

Campus
Carlos III

QUALITATIVE AND
QUANTITATIVE
RESULTS

Creating
Knowledge



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1. Introduction

This document contains the indicators and the corresponding targets through 2013 for the Campus Carlos III (CCIII) Strategic Plan. First, it presents the strategic objectives (improving learning, excellence in research, transforming the campus, European convergence, transferring knowledge and technology, and interaction between the campus and its environment). The second part contains indicators regarding resources (people, services and infrastructures). Finally, it covers the strategic dimensions (attracting talent, internationalization, interdisciplinary approach, innovation and quality, and fundraising).



2. Strategic objectives

This objective encompasses the provision of a distinctive, high quality learning experience for CCIII students whose knowledge and capabilities will enable them to have significant impact within their communities.

2.1. Improving learning

CCIII will measure the success in achieving its aims in improving learning through the following indicators and targets:

- Increase the number of applications for undergraduate students to 1.7 students for each place offered.
- Improve the quality of the admitted undergraduate students, until reaching an average admissions score of 7.6 (out of 10).
- Increase by 25% the applications of undergraduate students from other regions and countries.
- Develop a special intensive learning program for the top students.
- Increase the level of undergraduate student satisfaction in Teaching Satisfaction Surveys up to 3.95 (out of 5).
- Reduce the student failure rate by 30%.
- Create four new bachelor's degree programs taught either in English or Bilingual.
- Create new masters programs (at least two of them jointly with top universities).
- Increase the number of postgraduate students by 40%.



2.2. Excellence in research

Commitment to research is fundamental to CCIII. It will promote high level international research and support interdisciplinary collaborations.

CCIII will measure the success in achieving its objectives in research through the following indicators and targets:

- Improve financial incentive schemes to offer competitive salaries to good researchers of international level.
- Increase by 25% the number of international articles published per capita in the Web of Knowledge.
- Increase by 25% the average impact factor of our publications in journals included in the Web of Knowledge.
- Improve the classification of CCIII in national and international research rankings.
- Increase from 65 to 70% the S index of the CNEAI of the relative approved research evaluation of our faculty.

- Increase the success rate of the proposals presented to the European Union 7th Framework Program from its current 14% to 20%.
- Increase the number of proposals presented to the European Union 7th Framework Program in those areas where the University has not traditionally participated, such as Social Sciences and Humanities.
- Increase our research infrastructure through the construction of new labs, new transfer facilities and a new postgraduate center building.
- Develop new high potential research areas such as Biomedical Engineering, Aerospace Engineering, and others.
- Create at least two interdisciplinary research groups.

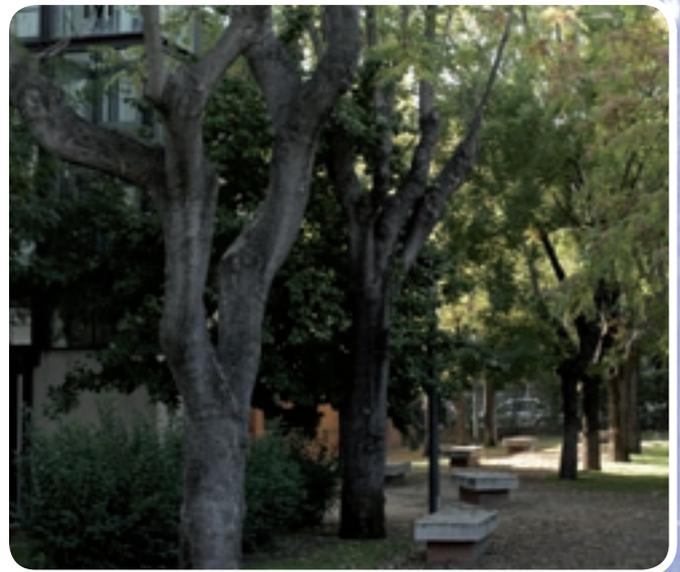


2.3. Transforming the Campus for social integration

CCIII is committed to promote the principles of equality, sustainability and social responsibility. These principles should be present in all decisions with the aim of providing students and staff a more inclusive perspective in their personal and professional development.

CCIII will measure the success in achieving its objectives in transforming the campus for social integration through the following indicators and targets:

- Decrease our contribution to CO₂ emissions by 2% per person per year.
- Apply different renewable technologies (solar panels, geothermal energy use) and be LEED-certified in: water, energy and construction materials for all new buildings in the Campus.
- Installation of a 100kW solar energy system consisting of 2000 m² of solar panels on the roofs of our buildings.
- Development of a "Sustainable mobility program", in collaboration with the municipalities of Getafe and Leganés, including a bike-lending spot included in the lending service provided by the city of Leganés to connect the campus with nearby metro and railway stations.
- Implement an "Integral Accessibility Plan" having as main concerns accessibility, support, advice, orientation and promotion for the social inclusion of special needs students.
- Implantation of the "First UC3M Equality Plan", including a protocol on harassment and policies against labor and sexual harassment, and increase training and information on gender violence.



2.4. European convergence

The implementation of the principles of the European Higher Education Area must be used to improve CCIII educational offer making it more international, more flexible, more innovative and with a more interdisciplinary approach.

CCIII will measure the success in achieving its aims in European convergence through the following indicators and targets:

- Achieve a 100% implementation of the European Higher Education System.
- Increase by 30% the number of international applications for students places.
- Increase by 20% the number of ECTS taught in English at both the undergraduate and graduate level.

- Create at least two new undergraduate degrees taught in English.
- Undertake a review of the academic calendar and teaching space utilization with a view to implementing change as appropriate on a year-by-year basis.
- Increase by 40% the number of our students studying abroad with the Erasmus program.
- Create dual undergraduate degrees with members of the 4U Alliance and other top European universities.

2.5. Transferring knowledge and technology

CCIII aims to transfer the knowledge it generates to society. It collaborates with business and institutions through knowledge exchange and technology transfer.

CCIII will measure the success in the area of knowledge and technology transfer through the following indicators and targets:

- Reinforcement of our Scientific and Technological Park with the construction of the second building of approx. 3.500 m².
- Start the innovative Center for Global Change, to canalize the research on energy and emissions, prediction, prospective and management strategies, sociological dimension of the global change and environmental law.
- Increase by 25% the number of established spin-offs and start-up companies in our Scientific and Technological Park through a stimulation program directed at students and faculty.
- Increase the number of patents requested by 100% and the patents in use by 50%.
- Increase income from projects and contracts by 25%.
- Consolidate the Joint Center for Integration of Aerospace Systems with the company EADS (European Aeronautic, Defense and Space) in the fields of Integration and Systems Engineering, Security and Avionics.



2.6. Interaction between the Campus and its surroundings

CCIII will play an active role in the civic, cultural and intellectual life of its local communities. This objective aims to extend the range of activities directed at promoting the wellbeing of the community.

CCIII will measure the success in achieving its aims regarding interaction between the campus and its surroundings through the following indicators and targets:

- Construction of a new residence, in order to double the present housing capacity of the residences on the Getafe campus.
- Construction of an aquatic complex including two swimming pools adjacent to the sports center in Getafe which is open for use by local residents.
- Construction of a multi-sports center in Leganés developed in collaboration with the resident associations.
- Elaboration of the Strategic Cooperation Plan of the Campus, focused on health, culture, respect, sustainability, environmental protection and improvement of the scientific, technological and educational systems.
- Conceive and implement our own Volunteer Cooperation Program.



3. Resources

3.1. People

The capacity of CCIII to achieve its strategic objectives depends upon its endowments of critical resources, especially human resources. For this reason, CCIII must contribute to the development of its staff's knowledge and abilities, and keep people motivated, engaged and informed about their progress, while promoting principles of equality and diversity in a safe, healthy and enriching work environment.

CCIII will measure the success in achieving its aims regarding people through the following indicators and targets:

- Improve our channels of internal information and feedback.
- Implantation and execution of the First Equality Plan.
- Increase in the proportion of women in all faculty and staff categories.



Campus Carlos III

- Ensure that all staff members participate in the annual appraisal process.
- Increase staff satisfaction level, evidenced by the Quality Committee's staff survey.
- Increase the number of international applications for academic posts in all staff categories.
- Increase in 10% the number of people hired by research projects.

3.2. Services

Our services are designed to provide our academic community with a comprehensive environment for learning, teaching, research, knowledge transfer and management.

CCIII will measure the success in achieving its objectives in services through the following indicators and targets:

- Generalize the use of the English language in the administration staff. Several programs will be put in place in order to achieve the goal of 25% of our staff having an upper intermediate level of English.
- By the end of 2013, 100 classrooms will be refurbished with new audiovisual and computing materials and new mobile furnishings according to the new model of learning.
- Expand e-administration according to the Spanish law 11/2007. Twelve different transactional processes must be in operation by the end of 2013.
- Increase the average level of perceived quality from services up to 3.8 (out of 5, currently 3.55).
- Complete the decentralization process of international student administration.
- Give training in services quality to at least 30% of our staff.



3.3. Infrastructures

The quality and quantity of infrastructures are the key elements to develop the main objectives of CCIII.

CCIII will measure the success in achieving its infrastructures objectives through the following indicators and targets:

- Construction of the postgraduate building: a unique building which will house an ensemble of independent and versatile spaces in compliance with the new challenges in the EHEA and ERA.
- Development of the Second Phase of the Scientific and Technological Park.
- Construction of the new Residence Hall.
- Adaptation of learning spaces to the new methodology of EHEA, changing the sizes of the classrooms, improving the equipment and furniture for a different approach of learning and teaching.
- Creation of Biology and Biochemistry Laboratories dedicated to the new Biomedical Engineering degree and research groups.

4. Strategic dimensions

4.1. Attracting talent

Talent attracts talent and generates quality and innovation naturally. For this reason, CCIII has developed specific programs directed to all University stakeholders.

CCIII will measure the success in achieving its objectives regarding talent attraction through the following indicators and targets:

- Create economic incentives for departments and institutes to attract best international professors and researchers through competitive salaries.
- Increase financial incentives for excellence for faculty members.
- Increase by 15% the funds of scholarship programs for top high school students with the active cooperation of high school teachers.
- Improve the communication with high schools through specific actions and campaigns.
- Enhance the excellence award program of the Board of Trustees, especially for administrative personnel.
- Participate in major international job markets to recruit PhD students from top universities around the world.
- Project the University's corporate image in international markets through the promotion of all undergraduate, masters and doctoral degree programs taught in English.

4.2. Internationalization

CCIII operates within a global context; our students and faculty come from many different countries and need skills and knowledge to operate effectively within this global setting. For this reason, we will further develop an international view in our teaching and research, as well as in our cultural and social activities.

CCIII will measure the success in achieving its aims in internationalization through the following indicators and targets:

- Increase by 15% each year the number of our students abroad in European universities.
- Increase by 20% each year the number of our students abroad in Non-European universities.



- Increase by 15% each year the number of faculty members involved in short term exchanges with other European universities.
- Start the mobility program of our staff to European Universities: 5 per year.
- Continue expanding the internationalization activities of the 4 Universities Alliance.
- Sign new agreements with international institutions at the undergraduate and graduate level.

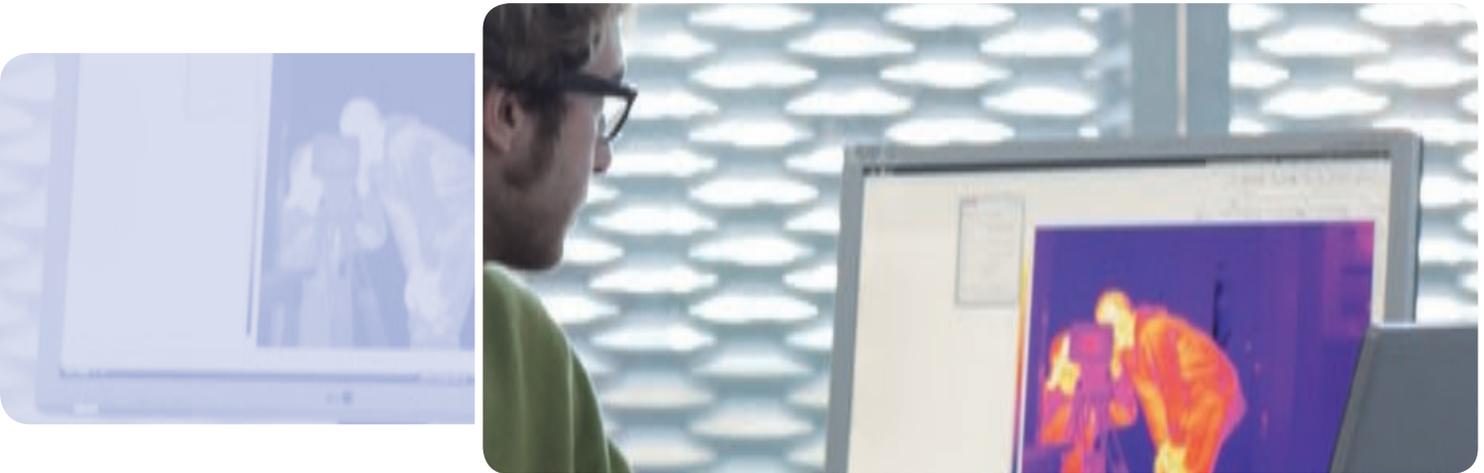
4.3. Interdisciplinary approach

The aim of CCIII is to become an international reference for innovative interdisciplinary research and education. The interdisciplinary approach seeks, through organizational flexibility, to move from the traditional paradigm, based on disciplines and rigid curricula, to a new one based on flexible and interdisciplinary curricula. By promoting this interdisciplinary approach, we aim to create innovative educational programs with a high degree of societal relevance and research teams oriented to important societal problems.

CCIII will measure the success in achieving its interdisciplinary aims through the following indicators and targets:

- Launch a bachelor's degree in Liberal Arts and Science in collaboration with the universities included in the 4 Universities Alliance.
- Undertake a review of the learning outcomes to ensure that all our teaching programs, both undergraduate and postgraduate, incorporate comprehensive development of skills and attributes.
- Increase the number of interdisciplinary masters.
- Start an interdisciplinary PhD program with at least two departments involved in each thesis.
- Reinforce the interdisciplinary approach of the bachelor's degrees by increasing the subjects outside their main field that students could choose as minors.
- Create at least two Interdisciplinary Research Centers in cooperation with other institutions.





4.4. Innovation and quality

Constant innovation in teaching, research and management is a key element for the continuous quality improvement at UC3M. For that reason, CCIII has developed plans, actions and support procedures to promote continuous improvement.

CCIII will measure the success in achieving its objectives in innovation and quality through the following indicators and targets:

- Receive ABET (Accreditation Board for Engineering and Technology) quality accreditation for seven bachelor's degrees in engineering.
- Receive AACCSB (Association to Advance Collegiate Schools of Business) international accreditation.
- Receive EFMD Accreditation EQUIS (European Quality Improvement System).
- Increase the number of Doctorate programs with a quality award to reach at least 90% of all programs offered.
- Fulfill the requirements of the AUDIT, VERIFICA and DOCENTIA Programs per re-evaluation.

4.5. Fundraising

All strategic dimensions proposed in this report require additional resources that must be generated from both public and private sources. Thus fundraising is an overall strategic theme in order to make possible all the new projects considered in this plan.

CCIII will measure the success in achieving its objectives in fundraising through the following indicators and targets:

- Increase the funds obtained from public funding by 25%.
- Increase the private funds obtained by 35%.
- Increase the revenue from tuition fees by 20%.
- Obtain resources from the Alumni Association that amount to 10% of all private resources in the University.

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