

ICN2 Strategic Plan 2025-2026

The **ICN2 Strategic Plan 2025-2026** sets the direction for the centre in a context of increasing scientific complexity, growing societal expectations and structural limitations in resources. Building on the achievements of the previous period, this plan aims to consolidate ICN2 as an international reference in nanoscience and nanotechnology with a transformative mission: to generate scientific knowledge and technological solutions that address pressing global challenges. This new phase prioritises institutional maturity, scientific focus, and strategic coherence. It also recognises the need to adapt the centre's internal structures and culture to enable sustainable growth, cross-disciplinary collaboration, and long-term resilience. At its core lies ICN2's aim for relevance and ambition to lead with purpose: advancing knowledge, empowering people, and shaping a more sustainable and innovative future through nanoscience. The Strategic Plan aligns with the current Severo Ochoa project (2023-2026) and sets the foundations of the next Severo Ochoa proposal for the 2027- 2030 period. The strategy is structured around three overarching pillars or core priorities:

1. **Reinforcing International Scientific Leadership**, focusing on strengthening ICN2's scientific excellence and expanding its global network through a well-defined scientific plan and internationalisation strategy.
2. **Engaging with and Transforming Society**, advancing on the development of ICN2's innovation ecosystem, impact strategy, and institutional visibility, ensuring that research outcomes translate into social and economic value.
3. **Practicing Responsible Leadership**, reinforcing the internal foundations of the centre through transformative actions in people development, sustainability, governance, and resource mobilisation.

Each priority is articulated through specific goals - nine in total – and dedicated measures, designed to ensure strategic alignment, measurable progress, and institutional accountability. Together, they form a roadmap to reinforce ICN2's leadership, maximise its impact, and secure its long-term sustainability in a rapidly evolving global research landscape.

The Plan's framework

