

DEVELOPMENT ROADMAP

Universidad de Alcalá



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INTRODUCTION

The QS Stars Development Roadmap builds upon many years of experience collecting institutional data and compiling the QS World University Rankings®. The objective is to provide institutions with a broader range of criteria that allow them to stand out in their particular area(s) of excellence. The QS Stars system evaluates universities against a range of important performance indicators based on a rating method. It awards Stars to an institution according to a range of criteria and can include universities not traditionally well-placed in rankings.

A QS Stars rating can visually signal additional complexity beneath ranking results. It can encourage users and readers to accept that ranking results ought to be understood rather than simply accepted. It can also provide additional important information that is involved in the early stage of the university application decision-making process.

Ratings are not dependent on the performance of other institutions, but relate to an individual institution's performance, which is measured against pre-set thresholds.

Further Assistance

If you need any further help interpreting the content of this report, have any questions or have discovered any anomalies, please contact QS. Detailed feedback and ideas for improvements are also very welcome: if there is any data of interest that could be collected in the future, it can be considered and potentially added to the project.

Martin Juno

Analyst
martin.juno@qs.com
+44 (0)20 7428 2810

Deena Al-Hilli

Project Manager
deena@qs.com
+44 (0)20 7428 2793

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CORE CRITERIA

The following section of the report contains the results obtained by Universidad de Alcalá in each category of the Core Criteria. These criteria feature the key building blocks of a university whether focused globally, domestically or locally.

TEACHING



A key role of a university is the nurture of tomorrow's finest minds, inspiring the next generation of potential research academics. Typical indicators here are domestic teaching quality assessments, collation of student feedback, national student surveys and student faculty ratios. Indicators for the Teaching category are:

- T1 Faculty student ratio**
The ratio of faculty to students
- T2 Overall student satisfaction / Completion**
Proportion of students expressing satisfaction with overall experience in student survey / Proportion of students scheduled to graduate succeeding in doing so
- T3 Satisfaction with teaching / Faculty with PhD**
Proportion of students expressing satisfaction with teaching through student survey / Proportion of faculty with PhD or equivalent terminal degree
- T4 Further study**
Proportion of students pursuing further study within 12 months of graduation

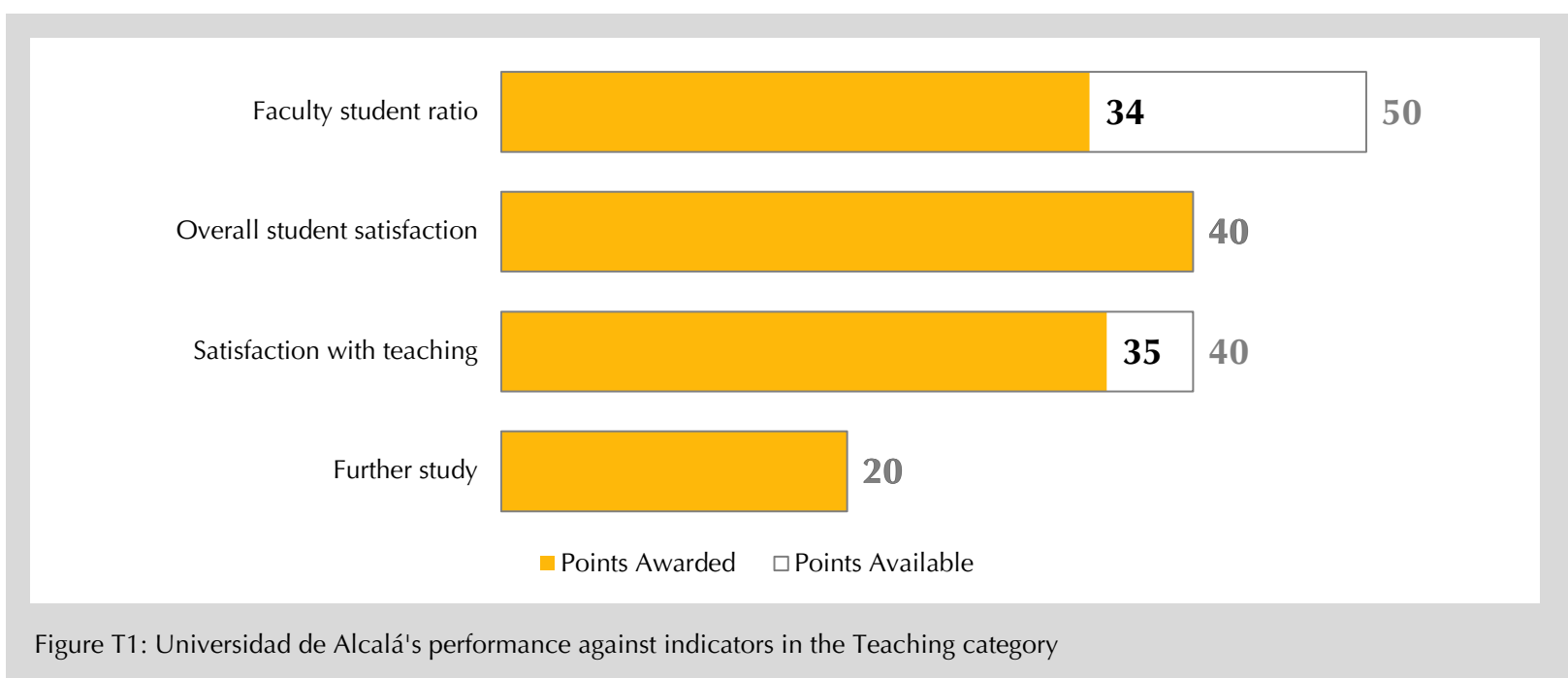


Figure T1: Universidad de Alcalá's performance against indicators in the Teaching category

The above figures outline the performance of Universidad de Alcalá for the Teaching category. UAH has exceeded the minimum scoring level in all of the indicators in this category, its best result is in Overall student satisfaction with 100% of the 40 available points. Universidad de Alcalá has scored a total of 129 points taking it to five stars for this category. The indicator that may most benefit from additional focus is Faculty Student Ratio.

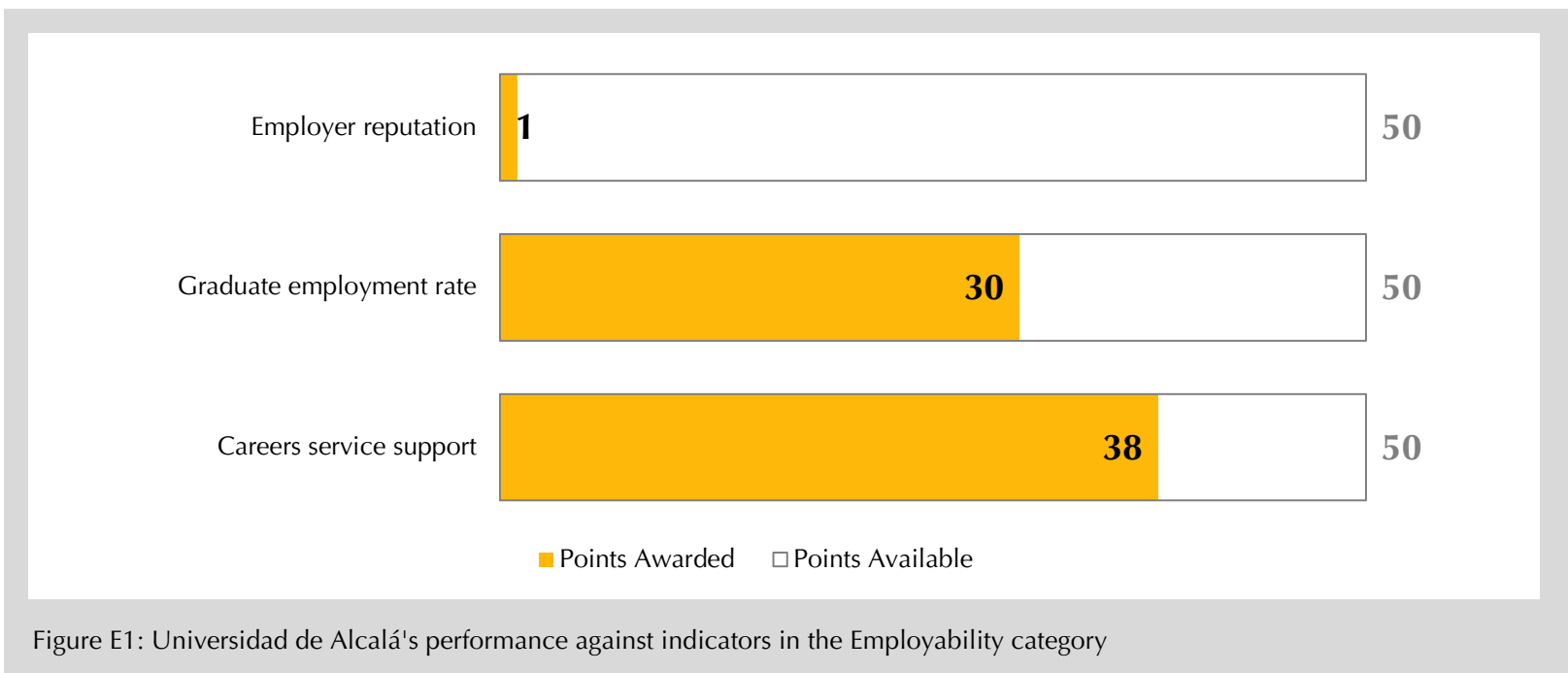
CORE CRITERIA

EMPLOYABILITY



Graduate employability encompasses more than academic strength, focusing on ‘work-readiness’ - the ability to work effectively in a multi-cultural team, to deliver presentations, to manage people and projects. Common indicators in this area are surveys of employers, graduate employment rates and level of career service support. Indicators for the Employability category are:

- E1 Employer reputation**
Number of employer referees endorsing institution in QS Global Employer Survey
- E2 Graduate employment rate**
Proportion of students employed within 12 months of graduation (excluding those not actively seeking work e.g. pursuing further study)
- E3 Careers service support**
Number of full-time careers advisors



This page describes the performance of Universidad de Alcalá for each indicator in the Employability category. Universidad de Alcalá has met the minimum threshold in all of the indicators in this category, its strongest performance is in Careers Service Support with 76% of the 50 available points. Universidad de Alcalá has scored a total of 69 points qualifying it for three stars in this category. The indicator most open to development is Employer reputation.

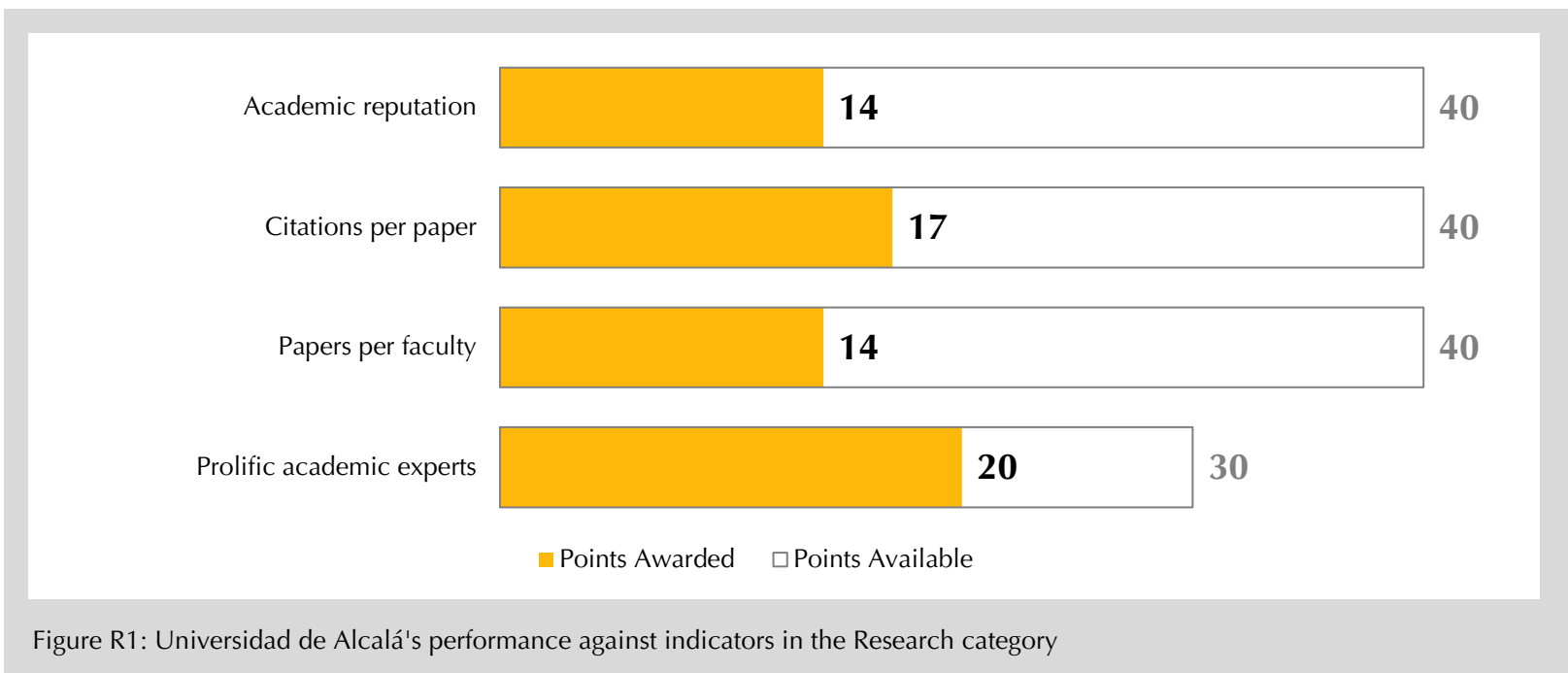
CORE CRITERIA

RESEARCH



Indicators considered here include domestic assessments of research quality, productivity (i.e. number of papers published), citations (i.e. how recognised and referred to those papers are by other academics), awards (e.g. Nobel Prizes or Fields Medals). Indicators for the Research category are:

- R1 Academic reputation**
Number of academic referees endorsing institution in QS Global Academic Survey
- R2 Citations per paper**
Citations per paper – adjusted for institutions with negligible activity in medicine, science and technology
- R3 Papers per faculty / Arts-related outputs**
Research papers (Scopus) per faculty member / Recognition of academic outputs in disciplines where journal articles are not pervasive
- R4 Prolific academic experts**
Number of faculty members achieving international recognition through awards (e.g. Nobel Prizes or equivalent awards)



The above chart displays the performance of Universidad de Alcalá against the maximum number of points available in each Research indicator. Universidad de Alcalá has met the minimum threshold in all of the indicators in this category, its strongest performance is in Prolific Academic Experts with 20 of the available 30 points. Overall Universidad de Alcalá has scored 65 points in this category qualifying it for three stars herein. The aspects with the best potential for further improvement are Academic reputation and Papers per Faculty.

CORE CRITERIA

INTERNATIONALIZATION



Students are studying outside their home countries at higher volumes than ever, and this mobility is accelerating. Universities are changing to meet this demand and leading institutions are at the forefront. For prospective international students, seeing a track-record of an institution for looking after international aspects as well as getting a sense for the international nature of the experience they can expect is increasingly important. Indicators identified to provide this insight are:

- I1 Institutional research collaborations**
University research collaborations or joint degree programs with QS top 500 universities in previous 3 years published rankings
- I2 International faculty**
Proportion of international faculty
- I3 International students**
Proportion of international students
- I4 Inbound exchange students**
Proportion of inbound exchange students
- I5 Outbound exchange students**
Proportion of outbound exchange students
- I6 Religious facilities**
Provision of appropriate facilities for international students of different religions
- I7 International diversity**
Number of nationalities represented in student body

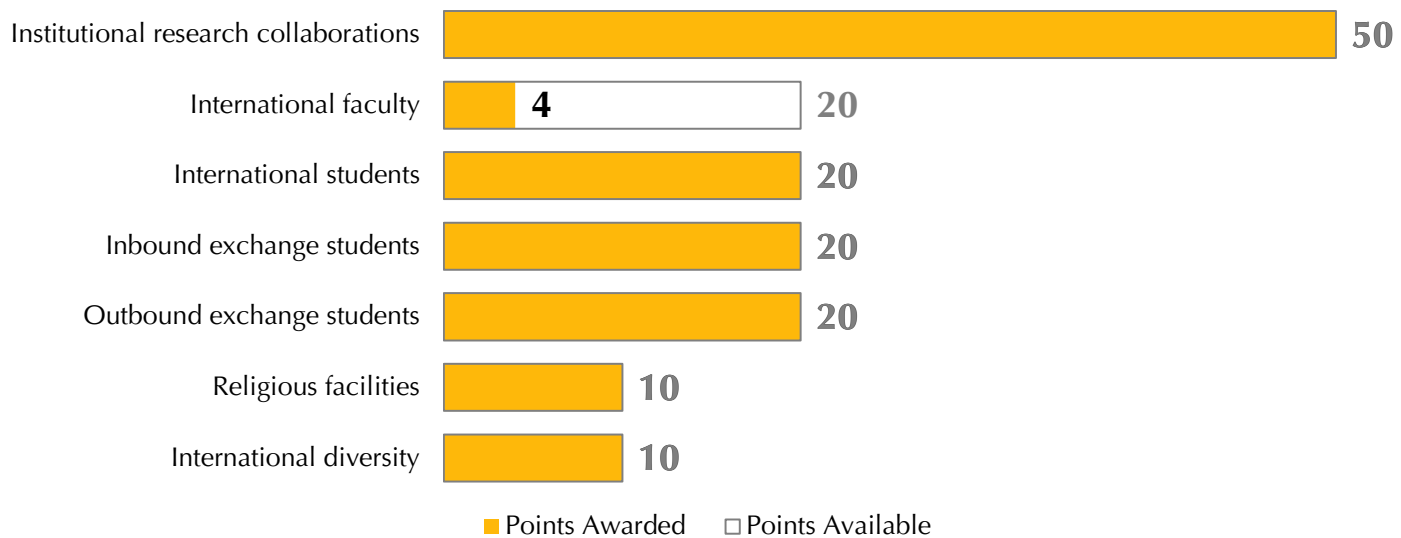
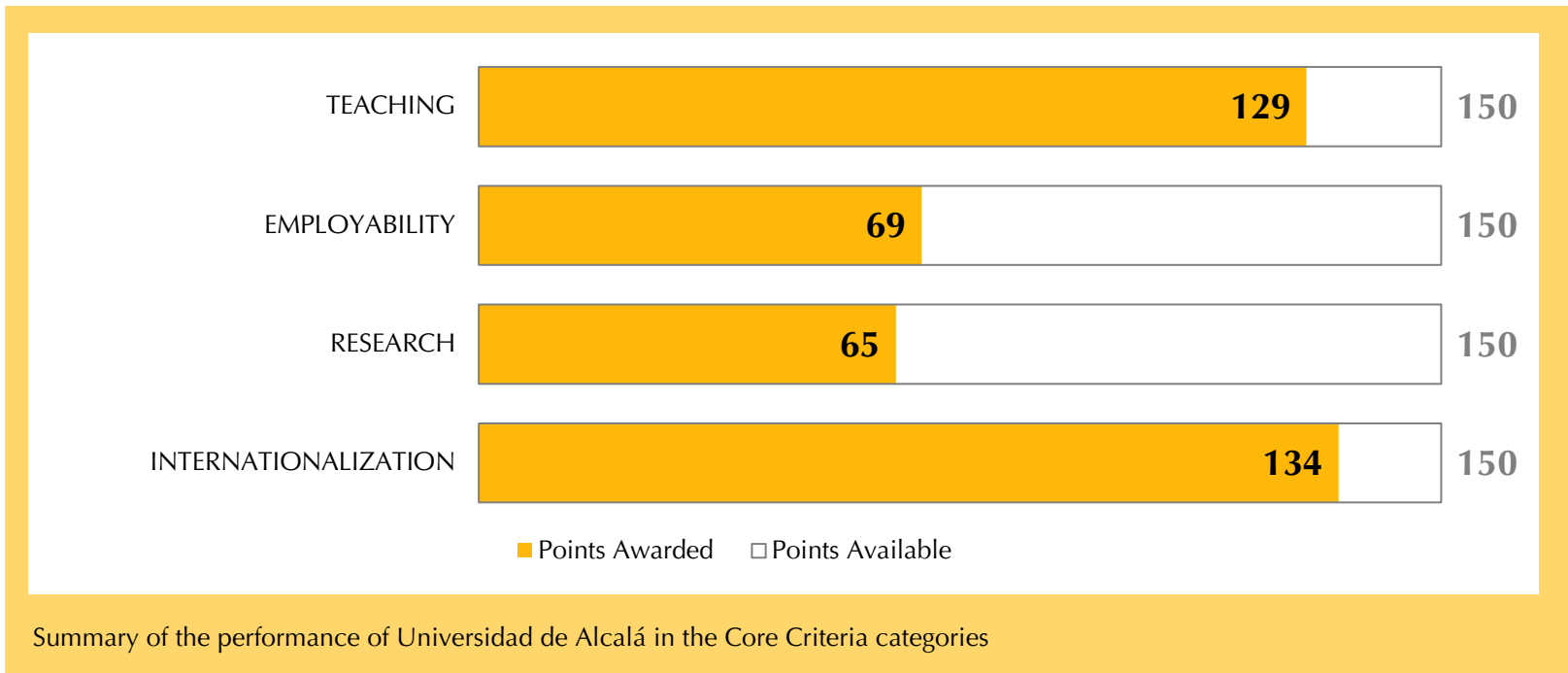


Figure I1: Universidad de Alcalá's performance against indicators in the Internationalization category

In Internationalization Universidad de Alcalá scores 134 of the available 150 points exceeding the minimum in all of the indicators in this category and has achieved maximum results in 6. The aspect within Internationalization with the largest points shortfall is International faculty.

CORE CRITERIA

CORE CRITERIA SUMMARY



#	Indicator	Points Awarded	Points Available	Stars Awarded
T	TEACHING	129	150	5 QS Stars
E	EMPLOYABILITY	69	150	3 QS Stars
R	RESEARCH	65	150	3 QS Stars
I	INTERNATIONALIZATION	134	150	5 QS Stars
		397	600	

The above summarizes the performance of Universidad de Alcalá for each category of the Core Criteria. The total number of points that can be achieved within each category is displayed against the number of points achieved by the university. The coloured bars display Universidad de Alcalá’s individual points: an overall 397 were achieved from the total number of points available.

Universidad de Alcalá has exceeded 43% in all areas. The best category results are in Internationalization with 89% of the 150 available points. Universidad de Alcalá has scored a total of 397 points forming a significant foundation for the overall rating. The category that may most benefit from additional focus is Research, although Employability could be further improved as well.

LEARNING ENVIRONMENT

FACILITIES



The Facilities category talks about the physical infrastructure of a university, providing students with some insight into the environment they can expect for their university experience. Indicators for the Facilities category are:

- F1 Sporting facilities**
Provision of key, popular sporting facilities (e.g. swimming pool, gym, track, sports court etc...)
- F2 Students accommodation**
Number of student rooms relative to size of student body
- F3 IT infrastructure**
Number of computers on campus; proportion of wired student rooms or campus Wi-Fi coverage
- F4 Library facilities**
Value or number of acquisitions with the past 12 months
- F5 Medical facilities**
Provision of medical facilities appropriate to the size of the student body
- F6 Student societies**
Number of student administered organizations

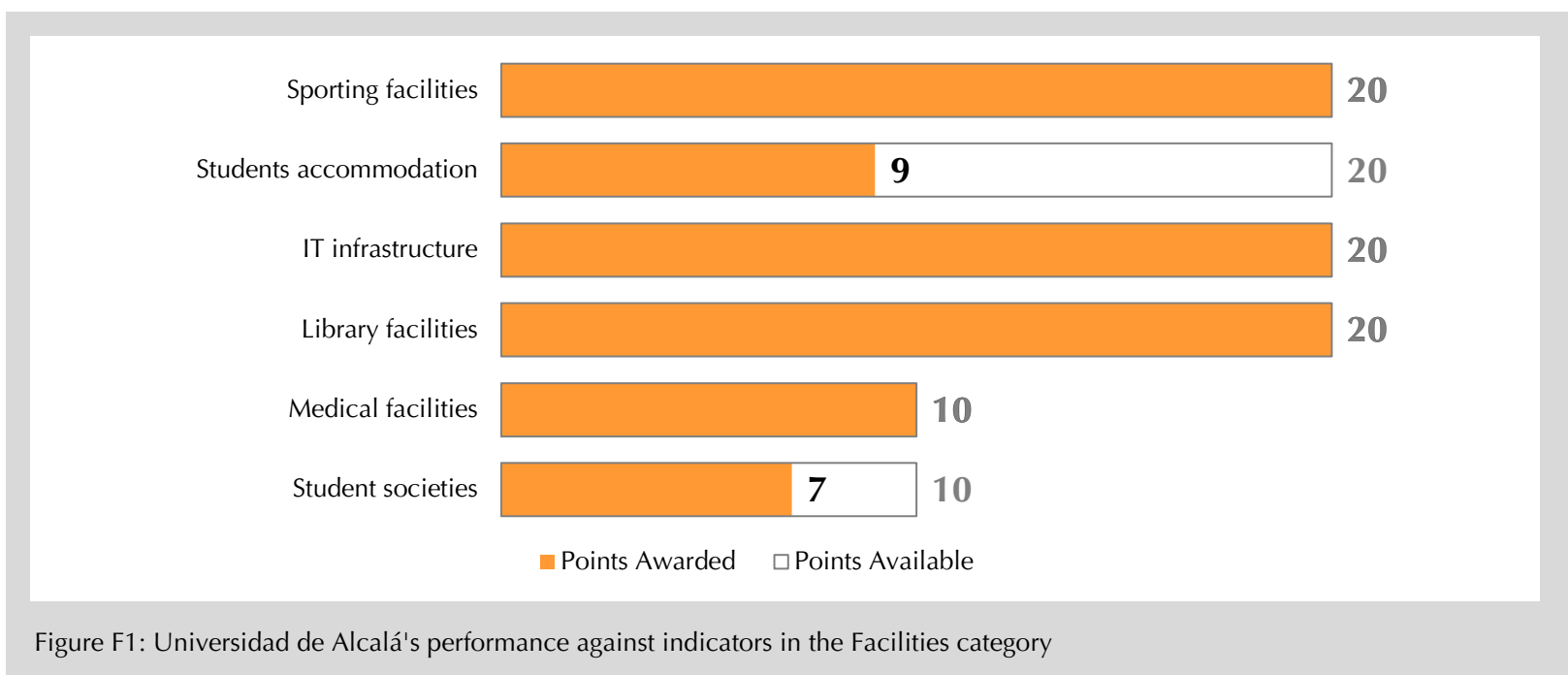


Figure F1: Universidad de Alcalá's performance against indicators in the Facilities category

These are the results for the Universidad de Alcalá Facilities audit. Universidad de Alcalá has exceeded the minimum in all of the indicators in this category and has achieved maximum results in 4. Universidad de Alcalá has scored a total of 86 points taking it to five stars for this category. The area meriting most attention is Students accommodation.

ADVANCED CRITERIA

For a university to aspire to being truly world-class, its mission and its impact must extend further than the basics. This selection of criteria looks at important factors that a university with a solid foundation in the core criteria might target to advance to a higher level of performance and recognition.

Naturally, we recognize that institutions worldwide can be very different from one another and this section of QS Stars is a key part of its distinction from rankings. Here an institution gets to tailor its evaluation towards the things that is best at. Unlike many ranking systems that apply the same criteria to all institutions, here art schools will not be measured for technology transfer and engineering colleges will not be measured on their contribution to the arts. Specialist institutions will be evaluated on the two advanced categories areas most relevant to them. Comprehensive universities will be evaluated on their two areas of greatest strength and the world's most ambitious institutions may choose to be evaluated in all categories, but the top two areas will be counted towards their overall QS Stars rating. The advanced categories are:

CULTURE

INNOVATION

ENGAGEMENT

ACCESS

The highlighted/shaded categories are those included in the QS Stars evaluation for Universidad de Alcalá. A full explanation of what is included in the selected categories is included in the following pages, for details of what is featured in the other categories please visit the QS Intelligence Unit website (www.iu.qs.com) or contact your QS Stars analyst.

ADVANCED CRITERIA

INNOVATION



Universities are increasingly under pressure to, not only conduct research for its own sake, but to drive that towards its destination. Innovation and knowledge transfer are increasingly important priorities for modern, progressive universities. Indicators for the Innovation category are:

- V1 Patents**
Patents registered with national or international patent offices
- V2 Industrial research**
Joint research projects with distinct corporations (non-university), yielding publications in Scopus in the last 5 years
- V3 Spin-off companies**
Spin-off companies established in the last 5 years still operating and no longer requiring support from the university

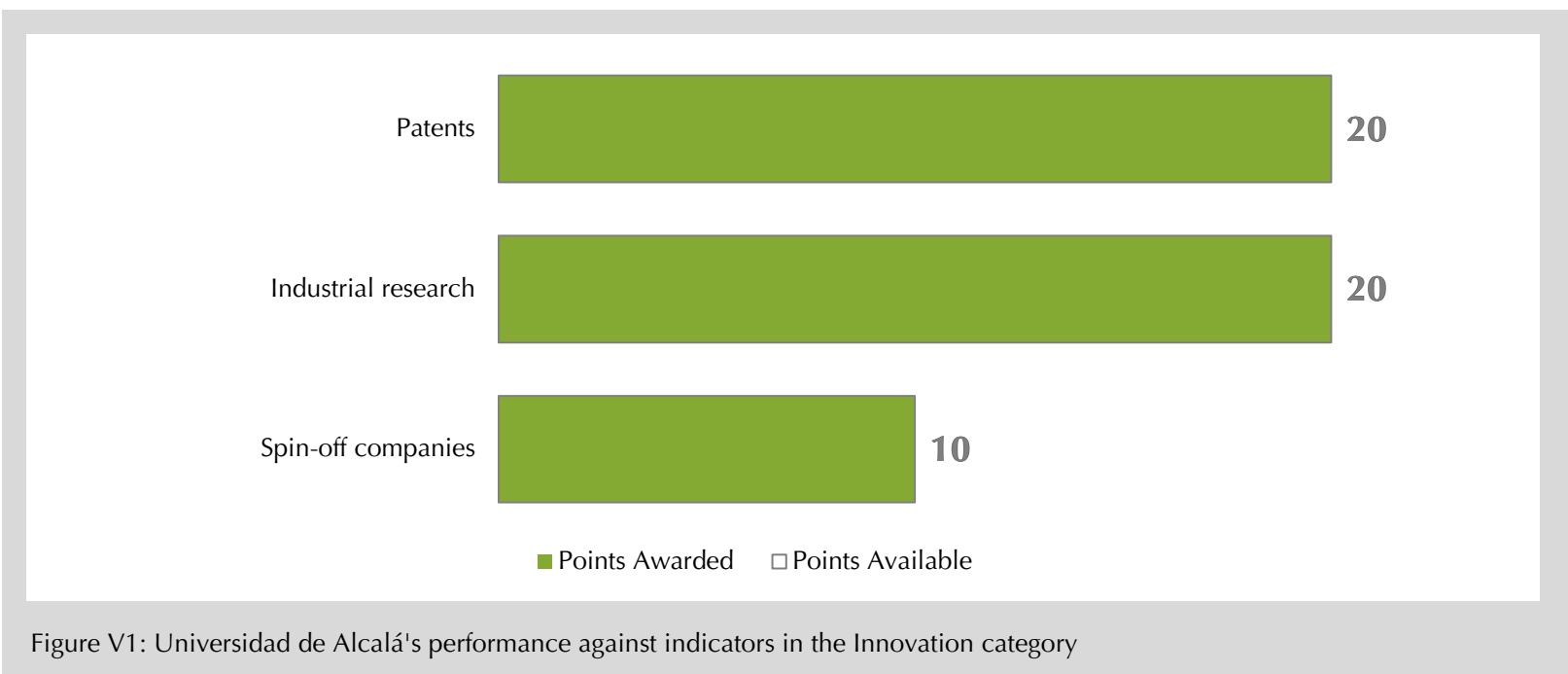


Figure V1: Universidad de Alcalá's performance against indicators in the Innovation category

For Innovation, Universidad de Alcalá scores 50 of the 50 points on offer. UAH qualifies for scores in all of the indicators in this category and has been awarded maximum points in 3.

ADVANCED CRITERIA

ENGAGEMENT



In the majority of cases, universities own a great deal of property; are significant employers within their local context; and have significant responsibilities to their local, regional and often national economies and communities. In the 21st century universities can no longer draw the line at the conventional missions of teaching and research but have to also embrace the "third mission". Knowledge transfer is part of this mix, but also regional and community engagement and widening participation. This is likely to be one of the areas where this methodology evolves most rapidly but current indicators are:

- G1 Community investment and development**
Financial or in-kind contributions to community projects within 200km of any campus or affiliated facility
- G2 Charity work and disaster relief**
Financial or in-kind contributions to national or international causes and charities
- G3 Regional human capital development**
Proportion of graduates employed in the region OR proportion of students from the region
- G4 Environmental impact**
Performance against a checklist of environmental indicators

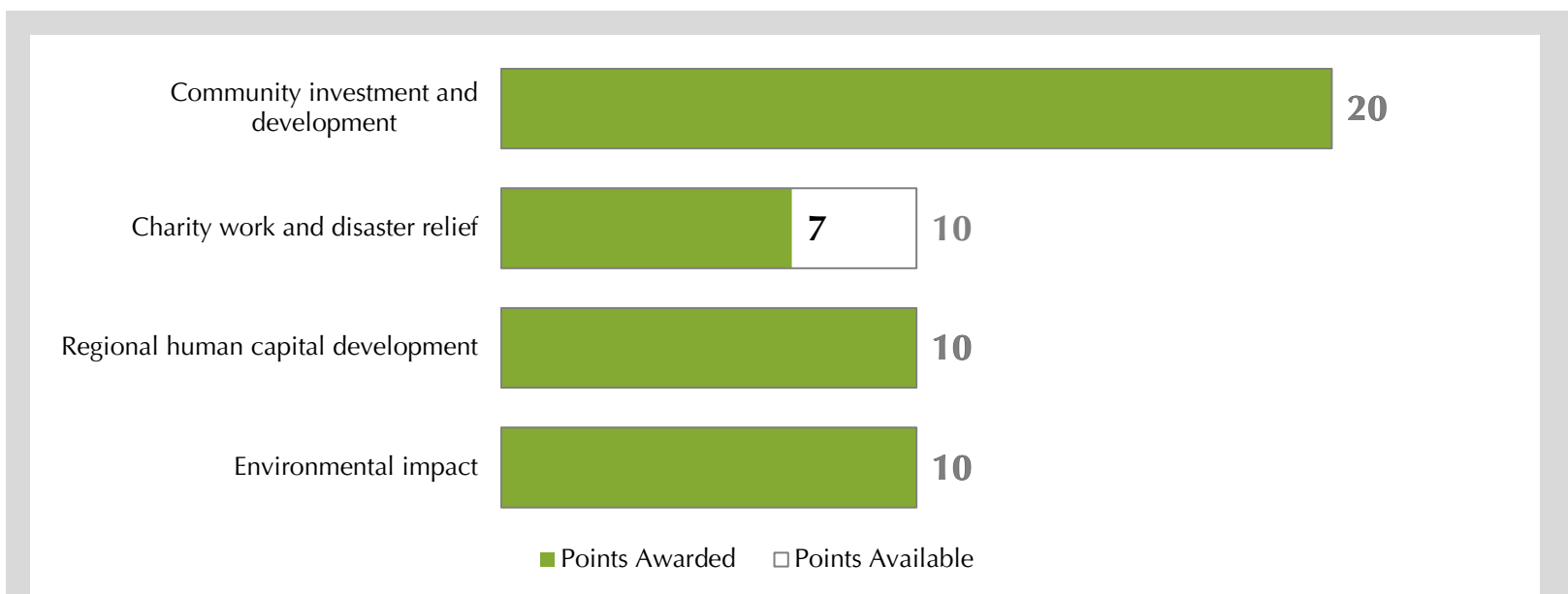
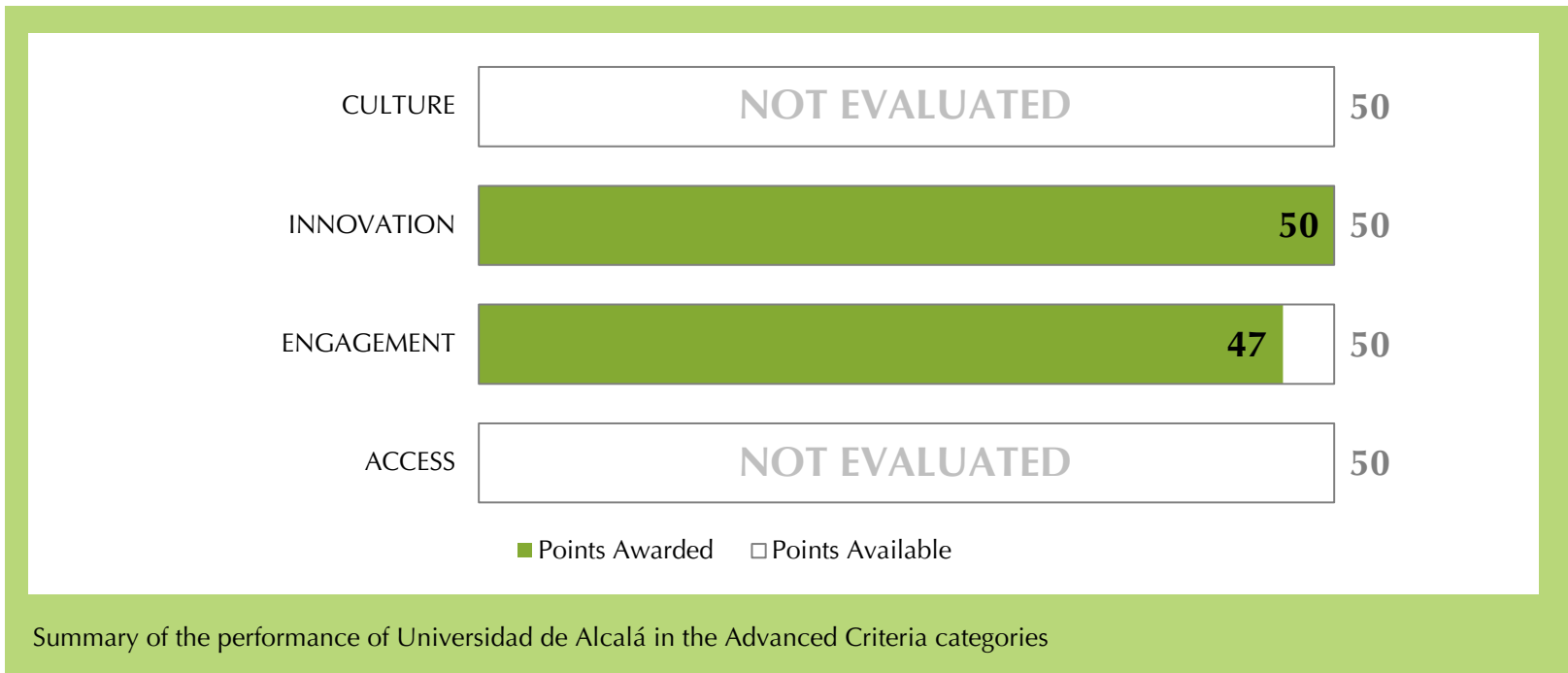


Figure G1: Universidad de Alcalá's performance against indicators in the Engagement category

For Engagement, Universidad de Alcalá scores 47 of the 50 points on offer. UAH qualifies for scores in all of the indicators in this category and has achieved maximum points in 3. The indicator in the Engagement category with the most space for improvement is Charity work and disaster relief.

ADVANCED CRITERIA

ADVANCED CRITERIA SUMMARY



#	Indicator	Points Awarded	Points Available	Stars Awarded
C	CULTURE	Not evaluated	50	
V	INNOVATION	50	50	★ ★ ★ ★ ★
G	ENGAGEMENT	47	50	★ ★ ★ ★ ★
S	ACCESS	Not evaluated	50	
		97	100	

The performance of Universidad de Alcalá for each category of our Advanced Criteria are outlined in the above table and chart. The total number of points that can be achieved within each category is displayed alongside the number of points awarded to the institution. The coloured bars reflect UAH’s individual points: an overall 97 were achieved from the 100 points available.

UAH has surpassed 94% in all evaluated areas. The best category results are in Innovation with 100% of the 50 available points. UAH's total of 97 points represents an outstanding contribution to the overall rating. The category that may most benefit from additional focus is Engagement.

SPECIALIST CRITERIA

DISCIPLINE RANKINGS & ACCREDITATIONS

In conventional public rankings, specialist institutions tend to be underrated in favour of comprehensive institutions, yet in their given field they often fully deserve the "world-class" label. Part of the objective of QS Stars is to draw out some of these strengths and enable specialist institutions to rub shoulders with those that perennially find themselves at the top of league tables. As a result the specialist criteria carry a full 20% of the overall system.

D1 Discipline ranking

Ranking performance in any one of five broad faculty areas conducted annually by QS or narrower fields by QS or third-party

A1 Accreditations

Programs accredited by internationally or domestically recognized and applicable standards

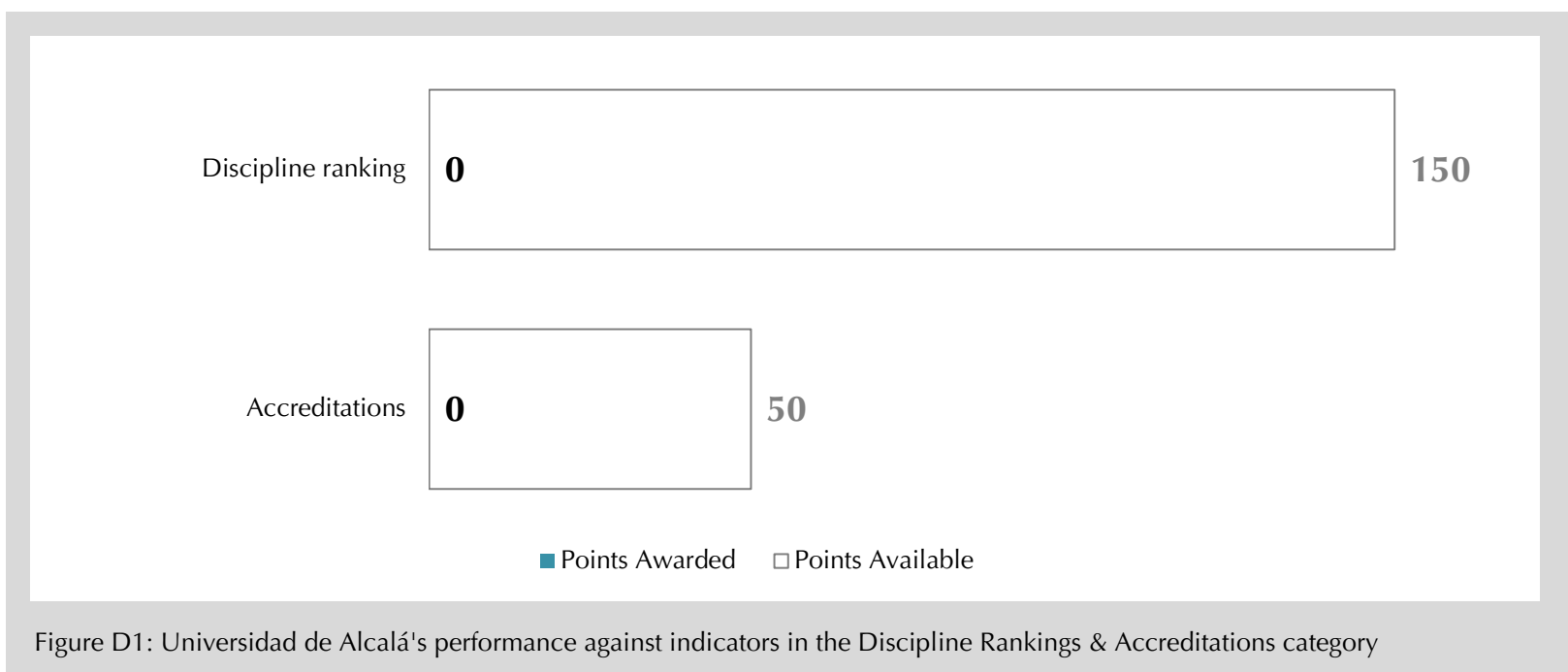
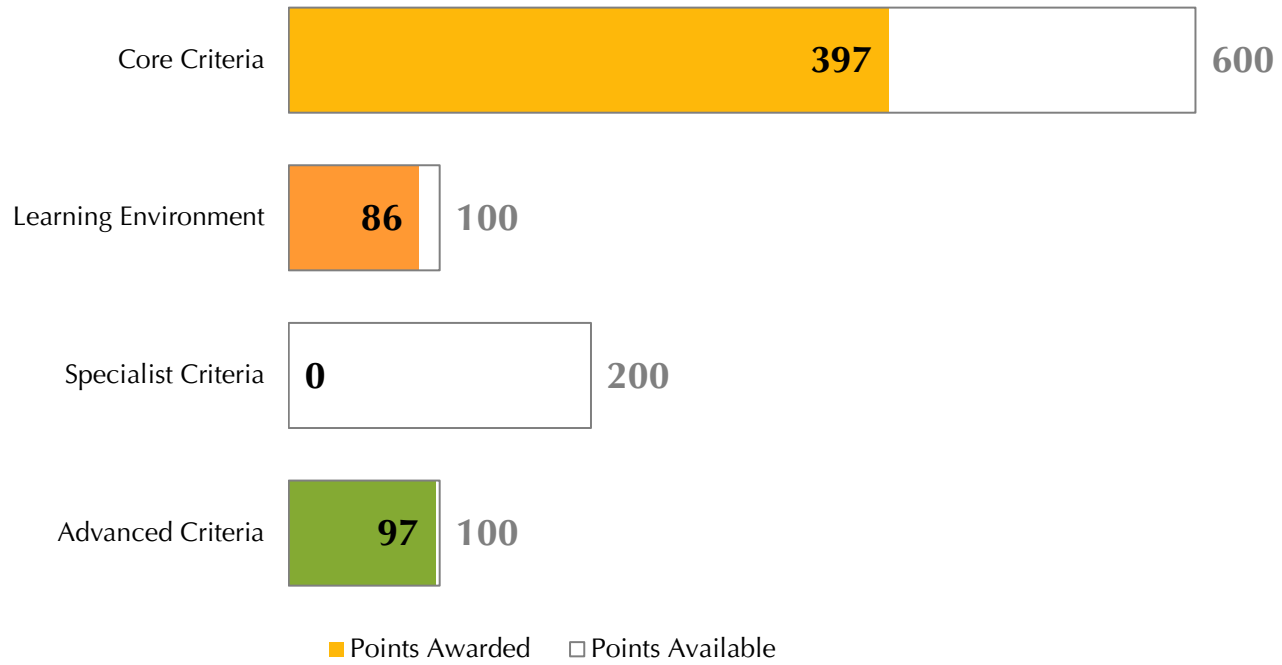


Figure D1: Universidad de Alcalá's performance against indicators in the Discipline Rankings & Accreditations category

The specialist criteria operate a little different from earlier categories in this methodology. Here, we look at an institution's reputation in broad faculty areas and specific disciplines as well as achievements in accreditations. The highest score in Discipline Rankings is used. The total number of points that can be achieved within each category is displayed alongside the number of points awarded to the institution. Universidad de Alcalá did not achieve any points in the Specialist Criteria, indicating it is not a highly specialized institution.

OVERALL SUMMARY

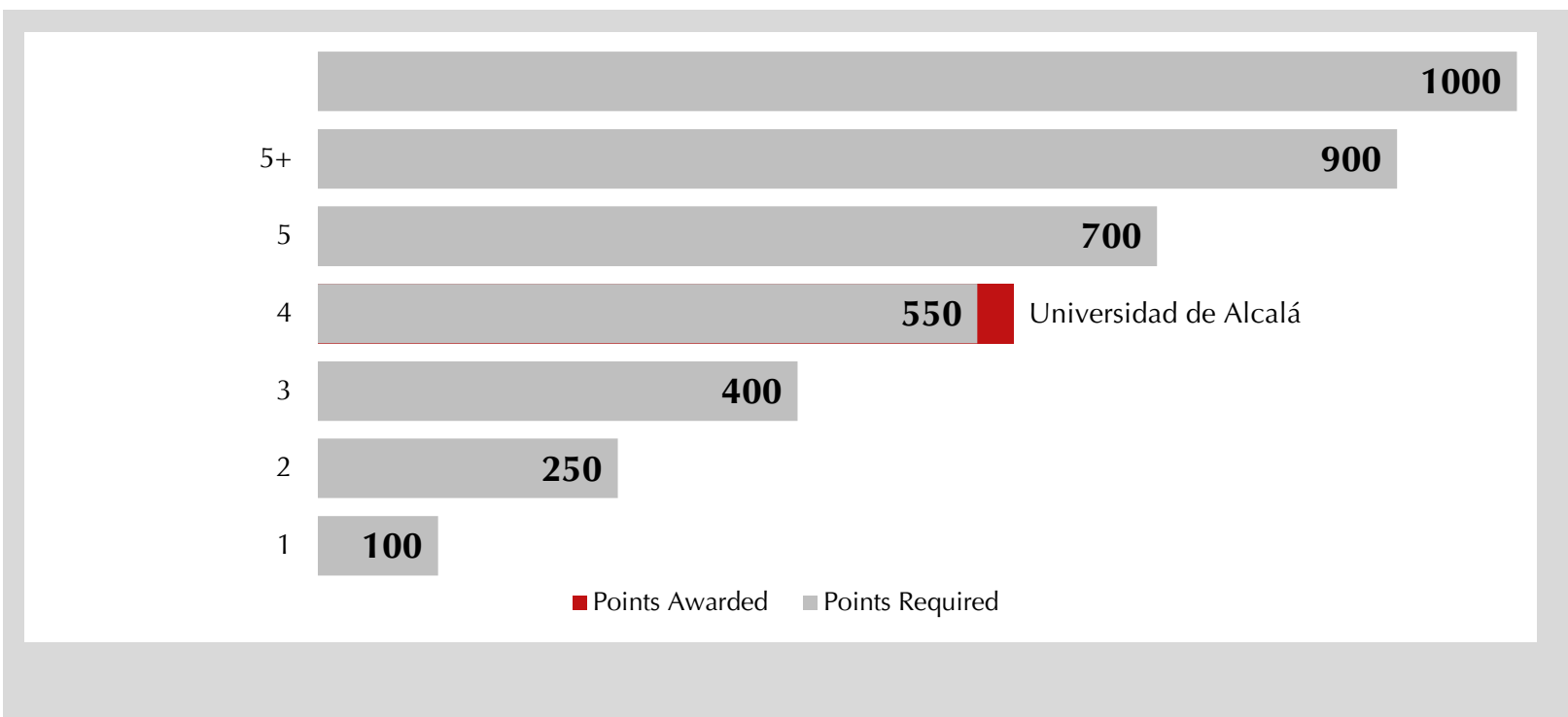


Overall results for Universidad de Alcalá in each category cluster

#	Criteria	Points Awarded	Points Available
A	Core Criteria	397	600
B	Learning Environment	86	100
C	Specialist Criteria	0	200
D	Advanced Criteria	97	100
Overall		580	1000

These are the overall results for Universidad de Alcalá. 580 points were earned from the 1000 points available. As a result, UAH is awarded Four Stars.

OVERALL SUMMARY



The above chart displays the different levels of star ratings available. Each bar indicates the minimum number of points required for the corresponding star level. Universidad de Alcalá has been awarded with Four Stars (the minimum number of points required to achieve Four Stars is 550 points).

#	Category	Points Awarded	Points Available	Stars Awarded
CORE CRITERIA				
T	TEACHING	129	150	★★★★★
E	EMPLOYABILITY	69	150	★★★
R	RESEARCH	65	150	★★★
I	INTERNATIONALIZATION	134	150	★★★★★
LEARNING ENVIRONMENT				
F	FACILITIES	86	100	★★★★★
O	ONLINE / DISTANCE	Not evaluated	100	
ADVANCED CRITERIA				
C	CULTURE	Not evaluated	50	
V	INNOVATION	50	50	★★★★★
G	ENGAGEMENT	47	50	★★★★★
S	ACCESS	Not evaluated	50	
SPECIALIST CRITERIA				
D	DISCIPLINE RANKING	0	150	
A	ACCREDITATION	0	50	
OVERALL		580	1000	★★★★

CONCLUSION

Universidad de Alcalá has achieved a strong performance in several areas of the audit, including 5 stars in Teaching, Internationalization and Facilities. However, there are some indicators that could be improved. These include:

1. Teaching

Universidad de Alcalá has 7.5 students per faculty, which is a relative low ratio for the Spanish context. An improved faculty student ratio could be an indication of a better teaching quality.

Although the level of student satisfaction with teaching is relatively good, the institution can still further improve it. In order to excel in this area, the university could introduce additional incentives for those faculty staff that stand out in terms of teaching quality.

2. Employability

This is, perhaps, the weakest area for the institution and consistent work is needed in order to achieve better outcomes.

Currently, very few employers consider that Universidad de Alcalá is providing outstanding graduates. The institution may want to actively engage a wider array of employers in its programs, providing its students with more opportunities of short-term work experience and workplace learning activities, as a complement to studies. Also, employability should be placed at the heart of the curriculum, emphasizing academic breadth in order to build stronger employability skills.

3. Research

Universidad de Alcalá presents an extensive list of international research collaborations with top institutions. However this strength is not being fully translated into academic reputation. It is important for the institution to design a solid strategy in order to disseminate its most outstanding research achievements. Also, it should work to increase the productivity of its researchers, without forgetting to provide high quality standards.

The institution could not be evaluated in the specialist criteria due to its low result in the 2012 QS University Rankings by Subject. It would be worth for the institution to identify its most competitive disciplines and make the necessary efforts to improve its outcomes, both in reputation and research output.

4. Internationalization:

Overall, the results in this area has been impressive, and depicts a strong international profile of the institution. However, the proportion of international faculty is still low in comparison to top institutions. Attracting more international faculty could be a platform to foster teaching quality and academic reputation.

5. Facilities

The institution is providing world-class facilities. However, the results suggest that there are not enough student rooms to accommodate all the first year students. Increasing access to student rooms and arranging accommodation through external sources may help the university improve in this area.

Also, the university may want to facilitate the creation of more student societies. This improved student social life could have an additional positive impact in the overall student satisfaction.

QS Intelligence Unit has collected data from Universidad de Alcalá and evaluated it against the QS Stars criteria. Overall the institution has been awarded Four Stars.