**Documento nº. 4.A**

**PLAN ESTRATÉGICO DEL CENTRO**

CONVOCATORIA DE AYUDAS DESTINADAS A FINANCIAR PLANES ESTRATÉGICOS, PROGRAMAS ESTRATÉGICOS DE INVESTIGACIÓN Y PROGRAMAS DE MEJORA, EJECUTADOS POR LAS ESTRUCTURAS DE INVESTIGACIÓN DE EXCELENCIA EN EL MARCO DE LA RIS3 DE CASTILLA Y LEÓN 2021-2027, COFINANCIADOS POR EL FONDO EUROPEO DE DESARROLLO REGIONAL (FEDER)

*Presentar en lengua inglesa*

*(Correspondencia con los apartados decimosegundo 1. c).1º y el apartado segundo del Anexo I de la orden de convocatoria)*

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| **CENTRE’S STRATEGIC PLAN 2025-2028** |

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| INTRODUCTION  *Please provide an overview of the strategic scientific mission and vision of the center for the next period. Include an analysis of major strengths, weaknesses, opportunities and threats (SWOT) of the center to consolidate its international leadership. Brief, based on the SWOT analysis, on the specific needs, objectives and actions to be taken, and specify which of those actions within the Strategic Plan will be implemented specifically as part of the grant.*  *Please be aware that Strategic Plan should be oriented towards enhancing the center research capabilities and resources, increasing the international leadership, and the scientific and socio-economic impact of the research outputs. It should also be oriented to talent attraction, increase internationalization, improve knowledge transfer and diffusion and become a driving force in the Spanish R&D System. Therefore, actions foreseen should go beyond ordinary activities.\**  *(max. 10000 characters.)* |

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| SCIENTIFIC AND STRATEGIC GOALS LINKED TO THE SCIENTIFIC ACTIVITIES OF THE CENTRE, FEASIBILITY AND MONITORING PLAN  *Please describe the specific strategic objectives of the center for the future period, and their rationale. Among others, you may refer to objectives related to improve governance and management; foster or create new research areas, lines or programs, including horizontal ones; increase internal coherence through, for instance, coordination, collaboration and creating synergies across the center' units; upgrade research outcomes -publications and of other research outputs, etc. Elaborate on research priorities and action foreseen. Emphasize the relationship between the planned research strategic actions and the center research capabilities and resources. You should provide a description of the main research action lines and specific targets attached to each strategic goal. Elaborate on future actions regarding ethics and scientific integrity within the center. Describe the approach foreseen in those cases where, for the topic of the research, gender must be introduced as a variable of the subject studied.*  *Provide a clear description on how the specific actions of the Centre's Strategic Plan will contribute to strengthen the center’s scientific base and the potential impact of its outcomes.*  *Include also an estimate of the allocation of this proposal budget, and also a prevision of the amount of funding expected in the period from the different sources. In this section you should also describe the Strategic Plan milestones, as well as the monitoring provisions and their corresponding indicators, and a contingency action plan.*  *Additionally:*  *Further information about the Strategic Plan milestones and monitoring indicators are to be included in annex 2. \**  *(max. 40.000 characters.)* |

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| TRAINING AND RECRUITING STRATEGIC OBJECTIVES, INTERNATIONALISATION, EXPLOITATION OF RESULTS AND CONTRIBUTION TO THE R&D SYSTEM  *Please describe the horizontal strategic objectives of the center for the future period. Please give quantitative numbers and targets attached to each action. Please describe the Strategic Plan' objectives and measures regarding attracting and retaining talent and training, with a specific reference to those aimed at: i) enhancing the center’s doctoral, post-doctoral and technical capabilities, improving training, support to trainees and the training management, etc.-; ii) recruiting research staff including international researchers, making a special reference to the international talent attraction; facing an aging workforce; fostering scientific career iii) addressing the gender gap and/or promoting women in science within each of the professional level of the center personnel (gender action plan). iv) mentorship.*  *Please describe the Strategic Plan objectives and actions designed to reinforce and consolidate the international leadership of the center with a specific reference to those aimed at i) strengthening strategic collaboration with top research institutions ii) fostering participation in large international research consortia; iii) improving the center’s participation in Horizon 2020 or Horizon Europe. iv) other actions within the European Research Area such as fostering participation in Joint Programming Initiatives, ERAnets, COFUND; obtaining the HR Excellence in Research award, etc. v) Relevant participation in scientific societies or other international scientific fora. vi) organization of relevant scientific meetings, congresses or events, \**  *Please refer specific objectives and actions of the Strategic Plan aimed at enhancing the economic and social impact of the center’s research outcomes, by including future plans regarding: i) the future center’s policy on IPR and the planed management of the center’s research outcomes with a detailed description of specific objectives and milestones, with special emphasis on patents and spin-offs. ii) knowledge transfer and collaborative linkages with the business sector, research centers or other relevant stakeholders; iii) outreach and knowledge diffusion; iv) encouraging open access to scientific publications and underlying research data (especially if supported with public funds) according to FAIR principles. \**  *Please refer specific objectives and actions of the Strategic Plan aimed at becoming a driving force in the R&D System, fostering excellence in any aspect. You may foresee, if appropriate, future i) collaborations with other research centers or units of excellence, ii) collaboration and mentorisation of external research centers or units, iii) strategies and measures to foster knowledge transfer and application of new enabling technologies, iv) strategies and measures to promote interaction with appropriate stakeholders, v) strategies and measures to promote excellence in the own organization (University, Research organization, etc), vi) or any other which can boost other participants of the Spanish R&D System into the excellence.*  *Additionally:*  *A previsión of recruiting HR by priority áreas, research lines or programs should be included in annex 2. A table with the total number of PhD students and Postdocs you aim to train during the period covered, irrespectively of their funding source should be included in annex 2. \**  *(max. 12000 characters.)* |

**EXCMA. SRA. CONSEJERA DE EDUCACIÓN DE LA JUNTA DE CASTILLA Y LEÓN**