



## Quantitative and Qualitative Results

*Leading the social, cultural and economic development of Madrid North*

**1. ANTICIPATED QUALITATIVE AND QUANTITATIVE RESULTS**

<b>1. Improving the standing of the CEI UAM+CSIC in the international ranking</b>						
<b>STARTING POINT</b>	<b>STRATEGY</b>	<b>PLAN OF ACTION</b>	<b>ANTICIPATED RESULTS</b>	<b>INDICATORS</b>	<b>2009</b>	<b>Target 2012</b>
Spain has no university among the top 100 in the world in international rankings	UAM+CSIC 2015 ICE strategic plan	<ul style="list-style-type: none"> <li>- Reinforce strategic research areas</li> <li>- Improve teaching quality and adapt to the EHEA</li> <li>- Attract international talent</li> <li>- Build up a powerful network for transfer</li> <li>- Towards a university city</li> <li>- Make the UAM+CSIC campus into a regional campus</li> </ul>	<ul style="list-style-type: none"> <li>- Situate the UAM among the top 100 in the world, top 50 in Europe and no. 1 in Spain by 2015</li> </ul>	<ul style="list-style-type: none"> <li>- ARWU World</li> <li>- ARWU Europe</li> <li>- ARWU Spain</li> <li>- THES World</li> <li>- THES Europe</li> <li>- THES Spain</li> </ul>	<ul style="list-style-type: none"> <li>201 -301</li> <li>80-124</li> <li>2-3</li> <li>254</li> <li>105</li> <li>2</li> </ul>	<ul style="list-style-type: none"> <li>101-151</li> <li>59-79</li> <li>1-2</li> <li>150</li> <li>75</li> <li>1-2</li> </ul>

<b>2. Enhancing the quality of research and its international recognition</b>						
<b>STARTING POINT</b>	<b>STRATEGY</b>	<b>PLAN OF ACTION</b>	<b>ANTICIPATED RESULTS</b>	<b>INDICATORS</b>	<b>2009</b>	<b>Target 2012</b>
UAM centres Joint centres with the CSIC CSIC centres	Expansion of the existing teaching- research network by incorporating new centres  Own plan to attract international talent  New science and technology research platforms  Increasing the critical mass and level of excellence of other research, particularly in human, legal and social sciences, with a clear commitment to transversality and internationalisation.	<ul style="list-style-type: none"> <li>- UAM + CSIC + PCM cluster</li> <li>- Unique new science and technology installation for electron microscopy, a role in another two (Fusion and Image) and improved research support services</li> <li>- Creation and start-up of new centres within the UAM and CSIC in the fields of nanotechnology and advanced materials, bioscience and physics and mathematics.</li> <li>- Assessment and start-up of the projects for a biomedical campus more closely linked to the country's pharmaceutical industry</li> <li>- Creation of three inter-disciplinary training and research centres, in areas where the broad lines of research at the UAM converge</li> </ul>	<ul style="list-style-type: none"> <li>- Research excellence and international recognition</li> <li>- Incorporation of top-class international scientists</li> <li>- Improving the number and quality of international publications in all areas</li> </ul>	<ul style="list-style-type: none"> <li>- No. of researchers</li> <li>- % of foreign researchers</li> <li>- Scientific output per researcher</li> <li>- No. of references per document</li> <li>- Impact publications (ISI)</li> <li>- ISI Highly Cited</li> <li>- Research revenue</li> <li>- Researchers of international excellence incorporated through a Campus coordination body</li> </ul>	<p>2,055</p> <p>1 %</p> <p>1.05</p> <p>12.82</p> <p>3,432</p> <p>8</p> <p>€48.65M</p> <p>0</p>	<p>2,250</p> <p>5%</p> <p>1.20</p> <p>14.00</p> <p>4,000</p> <p>12</p> <p>€53.00M</p> <p>10</p>

<b>3. Creating an academic setting to enhance university life</b>						
<b>STARTING POINT</b>	<b>STRATEGY</b>	<b>PLAN OF ACTION</b>	<b>ANTICIPATED RESULTS</b>	<b>INDICATORS</b>	<b>2009</b>	<b>Target 2012</b>
Sustainable, clearly-defined Campus, though isolated from its setting and without a life of its own	Towards the university city	<ul style="list-style-type: none"> <li>- International reception and support centre</li> <li>- Taking advantage of outside spaces to make them into teaching spaces.</li> <li>- Building infrastructures like the Plaza Mayor</li> <li>- Starting up the e-campus</li> </ul>	<ul style="list-style-type: none"> <li>- Comprehensive reception and support for international students and researchers</li> <li>- Spaces designed according to the Teaching Campus paradigm</li> <li>- Plaza Mayor as a meeting place at the centre of the Campus, with 20,000m<sup>2</sup> of space for services to the university community</li> <li>- Space for student self-management of cultural activities in the Plaza Mayor</li> <li>- E-administration and global campus using ICT</li> </ul>	<ul style="list-style-type: none"> <li>- No. of international students receiving support from the promotion and reception centre</li> <li>- % of foreign students</li> <li>- No. of halls of residence for students</li> <li>- Places in halls of residence</li> </ul>	<p>0%</p> <p>7.82%</p> <p>3</p> <p>973</p>	<p>100%</p> <p>12.00%</p> <p>5-6</p> <p>1,600</p>

<b>4. Building a Campus which is part of its region in planning/development and social terms</b>						
STARTING POINT	STRATEGY	PLAN OF ACTION	ANTICIPATED RESULTS	INDICATORS	2009	Target 2012
Isolated campus with some outreach actions	Make the UAM+CSIC campus into a regional campus for the north of Madrid	Bring together all the stakeholders in the regional campus - Integration of knowledge (nano-bio-info-cogno). - Physical and social integration and increase the physical permeability of the Campus - Institutional integration  Actions: - Expand the existing teaching-research network by incorporating new centres - University housing and residences - Range of cultural activities - Shared services and infrastructure - Sustainable connectivity - Development consortium - Body with its own legal status to manage ICE programme	- University volunteer body: social commitment and responsibility - Integrated support for disability and increased awareness among the university community - Active gender equality policies through the Gender Unit - Improved coordination of planning/development and maintenance of the Campus through the Consortium - Reduced water consumption - Integrated processing of own waste generated by research activity - Increased mobility by public transport and bicycle - Environmental quality and sustainable development - Transformation of perimeter barriers into fulcrums for future expansion	- % of irrigation water recycled - Photovoltaic energy generated - Reduction in photocopied paper - No. of trees on the campus - Percentage of use of public transport - Reduction in CO <sub>2</sub> emissions - No. of students with some disability - No. of development cooperation projects - No. of continuing training courses - No. of summer courses - Km of cycle lanes	30%  1x10 <sup>6</sup> kWh  31.5%  31,895  60%  717.5Tm  115  15  90  20  10km	100%  1.2x10 <sup>6</sup> kWh  50%  40,000  70%  900Tm  up to 150  20  150  22  30km

<b>5. Fostering integrated policy in the areas of the university's three missions</b>						
STARTING POINT	STRATEGY	PLAN OF ACTION	ANTICIPATED RESULTS	INDICATORS	2009	Target 2012
Pursuing the university's three missions as separate activities	UAM+CSIC 2015 ICE strategic plan	Bring together all the stakeholders in the regional campus - Integration of knowledge (nano-bio-info-cogno). - Physical and social integration - Institutional integration	Structuring of training, research and transfer - Internationalised range of postgraduate courses in areas of excellence within the priority lines - Response of the Campus to the training demands of the economic fabric of the country  Physical planning and development of the Campus oriented towards educational, research, transfer and social integration needs (Teaching Campus)	- No. of postgraduate students  - No. of postgraduate programmes in English  - No. of technology-based businesses set up  - Area devoted to business incubators  - Research revenue  - Impact publications (ISI)  - Months taken for 90% of graduates to find work  - No. of continuing training courses	4,586  2  11  11,000m <sup>2</sup>  €48.65M  3,432  18  90	5,200  6  20  20,000m <sup>2</sup>  €53.00M  4,000  12  150

<b>6. Build up the uniqueness and specialisation of the Campus</b>						
<b>STARTING POINT</b>	<b>STRATEGY</b>	<b>PLAN OF ACTION</b>	<b>ANTICIPATED RESULTS</b>	<b>INDICATORS</b>	<b>2009</b>	<b>Target 2012</b>
Research leader: nanotechnology and materials, theoretical physics and mathematics, biotechnology and biomedicine	Reinforce strategic research areas and increase international visibility	Pursuing strategic plans: Nanoscience and advanced materials Biology, biomedicine and food science Theoretical physics and mathematics	Strategic management Focus and building up of these lines as a benchmark campus in Spain in these fields	ARWU in Mathematics  ARWU in Physics  ARWU in Natural Sciences and Mathematics (Broad)  THES in Natural Sciences in the world	51-75  -  -  78	26-50  76-100  76-100  51-75

**7. Improving the indicators of academic efficiency and building up the degree of internationalisation of students**

STARTING POINT	STRATEGY	PLAN OF ACTION	ANTICIPATED RESULTS	INDICATORS	2009	Target 2012
Implementation of Bologna bachelor's and postgraduate degrees	<ul style="list-style-type: none"> <li>- Guarantee quality of courses</li> <li>- Internationalise postgraduate courses</li> <li>- Teaching support structures</li> <li>- Construction and adaptation of EHES spaces</li> </ul>	<ul style="list-style-type: none"> <li>- Quality assurance system</li> <li>- Teaching action plan</li> <li>- Attract foreign students</li> <li>- Grant schemes aimed at internationalised postgraduate courses</li> <li>- Teaching campus</li> <li>- Aula 2015 programme</li> <li>- Continuing training and employability</li> <li>- International reception and support centre</li> </ul>	<ul style="list-style-type: none"> <li>- Increased demand</li> <li>- Improved academic efficiency and employability</li> <li>- Greater number of international students</li> <li>- Innovative transformation of the teaching and learning model</li> <li>- Incorporation of spaces to host innovative forms of teaching and learning</li> <li>- Refurbished classrooms</li> <li>- Integrated support for foreign students and researchers</li> </ul>	<ul style="list-style-type: none"> <li>- Average mark in university entrance exam</li> <li>- Performance rate</li> <li>- % of students supervised</li> <li>- Drop-out rate</li> <li>- % of international students</li> <li>- No. of postgraduate programmes in English</li> <li>- Months taken for 90% of graduates to find work</li> </ul>	<p style="text-align: center;">6.73</p> <p style="text-align: center;">66.98</p> <p style="text-align: center;">15%</p> <p style="text-align: center;">23.1</p> <p style="text-align: center;">7.82%</p> <p style="text-align: center;">2</p> <p style="text-align: center;">18</p>	<p style="text-align: center;">7.00</p> <p style="text-align: center;">80.38</p> <p style="text-align: center;">100%</p> <p style="text-align: center;">18.5</p> <p style="text-align: center;">14.00%</p> <p style="text-align: center;">6</p> <p style="text-align: center;">12</p>



<b>8. Building up the degree of internationalisation of students, researchers and lecturers</b>						
STARTING POINT	STRATEGY	PLAN OF ACTION	ANTICIPATED RESULTS	INDICATORS	2009	Target 2012
More internationalisation on postgraduate courses than bachelor's courses	Own plan to attract international talent  Attract international students from Asia and Latin America	<ul style="list-style-type: none"> <li>- International calls to attract prestigious researchers</li> <li>- Grant schemes for foreign students to join postgraduate courses</li> <li>- International publicity programme to attract international students in priority areas</li> <li>- Alliances and agreements with prestigious international universities</li> </ul>	<ul style="list-style-type: none"> <li>- Incorporation of top-class international researchers</li> <li>- Increased number of international students on postgraduate courses</li> <li>- Attracting the best students, placing a special emphasis on Asia (China, India, Japan), Latin America (Mexico, Colombia, Chile), Europe.</li> <li>- Attracting lecturers from these countries who want to teach and conduct research in Spain.</li> <li>- Fostering mobility for Spanish students and lecturers in other countries.</li> <li>- More agreements with foreign universities on joint degrees.</li> <li>- Reinforced role for the UAM as an academic bridge between Asia and the Americas.</li> </ul>	<ul style="list-style-type: none"> <li>- No. of researchers</li> <li>- % of foreign researchers</li> <li>- Scientific output per researcher</li> <li>- % of international postgraduate students</li> <li>- % of international students</li> <li>- No. of postgraduate programmes in English</li> </ul>	<p>2,055</p> <p>1%</p> <p>1.05</p> <p>7.82 %</p> <p>17%</p> <p>2</p>	<p>2,250</p> <p>5%</p> <p>1.20</p> <p>14%</p> <p>20%</p> <p>6</p>

<b>9. Fostering employment policies aimed at combining work and study</b>						
<b>STARTING POINT</b>	<b>STRATEGY</b>	<b>PLAN OF ACTION</b>	<b>ANTICIPATED RESULTS</b>	<b>INDICATORS</b>	<b>2009</b>	<b>Target 2012</b>
Grants by the Employment Guidance and Information Centre (COIE)	Several shifts of classes allowing part-time work in the mornings or afternoons	<ul style="list-style-type: none"> <li>- Class timetables which make part-time work possible</li> <li>- COIE grant scheme and support for research</li> </ul>	<ul style="list-style-type: none"> <li>- Increased number of students in part-time employment</li> <li>- Increased opportunities to take part in paid activities within the university itself</li> </ul>	<ul style="list-style-type: none"> <li>- % of students combining work and study</li> <li>- No. of UAM own grants for students</li> </ul>	<b>4%</b>	<b>8%</b>
Research support grants and assistance for postgraduate studies	Expand the COIE scheme for grants and research support for undergraduate and postgraduate students				<b>302</b>	<b>400</b>

<b>10. Proposing an innovative communication plan</b>						
<b>STARTING POINT</b>	<b>STRATEGY</b>	<b>PLAN OF ACTION</b>	<b>ANTICIPATED RESULTS</b>	<b>INDICATORS</b>	<b>2009</b>	<b>Target 2012</b>
Little institutional communication activity	Specific International Communication Plan for the Campus of Excellence	<ul style="list-style-type: none"> <li>- Create and support a series of UAM+CSIC conferences at the top level with maximum international impact.</li> <li>- Create a new website or blog in three languages (Spanish, English and Chinese), "International UAM". This web space should be built with the best SEO technology to make it highly accessible.</li> <li>- Promotion on social networks</li> <li>- Publicity on internet-SEM</li> <li>- Attendance at fairs and on programmes</li> <li>- UAM "ambassadors" scheme</li> </ul>	<ul style="list-style-type: none"> <li>- Reinforced international nature of the Campus and increased visibility in general outside Spain.</li> <li>- Gaining support and sponsorship from more companies for international programmes.</li> <li>- Being the leading Spanish university for academic/linguistic relations with Asia.</li> </ul>	<ul style="list-style-type: none"> <li>- International visits to the web page</li> <li>- No. of contacts on social networks</li> <li>- No. of attendances at international fairs</li> <li>- THES Academic Peer Review position</li> </ul>	<p style="text-align: center;">n.d.</p> <p style="text-align: center;">n.d.</p> <p style="text-align: center;">8</p> <p style="text-align: center;">170</p>	<p style="text-align: center;">30,000</p> <p style="text-align: center;">15,000</p> <p style="text-align: center;">12</p> <p style="text-align: center;">100</p>

<b>11. Bringing together universities and public research bodies</b>						
<b>STARTING POINT</b>	<b>STRATEGY</b>	<b>PLAN OF ACTION</b>	<b>ANTICIPATED RESULTS</b>	<b>INDICATORS</b>	<b>2009</b>	<b>Target 2012</b>
UAM centres and departments	Bringing UAM centres and departments together with joint centres with the CSIC, the CSIC's own centres in Cantoblanco, the Madrid region's IMDEAS in Cantoblanco, the Madrid science park and other centre in the northern part of Madrid: CNIO, CNIC	- Bring together all the centres and departments mentioned in strategic research areas by coordinating their activities and exploiting shared services and platforms.	- Reaching the critical mass needed to achieve excellence and international recognition for research in strategic areas	<ul style="list-style-type: none"> <li>- No. of patents applied for</li> <li>- No. of PCT extensions</li> <li>- No. of technology-based businesses set up</li> <li>- No. of patent licensing contracts signed</li> <li>- Value of R&amp;D and consultancy contracts (in €M)</li> <li>- Revenue generated by patent licensing (UAM only, in €m)</li> <li>- Area devoted to business incubators</li> </ul>	<ul style="list-style-type: none"> <li>58</li> <li>42</li> <li>11</li> <li>17</li> <li>€35.6M</li> <li>€81m</li> <li>11,000m<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>65</li> <li>50</li> <li>20</li> <li>20</li> <li>€40M</li> <li>€150m</li> <li>20,000m<sup>2</sup></li> </ul>

<b>12. Participation by groups of students</b>						
<b>STARTING POINT</b>	<b>STRATEGY</b>	<b>PLAN OF ACTION</b>	<b>ANTICIPATED RESULTS</b>	<b>INDICATORS</b>	<b>2009</b>	<b>Meta 2012</b>
No. of associations for student participation	Setting up the right structure to integrate students  Set up mechanisms to ensure student motivation	<ul style="list-style-type: none"> <li>- Structure relations with secondary schools.</li> <li>- Increase distribution of information by the UAM</li> <li>- Modernise the image of the UAM using social networks.</li> <li>- Reception programme.</li> <li>- Coordinate the Student Support Office with the each centre's Support Offices.</li> <li>- Expand the services of the Student Support Office.</li> </ul>	<ul style="list-style-type: none"> <li>- Improved participation by student groups</li> <li>- Increased capacity to attract new students</li> <li>- Improve forms of reception, support and guidance for Spanish and international students</li> </ul>	- Preliminary registration for first-choice admissions	121	150
				- New first-choice admissions	78.36%	85.00%
				- Student associations	62	80
				- Students who are members of associations	930	1,500
				- Presence of students on committees to ensure the quality of the new undergraduate and postgraduate programmes	48	110
- Associations taking part in the Student Forum	32	45				