areas; d) Researchers who meet the scientific production indicators, as approved and defined every four years by the LIACOM Scientific Council.
3. The following qualify as collaborators of LIACOM: a) Non-doctoral researchers (specialist technicians, master's students, doctoral candidates) who maintain effective collaboration with either of the two research areas of LIACOM; b) Doctoral researchers who are regular researchers in another Research Centre but participate in projects and/or research activities developed at LIACOM; c) Other researchers involved in projects and/or research activities developed at LIACOM during the duration of those projects.
4. Individuals who, through their work, have distinguished themselves in the field of scientific research in communication and hold a scientific curriculum of merit may be appointed as honorary members of LIACOM. Honorary membership is conferred upon proposal by the Board and by a positive decision of the LIACOM Scientific Council.
5. LIACOM also hosts visiting researchers who are temporarily engaged in specific missions or developing projects and/or research activities in collaboration with regular or collaborating members of LIACOM, subject to prior approval from the Board.

6. All LIACOM members may also be associated or collaborating members of other Research Centres. However, the total dedication percentage across all units is limited to 100%.
7. Regular and collaborating members are required to contribute to the achievement of LIACOM's goals and must report their annual scientific production through the updated *Ciência Vitae* platform.
8. The following lose their membership status at LIACOM: a) Those who formally request it from the LIACOM Board; b) Regular or collaborating members who no longer meet the necessary conditions to maintain their membership, as defined respectively in sections 2 and 3 of Article 4 of these Statutes.

## **Article 5**

### **(Organs)**

LIACOM is composed of the following organs:

1. Board
2. Scientific Council
3. General Assembly
4. Advisory Board
5. Science Management and Communication Office.

## **Article 6**

### **(Composition and Functioning of the Board)**

1. The LIACOM Board is composed of: a) A Director; b) A Deputy Director; c) Two members.
2. The Board meets regularly every three years and extraordinarily whenever necessary.
3. Minutes will be taken for each Board meeting, and they must be approved by the Board.
4. Once approved, the minutes of each meeting will be made available to all LIACOM members.
5. Where necessary, the members of the Board may replace the Director upon their express indication.

## **Article 7**

### **(Competencies of the Board)**

1. The Board is responsible for ensuring the highest standards of ethics and integrity in the conduct of LIACOM's activities, guaranteeing compliance with relevant policies and regulations, and thereby promoting a culture of responsibility and transparency.
2. Define strategic direction, prepare the activity plan and oversee its implementation; prepare annual activity reports, as well as the budget and financial statements.
3. Coordinate LIACOM's research activities.
4. Oversee the administrative and financial management of LIACOM in accordance with the four-year activity plan.
5. Represent LIACOM internally and externally.
6. Ensure compliance with legal and regulatory norms.
7. Facilitate communication with other LIACOM organs, ESCS, IPL, and other national and international entities.
8. Promote collaboration between different research projects and researchers after consulting with the respective project coordinators.
9. Encourage the growth and development of LIACOM projects and/or activities.
10. Provide opinions on the admission of new members or the loss of membership status, subject to the decision of the Scientific Council.
11. Develop and establish monitoring tools for the scientific output of LIACOM members.
12. Support LIACOM-affiliated projects and/or activities, monitoring their scientific execution, and requesting partial or final reports from the responsible researchers.
13. Submit for approval by the LIACOM Scientific Council and competent entities the four-year activity plan and the annual activity report. Upon approval, the Board is responsible for informing the Technical Scientific Council (CTC) of ESCS.
14. Implement the decisions of the LIACOM Scientific Council.
15. Propose revisions to the Regulations to LIACOM organs, in accordance with Article 24.
16. Evaluate proposals for the transformation, merging, dissolution, or creation of new thematic areas and structures.

## **Article 8**

### **(Election and Mandate of the Board)**

1. The Board is elected by all regular LIACOM members in an election held for this purpose.

2. LIACOM members who meet the conditions outlined in the previous section and wish to stand for election must submit a programme in accordance with the terms expressly set out for this purpose by the Scientific Council.
3. In the electoral process, a candidate is elected in the first round if they obtain an absolute majority of votes.
4. If there is only one candidate and they do not secure the required majority in the previous round, a new vote will be held in a meeting convened specifically for this purpose.
5. If there is more than one candidate and none obtains an absolute majority in the first round, a second vote will be held with the two most voted candidates, and the candidate with the relative majority of votes will be elected.
6. In the event that a majority is not obtained, a new electoral process will be initiated.
7. Each mandate has a duration of four years.

## **Article 9**

### **(Composition and Functioning of the Scientific Council)**

1. The Scientific Council is composed of the Director and Deputy Director of LIACOM, the two coordinators of the two research areas, and six regular members elected by secret ballot and by name by their peers.
2. The Scientific Council convenes with a qualified majority of its legal members with voting rights, either physically or through telematic means, in accordance with Article 29 of the Administrative Procedure Code (CPA), approved by Decree-Law No. 4/2015, dated 7 January, as amended by Law No. 72/2020, dated 16 November. In the absence of a quorum, the second convocation must take place no less than 24 hours later, as specified in the aforementioned article, to ensure that the absent members of the college are informed by regular means.
3. The Scientific Council's decisions are made by a simple majority of present members; in the case of a tie, the President has a casting vote; the vote will be secret whenever the voting is nominal.
4. Exceptions to the previous section include the following cases, where a two-thirds majority of present members is required: a) Dismissal of the Board or any of its members; b) Dismissal or resignation of the LIACOM Director, which entails the resignation of the Board.
5. The Scientific Council meets at least twice a year and whenever convened by the President of the Scientific Council, either at their initiative or upon request by a majority of its members.

6. Other LIACOM members may participate in Scientific Council meetings, without voting rights, upon invitation from the President of the LIACOM Scientific Council.
7. Written minutes will be taken for meetings, which will be convened at least 15 days in advance, and attendance will be recorded.

#### **Article 10**

##### **(Competencies of the Scientific Council)**

1. Approve the activity plan and the annual report submitted by the LIACOM Board.
2. Establish minimum annual scientific production indicators for LIACOM members.
3. Approve the necessary rules for implementing the regulations proposed by the Board.
4. Approve the admission of new members and deliberate on the loss of membership status, in accordance with these regulations.
5. Define the procedures for candidacy for the position of President of the LIACOM Scientific Council.
6. Provide opinions on scientific matters submitted to it.
7. Approve amendments to the LIACOM regulations.
8. Approve the constitution of the Advisory Board.
9. Elect and dismiss the President of the LIACOM Scientific Council by an absolute majority of the members present.
10. Decide on matters concerning LIACOM activities, especially those raised by the Board.

#### **Article 11**

##### **(Election and Term of the Scientific Council)**

1. Integrated PhD researchers at LIACOM are eligible to be members of the Scientific Council through a nominal election.
2. The President of the Scientific Council is elected from among the six integrated members who are part of the Scientific Council, by secret ballot and with a nominal vote.
3. Each term is expected to last four years.

#### **Article 12**

##### **(Composition and Functioning of the General Assembly)**



1. The General Assembly is composed of all LIACOM members: integrated, collaborators, honorary, and visiting members (see Article 4, point 1) and is chaired by the President of the General Assembly.
2. Collaborating, honorary, and visiting members cannot elect nor are they eligible for the organs of LIACOM.
3. The General Assembly convenes, on the first call, when the qualified majority of its legal members with voting rights is physically present or participating via telematic means, as provided for in Article 29 of the Administrative Procedure Code (CPA), approved by Decree-Law No. 4/2015 of January 7, as amended by Law No. 72/2020 of November 16. In the absence of a quorum, the second call must occur within no less than 24 hours in accordance with point 2 of the aforementioned article, ensuring that all absent members are informed through the usual means.
4. The General Assembly meets ordinarily once a year and extraordinarily by the initiative of the LIACOM Board and/or by request of at least one-third of all its members.
5. Minutes will be taken of the deliberations made in each General Assembly, which, once approved, will be made available to all LIACOM members.

### **Article 13**

#### **(Competencies of the General Assembly)**

1. Elect the coordinators of each of the two research areas with seats on the Scientific Council.
2. Propose to the LIACOM Scientific Council the creation, extinction, or restructuring of thematic areas and research structures.
3. Propose to the LIACOM Scientific Council the creation and maintenance of protocols and/or collaborations, agreements, and scientific exchanges aimed at appropriate connections with other entities and institutions, both national, European, and global.
4. Give an opinion, after consulting the Scientific Council, on the modalities and criteria for the allocation of funds.
5. Submit proposals for new projects and/or research activities to national, European, or global funding programs.
6. Give opinions on the four-year activity plan, annual activity reports, as well as the budget and financial statements.
7. Give opinions on any matters raised by the LIACOM Board.

8. Elect and dismiss the President of the LIACOM General Assembly by an absolute majority of the members present.
9. Propose amendments to the present LIACOM regulations.

#### **Article 14**

##### **(Composition and Election of the General Assembly Board)**

1. The General Assembly Board is composed of a President, a Vice-President, and a Secretary, elected by a list from among the integrated members, and is elected at the first meeting of the General Assembly in each term from among its integrated members.
2. LIACOM members may present a candidacy for the General Assembly Board provided they meet the conditions mentioned in Article 12, point 2.
3. In the electoral process, a candidacy is elected in the first vote if it obtains an absolute majority of votes.
4. If there is only one candidacy and it does not secure the required majority in the previous vote, a new vote will be held at a meeting convened specifically for this purpose.
5. If there is more than one candidacy and none obtains the majority required in the first vote, a new vote will be held between the two most voted candidacies, with the one obtaining a relative majority of votes being elected.
6. In the event that no majority is obtained, a new electoral process will be initiated.

#### **Article 15**

##### **(Composition and Competencies of the Monitoring Committee)**

1. The Monitoring Committee, an organ responsible for analyzing and evaluating the projects and/or research activities developed by LIACOM, is composed of 3 to 5 external specialists, both national and international, of recognized integrity and scientific merit.
2. The composition of the Monitoring Committee must be proposed by the Board and approved by the Scientific Council.
3. The term of the members of the Monitoring Committee is four years, and it may be renewable.
4. The Monitoring Committee meets ordinarily once a year and extraordinarily by initiative of the LIACOM Director or by request of a group of Scientific Council members, which must consist of at least one-third of the total number of its members.

5. The Monitoring Committee is responsible for:
  - a) Monitoring, analyzing, and evaluating the functioning of LIACOM, giving opinions on its performance in the axes and thematic areas in which it conducts research;
  - b) Contributing to the overall strategic direction of LIACOM in terms of research;
  - c) Issuing opinions on the four-year plan, production indicators, and the activities developed annually expressed in the annual activity report, as well as on the scientific and social relevance of the projects and/or activities in which LIACOM is involved;
  - d) Providing recommendations and suggestions on matters of interest to LIACOM, submitted by the Director.

## **Article 16**

### **(Appointment and Competencies of Communication and Science Managers)**

1. The LIACOM Board is responsible for appointing the Communication and Science Managers.
2. Communication and Science Managers report to the Board and act as privileged interlocutors with LIACOM members and the Monitoring Committee.
3. The Communication and Science Managers are responsible for identifying potential aspects and processes that promote the sustainability of LIACOM and its evolution, both nationally and globally, particularly:
  - a) Supporting the implementation of activity plans in line with LIACOM's vision, mission, and strategic plan;
  - b) Providing scientific and technical support to LIACOM members and assistance in drafting national, European, or global project applications;
  - c) Coordinating with the services of ESCS and IPL to meet the needs of researchers for proper project management;
  - d) Assisting the Board in resource management for greater effectiveness;
  - e) Supporting LIACOM members in obtaining external funding, considering the alignment between societal needs, LIACOM's scientific interests and capacities, optimizing all initiatives toward this goal;
  - f) Assisting LIACOM members in establishing lasting relationships with funders and other entities to ensure continuous support;
  - g) Assisting LIACOM members in transferring scientific knowledge to society;
  - h) Supporting the LIACOM Board in its relations with policymakers in the development of public policies based on the scientific evidence produced at LIACOM;
  - i) Supporting the Board in promoting LIACOM at external forums, including conferences,

- workshops, and collaborations with academic and civil society partners;
- j) Supporting and/or developing communication materials to disseminate research results and news from LIACOM to a broad audience, including stakeholders, the media, and the public;
- k) Assisting the Board in building and maintaining good relations with academic, business, civil society, and governmental partners;
- l) Supporting the Board in creating and maintaining a sustainability policy.

**Article 17**  
**(Activity Plan and Report)**

1. To achieve its objectives, LIACOM, through its Board, prepares a four-year activity plan with annual objectives. The plan must be approved by the LIACOM Scientific Council.
2. An annual activity report will be prepared, allowing the assessment of the degree of achievement of the set objectives, as well as any necessary (re)definitions of annual objectives. This annual report must be approved by the LIACOM Scientific Council.
3. Both the four-year plan and the annual activity reports are sent, for information, to the Technical-Scientific Council of ESCS.

**CHAPTER III**

**FINANCIAL MANAGEMENT**

**Article 18**  
**(Budget)**

1. Given that LIACOM does not have financial autonomy, its budget will be integrated into that of IPL, its host institution, in its own cost center.

**Article 19**  
**(Funding)**

1. LIACOM's funding will be provided through the host institution, without prejudice to the current financial management regulations of the institution or the decision-making autonomy of LIACOM. The funding for LIACOM may be obtained through the following

channels:

- a) Funding allocated by FCT - Fundação para a Ciência e Tecnologia;
  - b) Financial resources from various sources resulting from the execution of R&D projects and/or activities in which LIACOM is involved;
  - c) Funding obtained from other public or private entities, whether national or international;
  - d) Grants provided by any entities;
  - e) Contracts and other sources of funding (contributions, subsidies, among others);
  - f) Revenue generated from the provision of services to the community;
  - g) LIACOM's expenses are those that result from the exercise of its activities, in accordance with internal regulations and the provisions imposed by law;
  - h) For the expenses related to each activity, it is the responsibility of the Board to define the percentage from the various funding sources to be allocated to LIACOM's common expenses.
2. The Board is responsible for defining a percentage of the funding from the Fundação para a Ciência e Tecnologia to be allocated to LIACOM's common operational expenses.
  3. The remaining funds will be distributed according to the incentive policy defined in each four-year plan and the respective annual plans.
  4. Funds obtained from other sources of funding shall revert to the teams or researchers responsible for the scientific and consultancy activities that originated them.

#### **Article 20**

##### **(Support to Members)**

1. Support for all members, particularly for missions and publications, is subject to a specific Regulation, approved by the Board.

### **CHAPTER IV**

#### **ADMINISTRATIVE MANAGEMENT**

#### **Article 21**

##### **(Administrative Support)**

1. Since LIACOM does not have financial autonomy, administrative support is provided by the institution where it is hosted and by partner entities.
2. For the execution of administrative and secretarial tasks, LIACOM is provided with services (functional and material).

## **Article 22**

### **(Relationship with the Host Institution)**

1. The relationship with the Host Institution is the responsibility of the LIACOM Board, in compliance with the existing relationship rules and without prejudice to LIACOM's decision-making autonomy, encompassing the following aspects:
  - a) The annual submission, for review and approval, of the four-year and annual activity plans, as well as the corresponding budgets and accounts;
  - b) The annual submission, for review and approval, of the activity report and accounts for the previous year;
  - c) Submission of proposals for authorization dispatches for the purpose of entering into contracts related to R&D projects and/or activities or community services, signed with third parties;
  - d) Submission of proposals for personnel-related expenses, procurement of goods and services, and payment of incurred expenses.
2. Regular provision of all relevant information about LIACOM initiatives of interest to the host institution.

## **Article 23**

### **(Relationship with the Foundation of Science and Technology)**

1. It is the responsibility of the LIACOM Board to ensure the best relationship with the Fundação para a Ciência e Tecnologia (FCT), particularly regarding:
  - a) The annual submission, for approval, of the four-year and annual project and/or activity plans, as well as the corresponding budgets and accounts;
  - b) The annual submission, for approval, of the project and/or activity reports and the accounts for the previous year;
  - c) Submission of contracts related to R&D projects and/or activities or community services, signed with third parties;
  - d) Regular provision of all relevant information about LIACOM initiatives of interest to

FCT;

e) Provision of all necessary information and cooperation required for the quality assessment process of the Research Center conducted by FCT whenever such an evaluation occurs.

**Article 24**  
**(Review of Regulations)**

1. The LIACOM regulations may be revised:
  - a) At the request of two-thirds of the integrated members;
  - b) After two years have passed since their approval;
  - c) After two years have passed since the last review.
2. The proposal for review is within the competence of at least one of the following bodies:
  - a) The LIACOM Board;
  - b) The LIACOM Scientific Council.

**Article 25**  
**(Doubts and Omissions)**

1. Depending on the nature of the cases, and without prejudice to the legal provisions in force, any doubts or omissions in the application of these regulations will be resolved by deliberation of one of the following LIACOM bodies:
  - a) The Board;
  - b) By deliberation of the Scientific Council.

**Article 26**  
**(Entry into Force)**

1. These regulations will come into force the day after their publication in the Diário da República.