

Draft FY26-30 Strategic Objectives	Draft FY26-30 Strategic Goals	Draft FY26-30 Strategies
1. Sustain and promote ICANN's Multistakeholder Model, an inclusive Internet governance model	1.1 Ensure inclusive stakeholder representation and integrated collaboration	1.1.1 Integrate new stakeholders into ICANN community groups as needed
		1.1.2 Enable integrated collaboration among community groups
		1.1.3 Foster an appealing environment for the next generation
		1.1.4 Develop a new generation of leaders
		1.1.5 Increase and broaden participation, particularly from underrepresented communities
	1.2 Enhance the agility and effectiveness of Policy and Advice Development	1.2.1. Reduce complexity and create incentives to encourage active participation
		1.2.2 Establish a proactive framework to ensure early involvement and avoid unexpected outcomes
		1.2.3 Proactively engage with public policy entities such as governments, regulators, and intergovernmental organizations (IGOs)
		1.2.4 Incorporate flexibility and agile methodologies into the policy and advice development and implementation life cycle
	1.3 Expand strategic alliances to advocate for the multistakeholder model of Internet governance	1.3.1 Demonstrate that ICANN's multistakeholder model of governance remains the right model for delivering ICANN's mission
1.3.2 Strengthen collaborative efforts to promote the multistakeholder model of Internet governance		
2. Enhance Organizational Excellence	2.1 Pursue a sustainable future	2.1.1 Improve institutional agility and adaptability
		2.1.2 Preserve ICANN's financial sustainability
	2.2 Enhance ICANN's global presence and impact	2.2.1 Evolve the hybrid workforce model and optimize regional office utilization
		2.2.2 Embed ecological responsibility into ICANN's operations
3. Evolve the unique identifier systems in coordination and collaboration with relevant parties	3.1 Facilitate digital inclusion	3.1.1 Promote the advancement of Universal Acceptance (UA) and Internationalized Domain Names (IDN) by empowering stakeholders
		3.1.2 Proactively collaborate with relevant and diverse external stakeholders to promote UA
		3.1.3 Cultivate consumer choice, competition, inclusivity, and innovation
	3.2 Evolve the assessment of, and responsiveness to, technological developments	3.2.1 Evolve ICANN's understanding of the identifier system landscape, and adapt as needed over time
		3.2.2 Collaborate with technical community entities, such as the Internet Engineer Task Force (IETF), Regional Internet Registries (RIRs), and root server operators to understand new technologies
	3.3 Deliver and enhance the IANA functions to meet evolving community needs	3.3.1 Continue to provide reliable delivery of the IANA functions
3.3.2 Ensure the resource needs of the IANA functions are met		
4. Strengthen the security of the identifier systems	4.1 Reinforce the shared responsibility to uphold the security and stability of the DNS by strengthening DNS coordination in partnership with relevant stakeholders	4.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders
		4.1.2 Increase the robustness of the root zone generation, distribution services, and processes
		4.1.3 Identify and mitigate security threats to the Internet identifier systems
	4.2 Strengthen DNS root server operations governance	4.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services
		4.2.2 Support coordinated plans to address DNS Root Server System attacks