



**ICN**  
**CREATIVE**  
**BUSINESS**  
**SCHOOL**



**HORIZON**  
**5000**



**Strategic Plan**  
ICN Business School  
**2022 - 2026**



## ▶ CONTENTS

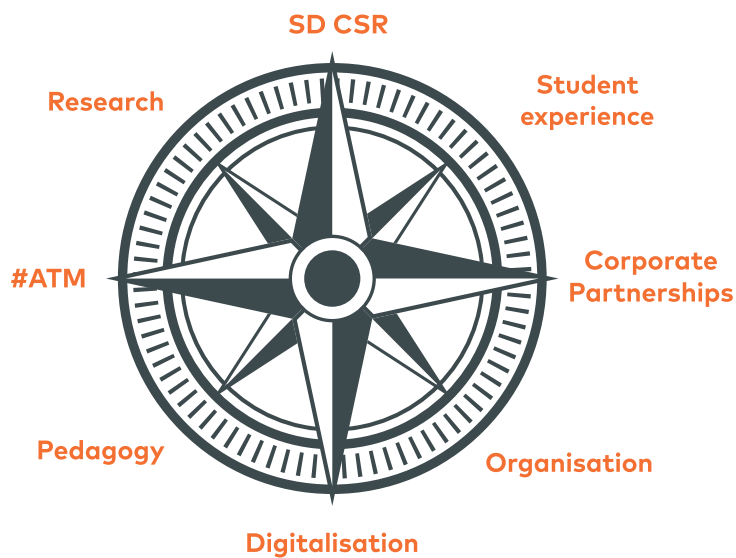
<b>HORIZON 5 000 - INTRODUCTION .....</b>	<b>3</b>
<b>1. ICN CREACTIVE BUSINESS SCHOOL .....</b>	<b>4</b>
<b>2. #ATM: PEDAGOGY THAT NEEDS REAFFIRMING .....</b>	<b>6</b>
<b>3. AN INTERNATIONAL APPROACH FOR GLOBAL INFLUENCE AND DEVELOPMENT .....</b>	<b>7</b>
<b>4. THE ICN EXPERIENCE .....</b>	<b>8</b>
<b>5. CONNECTION WITH PRACTICE AND EXECUTIVE EDUCATION .....</b>	<b>9</b>
<b>6. RESEARCH AND FACULTY .....</b>	<b>10</b>
<b>7. ICN IMPACT: SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY .....</b>	<b>11</b>
<b>8. BOOOST!!!! ICN DIGITAL! .....</b>	<b>12</b>
<b>9. THE 5 PILLARS OF THE SCHOOL'S STRATEGY FOR 2026 .....</b>	<b>14</b>

# HORIZON 5 000

The two previous strategic plans were called 'Elan 2020', then 'Ambition 2022', and aimed to affirm and consolidate *ICN Business School's* position, ranked among the top French schools.

With the *triple crown obtained in May 2020*, ICN has seen its strategy rewarded. The commitment of the teams, the quality of the research professors and of their publications, the review of the programmes and the resulting excellence, the student experience largely marked by transdisciplinary learning, the partnerships with the business world, the location strategy of *the Paris-Nancy-Berlin axis*, the school's purpose and its commitment to its mission, all contribute to the school's distinctiveness and excellence.

This plan looks to the future, charting a course for the *quantitative and qualitative development of ICN Business School* by consolidating its national and international locations, significantly increasing the size of the school, which should reach 5,000 students and participants in the next few years, and continuing to anchor its strategy around its mission embodied by *Station A[rt, technology and management]*.



# ICN CreaCtive Business School

Preparing students to become responsible professionals, able to work in a global economic environment, through innovative and transdisciplinary training, in first degree education or executive education.

ICN Business School is committed to the creation of knowledge at the frontiers of art, management and technology, to contribute to the promotion of sustainable knowledge and practices in the field of organisational management.

In order to fulfil this mission, the end of the previous plan outlined organisational changes such as new governance bodies (Programmes Committee etc.) or investments to improve organisational performance (Digital Management etc.).

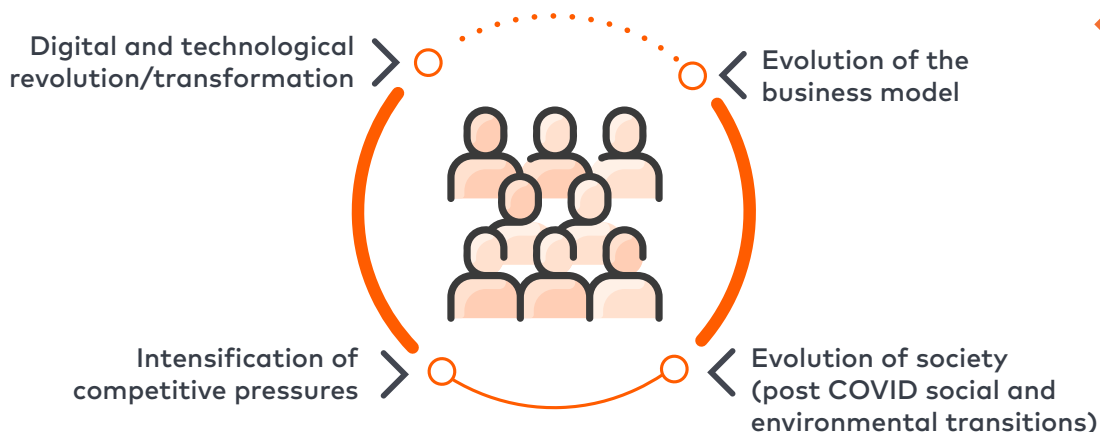
The ICN community is driven by three fundamental values which are fully lived out through the ambition of the school: openness, commitment and team spirit, to which must be added three keys for success: creativity, innovation and impact, all embodied in the word "creaCtivity".

The school's strategic orientations are based on dialogues with its board of directors and its advisory board.

They are expressed in the form of performance indicators that are appended to the strategic plan. Their translation into budgetary terms is also available to the interested reader.

They are responses to the challenges that the school must face in the coming years, and in particular those that fall within the scope of the 22-26 strategic plan.

## ► THE CONTEXT: THE CHALLENGES





# #ATM

## pedagogy TO BE REAFFIRMED

.....

In the view of our corporate partners, former ICN students and their employers, the programmes provided at ICN develop a certain 'plasticity' that characterises ICN graduates, making them valuable in the changing, sometimes uncertain and constantly evolving world that we know today.

To achieve this, we use a transdisciplinary approach, which makes it possible to decompartmentalise methods of thinking and acting by encouraging the crossing and synergy of cultures, knowledge, professions and practices.

ICN invites students at all levels, first degree or executive education, on all campuses, to get to the heart of issues and ways of thinking that are might initially seem to be far from their preferred field, and to live out or initiate new entrepreneurial experiences.

#ATM: this 'undisciplined approach' is embedded in all of the school's degree programmes, bachelor's degrees, 'grande école' programs, specialised master's degrees, and EMBA's; it represents 20% of the school's programmes and must continue to permeate all of the school's first degree and executive education programs as well as the student experience. In 2021, the A[rt, technology and management] station was set up in Nancy, on the Artem campus. With the multiplication of teaching modules and transdisciplinary projects on all its campuses (Paris, Nancy and Berlin in particular), in all its programmes, with corporate, institutional and academic partners, ICN intends to fully establish itself as a leader in transdisciplinary learning and to have an impact on business and society.

The present plan will therefore be marked by a deepening of the #ATM pedagogy for national and international recognition of this specific characteristic.

The systematic accreditation of MSc programmes (allowing scholarships to be obtained and attracting international students), as well as a broadening of the offer, will allow the school to diversify its recruitment and sources of revenue.



# AN INTERNATIONAL APPROACH FOR GLOBAL INFLUENCE AND DEVELOPMENT

---

ICN intends to consolidate existing high-quality academic partnerships, and to establish others, so that the proportion of the school's accredited partners reaches 85% by the end of the implementation of the strategic plan (2026).

ICN has 38% of international students thanks to an increase in programs taught in English. The school's network of representatives and agents abroad was completely redesigned as a result of the previous plan. It should consolidate and intensify prospecting in order to maintain a significant level of international student recruitment. We will help set up foundation programmes (ICN International College in collaboration with a specialist provider), which are real mechanisms for mitigating nationalities and cultures for international students wishing to pursue their studies at ICN.

During the Covid crisis, the school had to massively develop e-learning. The school intends to affirm the importance of flipped learning in its teaching policy, whether in first degree or executive education with the introduction of collaborative online experiences, 'virtual mobility', hybridisation and the internationalisation of campus populations through online experiences are some of the avenues for online internationalisation.

In addition to the more traditional experiences, there are company visits during internships and the development of a network of partner companies in France, in the Greater European region of the Grand Est (Greater East: France, Luxembourg, Saarland), in the regions, or in Germany around the Berlin ecosystem (where a network of companies is being built and will be expanded). Academic stays for students or research faculty, double or triple degrees with foreign universities or schools, international weeks, and the creation of the CreaCtive international club with partners who are in line with our teaching approach.

Our location in Berlin is an important asset for developing our international and Eastern European recruitment.

Our international exposure must be expanded: exchanges of students and research professors, international research projects, the importance of representatives abroad, the recruitment of international staff, and project work with international higher education institutions are all vectors for promoting the ICN brand around the globe.



# International

# The **icn** EXPERIENCE

ICN has invested in new premises in Nancy (last phase in September 2022) as well as in Paris (Summer 2022). In each of these locations, as well as in Germany, spaces are planned so that students can fully enjoy their ICN experience.

First of all, there will be "Station A", a space for pedagogical innovation designed for teaching and group work; secondly, there will be spaces dedicated to exchanges with administrative staff concerning their life at ICN: questions about their education, their internships or programmes abroad, and the methods of financing their studies. These spaces will be operational in September 2022 in Paris and in Spring 2023 in Nancy.

The 'centralisation' and simplification generated by this organisation (with a Student Officer contact) will make it possible to free up time for student support, as well as improve digital processes.

More broadly, the school's policy is based on the commitment and elevation of students into responsible and creative managers. By capitalising on their learning and experiences (associative and entrepreneurial projects, seminars, workshops, internships, stays, SD/CSR (which, at ICN, is called ICN Impact), #ATM...), students, accompanied by the school's various stakeholders, will build their individual skills passport throughout their career.

The ATM spirit will further irrigate ICN and its staff, thanks to the dissemination of learning through internal seminars and innovative spaces such as 'Station A' (which also includes workrooms, open spaces, offices and lounge areas). Leadership, personal development, cooperative and innovative thinking will permeate life at ICN for the benefit of students.

The ICN experience also applies to all ICN staff, through the provision of support and developmental opportunities to prepare and help the school adjust to its future needs and challenges : innovation, creativity, civic commitment, social and environmental responsibility, impact, in short, will be central to all ICN staff, who implement the strategic plan.

The ICN experience is also aimed at companies, with the growing importance of the Corporate Lab.

# **The ICN Experience**



# CONNECTION with PRACTICE And EXECUTIVE Education

.....

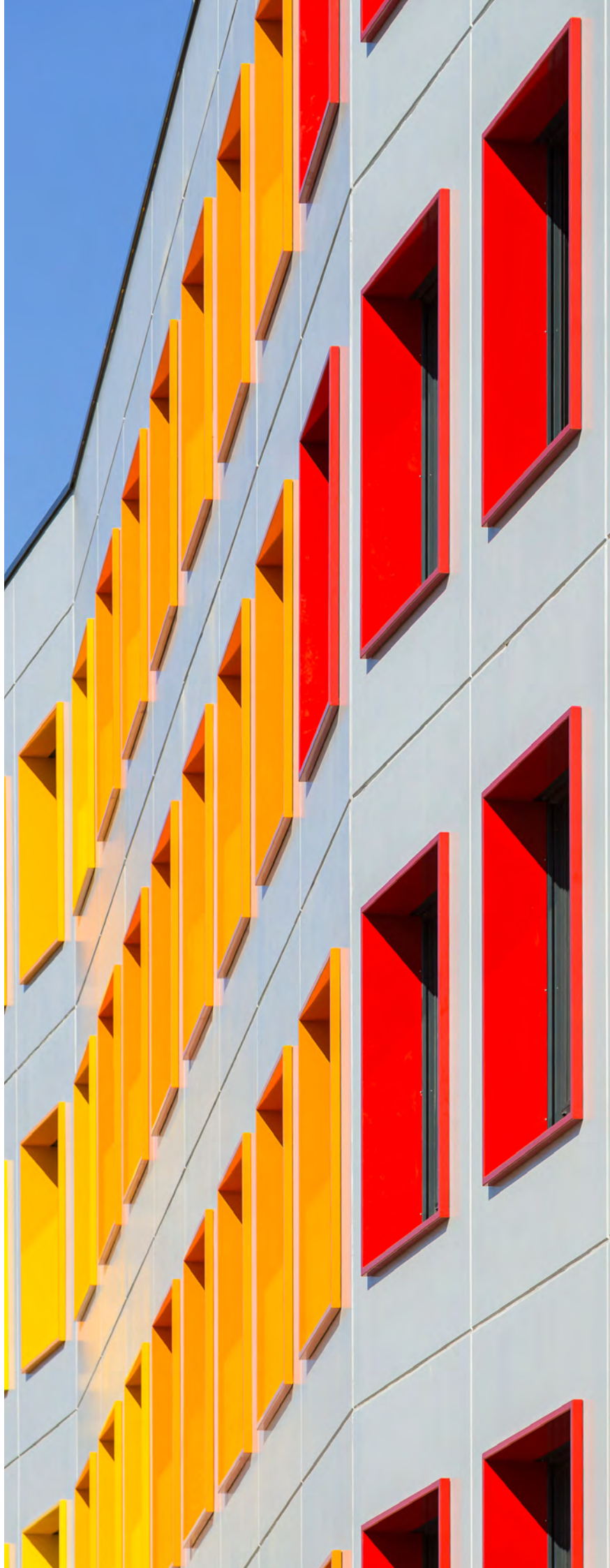
The Apprenticeship Centre is developing and will continue to develop so that a growing number of students have access to this approach.

Finally, thanks to a network of corporate partners, students have a considerable choice of opportunities. In return, they are ambassadors of the school in companies and in the regions in which continuing education and apprenticeships are developed and in which they find employment.

Continuing education will benefit from the contributions of 'Station A', the Corporate Lab, the Unesco chair and the school's digitalisation.

The Paris and Berlin locations are springboards for increasing the number of corporate partners and diversifying the network.

In particular, the Corporate Lab and the 'people leadership' axis are aimed at a group of 'key account' partners associated with the Unesco Chair.



# RESEARCH And faculty

During the revision of the charter that sets out the conditions for the career development and work of the school's research professors, it was clearly stipulated that research on subjects such as creativity and innovation, sustainable development and corporate social responsibility, and based on a transdisciplinary approach, would be favoured.

The list of journals concerned was set in 2020; it is updated every year, which makes it possible to reaffirm the school's mission around transdisciplinary thinking and with a strong CSR focus.

The research developed clearly bears the values of differentiation, responsibility, creativity and innovation, which are and will continue to be encouraged so as to reach 50% of the school's publications. This will be achieved through the incentives, but also through the recruitment of high-level research professors who have recognised expertise in the key focus areas through their internationally recognised publications. The UNESCO Chair "Art and Science in the context of sustainable development objectives" is naturally the setting for theoretical or applied research, but also for partnerships with companies in the multidisciplinary and sustainable development fields.

High-quality research of the highest international standards, deliberately geared towards interdisciplinary research, innovation, creativity, and alternative and innovative modes of management and governance, aims to have a strong impact on companies and society. More broadly, ICN's ambition is to have a 'transformative' impact on its students and on its partners in the broadest sense, nationally and internationally, in keeping with its core mission.

In order to maintain the school's student-faculty ratio, the school will recruit a large number of research professors (50 net by the end of the plan), all of whom are holders of a PhD and publish regularly. The proportion of publishing PhD-holders in ICN's teaching staff will reach 99%.

In keeping with its spirit of openness, the school will continue to ensure the recruitment of international faculty. In line with the value of commitment, all courses will include, without exception, a component of awareness of sustainable development and CSR issues.

The school has now become very attractive, particularly for the recruitment of research professors. The visibility of the school via its faculty must increase significantly.

The quality of the external teaching staff is reinforced by this increased attractiveness.

The three campuses have access to the entire ICN teaching staff while still having professors assigned to these campuses. This avoids unnecessary and costly travel while maintaining the team spirit that is so important to ICN.

*« icn business school's RESEARCH faculty is COMMITTED TO THE CREATION of knowledge AT THE FRONTIERS of ART, MANAGEMENT and technology in ORDER TO CONTRIBUTE TO THE PROMOTION of EMPOWERING knowledge AND SUSTAINABLE PRACTICES in THE field of MANAGEMENT And organisations. »*

## SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY

---

With regard to the social and environmental transitions that need to be implemented to continue the transformation of the three campuses and its entire ecosystem, ICN is committed to having a significant positive impact, first of all through its teaching and research.

The school includes an SD/CSR dimension in all its teaching modules and syllabi, generalising the Sulitest, and encouraging responsible research and innovation. Training in social and environmental issues is also supported by collaborative and creative tools. The UNESCO Chair projects, which aim to invent creative solutions to achieve the 17 Sustainable Development Goals (SDGs) and establish science/society ties, complete this academic component for the transformation of societies.

The Corporate Lab then shares these practices and research results with companies and regions.

SD/CSR considerations also appear in the school's contribution to public debate and are the basis for its social and human resources policies.

They are also dealt with in student association activities: 12 dedicated associations are now part of the ICN Impact Student Collective, to lead cross-disciplinary action.

As a fully environmentally responsible campus, the school will strengthen its responsible purchasing policy, its waste sorting-recycling-recovery policy, its soft mobility policy, and its climate strategy by significantly reducing its carbon footprint.

The school is already committed to obtaining the DDRS sustainability label in order to set up a continuous improvement process covering all areas of sustainable development.



# boost !!!! icn digital!

.....

The school has made considerable effort, since 2021, to digitalise its activities. The 'new' digital department, which reports to the Chief Financial Officer, plays a central role in the strategic plan as a driver to review and simplify the school's processes in order to save a great deal of time in administrative tasks, and focus that time on the student experience.

The Covid experience has accelerated the digitalisation of teaching, but all the school's internal processes must be simplified and automated.

Digitalisation must generate productivity gains in order to free up time for student support, which is at the heart of ICN's values, whether for faculty by lightening their administrative load or for administrative staff by taking on sometimes repetitive work through digital technology.

The transformation of our ERP tool and the implementation of other digital tools represent a major project that is estimated to take three years.

Recruitment has been carried out and outsourcing will be used in order to ensure that the system is efficient for 75% of the 22-26 plan.





# THE 5 PILLARS OF THE SCHOOL'S STRATEGY FOR 2026

---

## ▶ DIGITALISATION

Boost!!! process improvement and increased efficiency in pedagogy.

## ▶ BUSINESS DEVELOPMENT AND FOCUS ON 'KEY ACCOUNTS'

People leadership and promising partnerships.

## ▶ ICN EXPERIENCE

Guarantee high quality support for students from before entry to after graduation.

## ▶ RESEARCH PRODUCTION

Increased international visibility, particularly in the school's flagship projects and areas of expertise, dissemination to companies, societal impact.

## ▶ A FAMILY WITH CLOSE BONDS

between students, faculty, administrative staff and alumni.



## ► Vision: the 5 pillars of the strategic plan



### The student experience and employability

- Develop a diverse, sector/business-leading portfolio of programmes
- Support a personalised ICN experience focused on students and their future careers/success
- Develop programme curricula and learning pathways informed by research and which support real-life learning and employability
- Leading edge interdisciplinary learning (20% ATM) in all programmes
- Develop and engage in high impact collaborations with other institutions specialised in disciplines outside business and management
- Invest in digitally transformed and enabled education



### Partnerships: a shared commitment

- Build strong industry, government and community partnerships
- Accelerate the delivery of executive education programmes, collaborative research and joint programmes with partners (people leadership)
- Partner strategically with industry and our communities to enhance and support our disciplinary and interdisciplinary strengths
- Partner with business to co-create and exchange knowledge and innovation
- Engage our alumni community to benefit from their expertise, networks and insights to support the development of our programmes.



### International: a strong network

- Enhance our international visibility and academic reputation (students, research, alumni, organisational impact against the SDGs)
- Deepen and extend our international collaborations with accredited partners (85%)
- Develop strategic collaborations with international organisations and communities worldwide for research and recruitment activities
- Internationalise the student experience and mindset to prepare students for the global world



### Research excellence

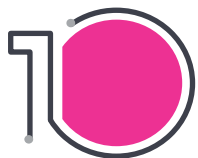
- Ensure a critical mass of researchers and research outputs to increase international visibility
- Increase international recognition for research in the two key areas of expertise - SD/CSR and transdisciplinarity
- Develop capabilities and opportunities to support the key research needs of the research community
- Recognise and acknowledge achievements in mission-related research activities
- Provide adequate research infrastructure which promotes a productive research culture and where faculty can excel



### Operational excellence: Boost!

- Grow and diversify revenue streams (5000, redesigned MSc portfolio, externally funded research...)
- Invest in all three campus facilities - Nancy, Paris & Berlin - to guarantee they are fit for purpose, sustainable and accessible
- Drive financial sustainability to engage in new initiatives
- Further develop the image and reputation of the school
- Develop processes and systems to support and promote organisational performance and workplace wellbeing

## ► The investments of the 22-26 plan



**Strengthening the brand**



**Recruitment of research faculty and development of the research community**



**Digital ecosystem (infrastructure, tools, programme offering, student & faculty training)**



**Infrastructure development: Berlin, Nancy & Paris**



**Boost! Develop digital infrastructure and ERP**



**ICN BUSINESS SCHOOL**

TRIPLE ACCREDITED



IF THE WORLD HAS ABSOLUTELY NO SENSE,  
WHO'S STOPPING US FROM INVENTING ONE?

~  
LEWIS CARROLL

---

**ICN BUSINESS SCHOOL**

86 rue du Sergent Blandan - 54000 Nancy

03.54.50.25.00

communication@icn-artem.com

**icn-artem.com**



Information is not contractual and is given for information purposes only. ICN Business School reserves the right to change its programmes according to market needs and its own innovations. Photo credits: ICN - Bastien Sittler / Adobe Stock. Design: Marketing & Communication Department ICN Business School.

Printing: May 2022 - Lorraine Graphic Imprimerie (Dombasle-sur-Meurthe)