

# Education makes everything possible

ANNUAL REPORT 2024



Instituto Tecnológico  
y de Estudios Superiores  
de Monterrey



EISAC

Enseñanza  
e Investigación  
Superior, A. C.

Fundación  
Santos y De la Garza Evia





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# OUR INSTITUTIONAL EVOLUTION



# OUR INSTITUTIONAL EVOLUTION

Since its foundation, Tecnológico de Monterrey has evolved from the conviction that

**EDUCATION MAKES EVERYTHING POSSIBLE**

To expand and improve educational opportunities nationwide, our initiatives, tools, and institutions have grown and diversified. Tecnológico de Monterrey, Tecmilenio, and TecSalud have traveled together on individual paths, establishing themselves as leading institutions in education and hospital care. Sharing the same purpose and differing in their strengths and capabilities to materialize it.

As a significant step in the institutional trajectory, the Tecnológico de Monterrey Education Group will be consolidated at the beginning of 2025, a project reflecting decades of evolution and commitment to education. This effort will bring together the three institutions —Tecnológico de Monterrey, Tecmilenio, and TecSalud — under the same mission: to transform the lives of people and communities through education.

Each institution that will make up this group brings unique strengths and approaches that, when integrated, will expand possibilities for impact:



Tecnológico de Monterrey, a university of academic excellence and global leadership, whose innovation and focus on applied research have been key to solving society's most pressing challenges.



Tecmilenio, which expands access to quality education through a flexible model that adapts to the labor market's needs and its students' aspirations.



TecSalud, combines training, research, and cutting-edge clinical care, taking prevention, well-being, and health as essential pillars.

**“TRANSFORM LIVES AND COMMUNITIES”**

The Education Group's configuration will respond to a shared vision: to be an integrated platform that allows each institution to grow in its own identity and, at the same time, generate synergies to maximize the reach and relevance of its actions. This model will encourage collaboration between institutions, enhancing education, research, and transformation capabilities.

The Tecnológico de Monterrey Education Group will mark a new era in history, where the union of strengths will position it as a key agent to face present and future challenges. With this consolidation, we will reaffirm our mission to transform lives and communities, establishing various educational models that inspire, transcend, and contribute to developing a prosperous, equitable, and sustainable society.





**Ricardo Saldívar Escajadillo |**  
**Chairman of the Board of Directors**  
**Tecnológico de Monterrey**

# MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE EXECUTIVE DIRECTOR

2024 was a year that served to consolidate a very significant stage in our institution. We closed the efforts we set for ourselves in early 2025 and are preparing for the next stage in our institutional evolution.

In this report, we account for the principal initiatives to which we have dedicated our motivation and effort, committed to the idea of transforming the lives of individuals and communities through education.

At Tecnológico de Monterrey Education Group, we firmly believe that **education is the force that drives change**. For this reason, we have worked tirelessly on initiatives that respond to current challenges and anticipate future needs.

We are proud to witness how creativity and applied research open new doors, generate solutions and respond to the demands posed by the challenges of our time. In our classrooms, laboratories, and collaborative spaces, ideas are born with the power to transform and position Mexico as a key player in solving global problems.

This report allows us to dimension the effort of thousands of people who come together with a clear objective and a powerful instrument: education to transform realities.

We are deeply grateful for the dedication of those who are part of this effort. Their commitment inspires us and drives us to continue moving forward into the future with determination and confidence that together, we will continue to promote a more just and inclusive society.

**Ricardo Saldívar Escajadillo**  
*Chairman of the Board of Directors, Tecnológico de Monterrey*

**David Garza**  
*Executive Director, Tecnológico de Monterrey*



**David Garza Salazar |**  
**Executive Director**  
**Tecnológico de Monterrey**



# TECNOLOGICO DE MONTERREY

## TECNOLOGICO DE MONTERREY IN NUMBERS

PRESENCE IN MEXICO:



87,554

STUDENTS IN HIGH SCHOOL, UNDERGRADUATE, AND GRADUATE

47% WOMEN

53% MEN

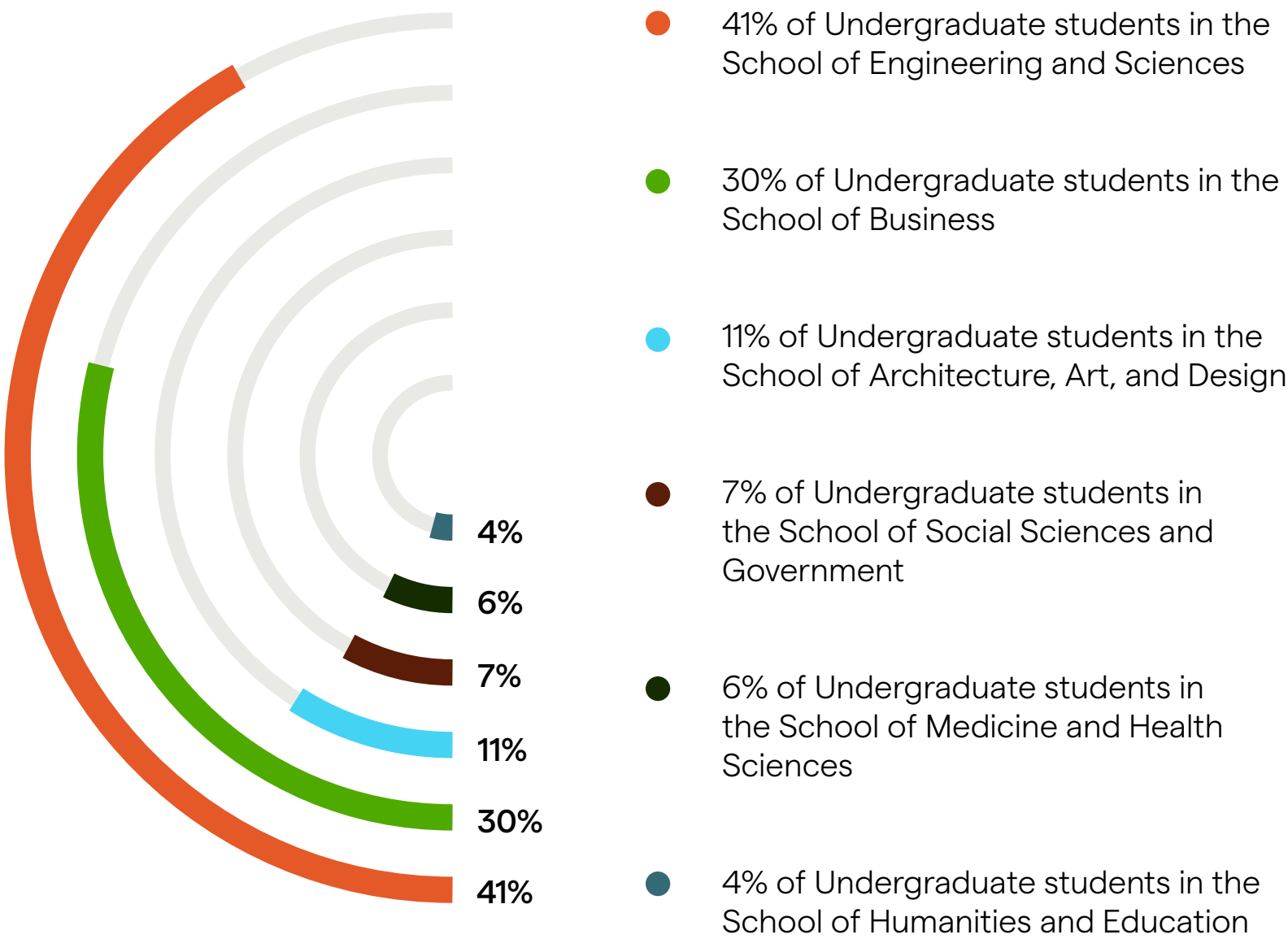
51,998 undergraduate students

29,051 PrepaTec students

6,505 graduate students

120,764 Continuing Education learners

Distribution of Undergraduate Students by School









11,026 high school, undergraduate, and graduate students had an international experience in an in-person format

+3,727 international students at the Tec who are studying for a full degree (Degree Seeking)


+1,600 temporary international students at Tec

# TECNOLOGICO DE MONTERREY

## TECNOLOGICO DE MONTERREY IN NUMBERS

-  44 undergraduate programs
-  36 master programs
-  11 doctorate programs
-  5 specialist programs
-  17 medical specialties
-  3 high school programs

11,261  
**PROFESSORS**  
45% WOMEN  
55% MEN

 705

**PROFESSORS ARE MEMBERS OF THE NATIONAL SYSTEM OF RESEARCHERS (SNI)**

 2,306

**SCOPUS\* PUBLICATIONS IN THE YEAR**  
(\*INDEX OF INTERNATIONAL SCIENTIFIC JOURNALS)

+ 477,000 

**EXATEC THAT MAKE UP THE ALUMNI COMMUNITY**

- 373,923 Undergraduate and graduate programs
- 103,116 High School

**STUDENTS IN THE LEADERS OF TOMORROW PROGRAM**

944

- 11th. Generation of Leaders of Tomorrow
- + 1,200 graduates from the Leaders of Tomorrow program

# TECNOLOGICO DE MONTERREY

## TECNOLOGICO DE MONTERREY IN NUMBERS

### EDUCATIONAL MODEL

10,496

STUDENTS GRADUATED THIS YEAR UNDER THE  
TEC 21 EDUCATIONAL MODEL.

+2,800

EDUCATIONAL PARTNERS  
allies in the academic transformation of  
our Tec21 students.

### RANKINGS

#### QS World University Ranking 2025

- #185 Worldwide
- #30 private universities
- #1 in Mexico private
- #2 in Mexico private and public

#### Times Higher Education Latin America University Rankings 2024

- #7 in Latin America
- #1 in Mexico

#### U.S. News Best Global Univerisites 2025

- #655 Worldwide
- #12 in Latin America
- #2 in Mexico

#### THE GLOBAL Employability University Ranking and Survey (GEURS) 2025

- #68 Worldwide
- #1 in México and Latin America

#### The Princeton Review: Top Undergraduate Schools for Entrepreneurship Rankings 2025 & Entrepreneur Magazine

- #9 of the universities published

#### Times Higher Education Impact Ranking 2024

Globally measures the positive impact that  
universities in the world have to contribute to the  
Sustainable Development Goals (SDGs)

- #67 Worldwide
- #2 in Latin America
- #2 in Mexico

#### QS Latin America and the Caribbean 2025

- #4 in Latin America
- #2 of the private universities in  
Latin America
- #1 in Mexico



# TECSALUD

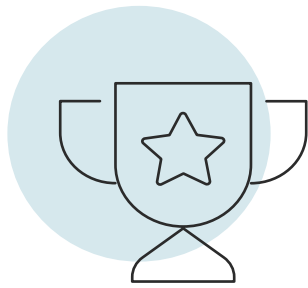
## TECSALUD IN NUMBERS

122,228

PATIENTS TREATED AT ACADEMIC MEDICAL CENTERS



GRADUATES FROM THE LEADERS OF TOMORROW PROGRAM



### Hospital rankings in Mexico and Latin America

Zambrano Hellion and San José Hospitals stand out for the fifth consecutive year for being within the top 10 of “The Best Hospitals in Mexico” in the Expansion 2024 ranking.

- Zambrano Hellion Hospital was recognized with 4 out of 5 stars in ratings by Statista Inc.
- TecSalud Hospitals stood out again in the top 3 of the best national hospitals according to the Best Hospitals and Clinics in Latin America ranking by the research company IntelLat.
- Zambrano Hellion #2 in Mexico and #13 in Latin America.
- San José Hospital #3 in Mexico and #23 in Latin America.

22,891

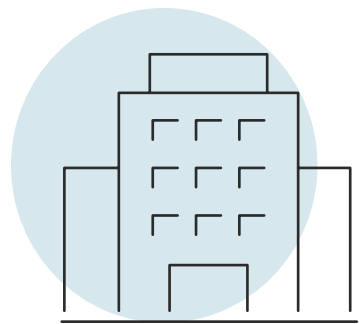
PEOPLE BENEFITED FROM THE TECSALUD FOUNDATION

- 22,004 patients treated through TecSalud Foundation programs
- 887 people benefited through health care funds



# TECMILENIO

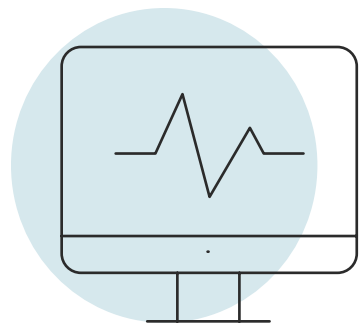
## TECMILENIO IN NUMBERS



30 CAMPUSES



12 CONNECT SPACES



1 ONLINE CAMPUS

64,089

**STUDENTS**  
(INCLUDING HIGH SCHOOL, UNDERGRADUATE,  
EXECUTIVE WITH ASSOCIATE PROFESSIONAL DEGREE,  
AND GRADUATE PROGRAMS)



5,032  
**PROFESSORS**

83% of students with educational support  
or scholarship at Tecmilenio



16,034  
**GRADUATES**

90% employability rate of  
graduates



A woman with dark hair, wearing a green long-sleeved shirt and clear safety glasses, is focused on her work. She is wearing green gloves and is positioned in front of a large, complex industrial machine with a prominent circular component. The background is dark and industrial, suggesting a factory or workshop environment. The lighting is dramatic, highlighting the woman and the machine.

# TECNOLÓGICO DE MONTERREY: EXCELLENCE, INNOVATION AND TRANSFORMATION





**Juan Pablo Murra Lascurain | Rector,  
Tecnológico de Monterrey**

# MESSAGE FROM

## MESSAGE FROM THE RECTOR OF TECNOLÓGICO DE MONTERREY

It is an honor to share with you the 2024 Annual Report, a living testimony of the achievements and advances that reaffirm Tecnológico de Monterrey's commitment to academic excellence, educational innovation, and the transformation of realities. This year, as a community, we once again demonstrated our ability to adapt, innovate, and lead in a changing global environment.

During 2024, our educational models consolidated to continue strengthening the competencies that allow our students to imagine and build new worlds. The linking with industry and collaboration with international universities and institutions stood out as fundamental pillars to offer academic experiences with global impact. In addition, we have consolidated more applied research efforts to address the most pressing challenges we face as a society.

This year, we took significant steps in areas such as comprehensive training, entrepreneurship, and employability, directing efforts so that the EXATEC become transformative leaders in their environments. Our community, made up of students, teachers, collaborators, and strategic allies, is the engine that drives our purpose and materializes our capabilities.

// **OUR COMMUNITY IS  
THE ENGINE THAT  
DRIVES OUR PURPOSE** //

Looking ahead, we continue redesigning our educational offer to anticipate the needs of tomorrow's world. This effort reflects our vision of being a platform that enables the development of talent, creativity, and innovation in favor of a fair, sustainable, and prosperous future.

Thank you to all who make it possible for Tecnológico de Monterrey to be a place where excellence and humanism converge.

**Juan Pablo Murra Lascurain**  
*Rector of Tecnológico de Monterrey*



# TEC DE MONTERREY

## TEC DE MONTERREY IN NUMBERS

Tecnológico de Monterrey is a university that strives for academic excellence through innovation and research, empowering a community to imagine new worlds, undertake initiatives, build, and lead solutions that transform reality.

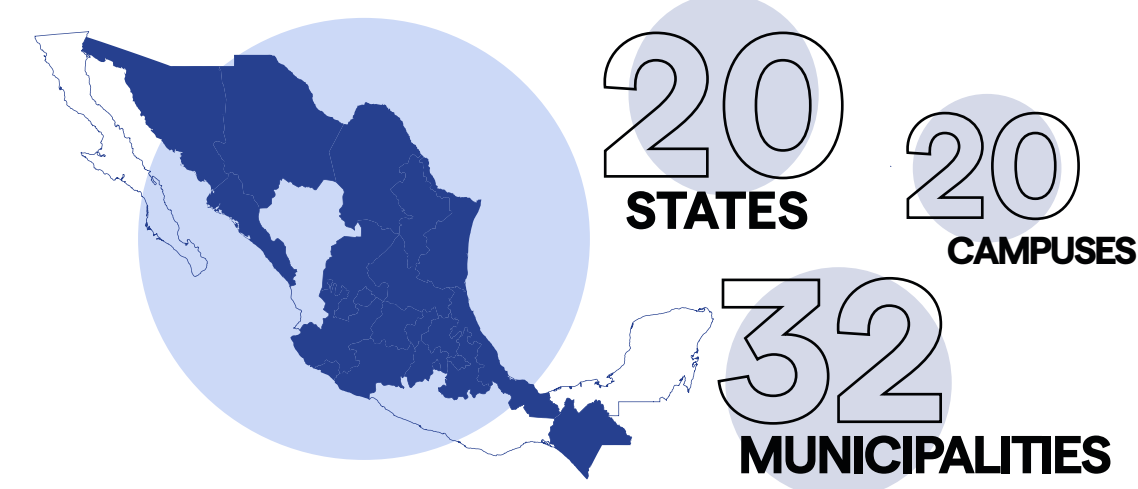
### TEC IN NUMBERS

87,554  
**STUDENTS**

47% **WOMEN**    53% **MEN**

- 29,051 PrepaTec Students (51% W, 49% M)
- 51,998 Undergraduates (45% W, 55% M)
- 6,505 Graduates (39% W, 61% M)

### Mexico's Presence



6 **NATIONAL SCHOOLS**

- Architecture, Art, and Design
- Social Sciences and Government
- Humanities and Education
- Engineering and Sciences
- Medicine and Health Sciences
- Business

### Academic Programs

44  
**UNDERGRADUATE PROGRAMS**

11  
**DOCTORATE PROGRAMS**

17  
**MEDICAL SPECIALTIES**

36  
**MASTER PROGRAMS**

5  
**SPECIALIST PROGRAMS**

3  
**HIGH SCHOOL PROGRAMS**

11,261  
**PROFESSORS**

46% **WOMEN**  
54% **MEN**

- 2,764 PrepaTec
- 8,497 Undergraduate and Graduate

+32,000  
**COLLABORATORS**  
(\*includes faculty members)

52% **WOMEN**    48% **MEN**



# TEC DE MONTERREY

## TEC DE MONTERREY IN NUMBERS

### STUDENT TALENT RECRUITMENT

#### New Admission to PrepaTec

In the August-December 2024 semester, a new generation of:

10,339

**NEWLY ENTERED STUDENTS**

- 90.6 average admission score
- 49% of new undergraduate students receive scholarships or financial support

#### New Admission to Undergraduate Programs

In the August-December semester, a new generation of:

11,827

**NEWLY ENTERED STUDENTS**

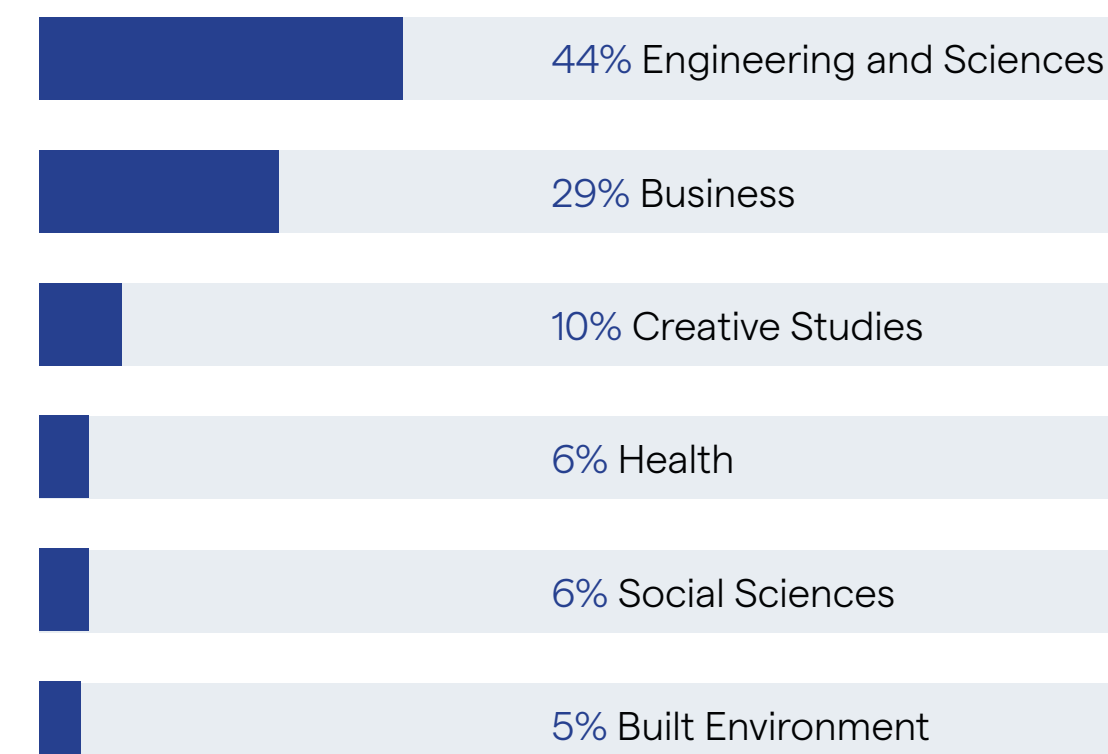
- 91.1 average admission score
- 55% of new undergraduate students receive scholarships or financial support
- 10% are the first generation in their family to attend university

#### Coming from:



- 32 states
- 427 cities or towns
- 40 countries

#### Enrollment Distribution by area:



#### New Admission to Graduate

2,961

**FIRST-TIME GRADUATE STUDENTS**  
IN ALL PERIODS THAT STARTED DURING 2024

69

**GRADUATE PROGRAMS  
OPEN FOR FIRST  
ADMISSIONS**



# TEC DE MONTERREY

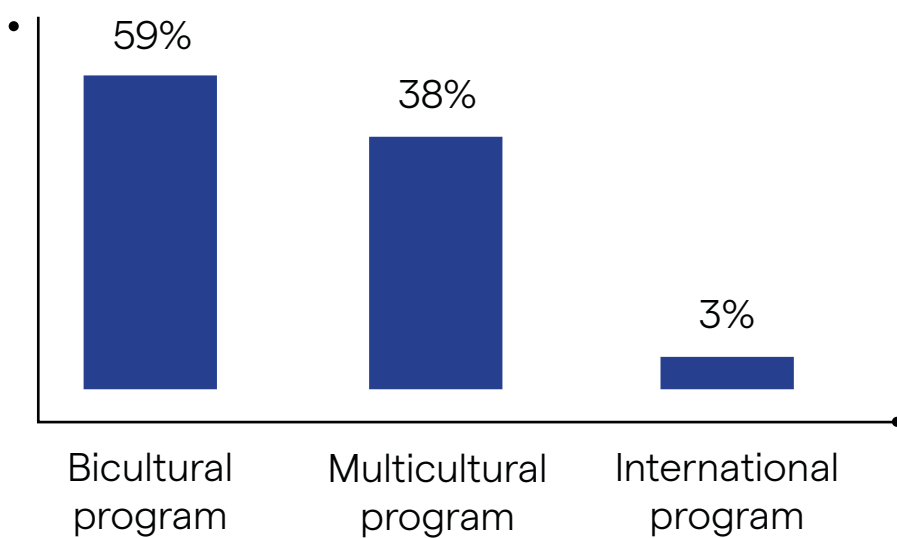
## TEC DE MONTERREY IN NUMBERS

### OUR STUDENT COMMUNITY

#### PrepaTec

29,051 STUDENTS

#### Enrollment Distribution by program:



49%

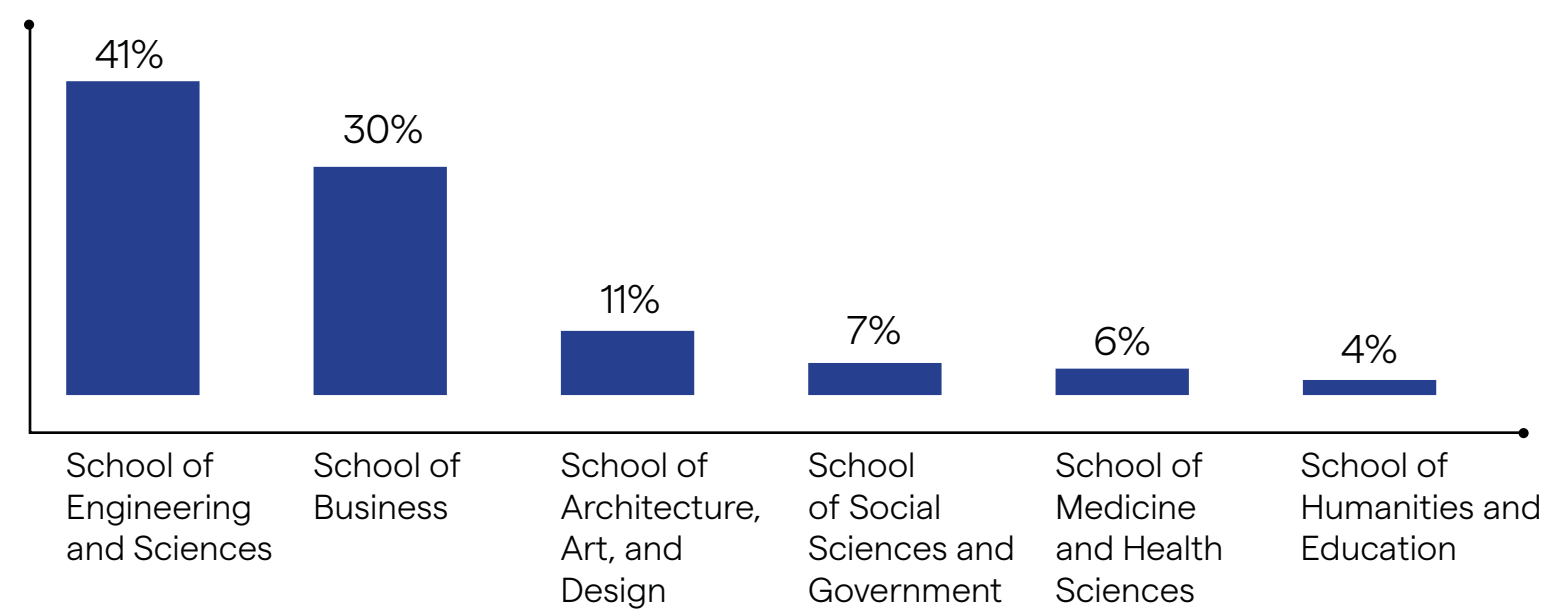
of PrepaTec students receive some type of financial support or scholarship

#### Undergraduate

51,998

UNDERGRADUATE STUDENTS DISTRIBUTED AS FOLLOWS:

#### Distribution by school:



55%

of students receive some type of financial support or scholarship

32%

come from other states

1,617

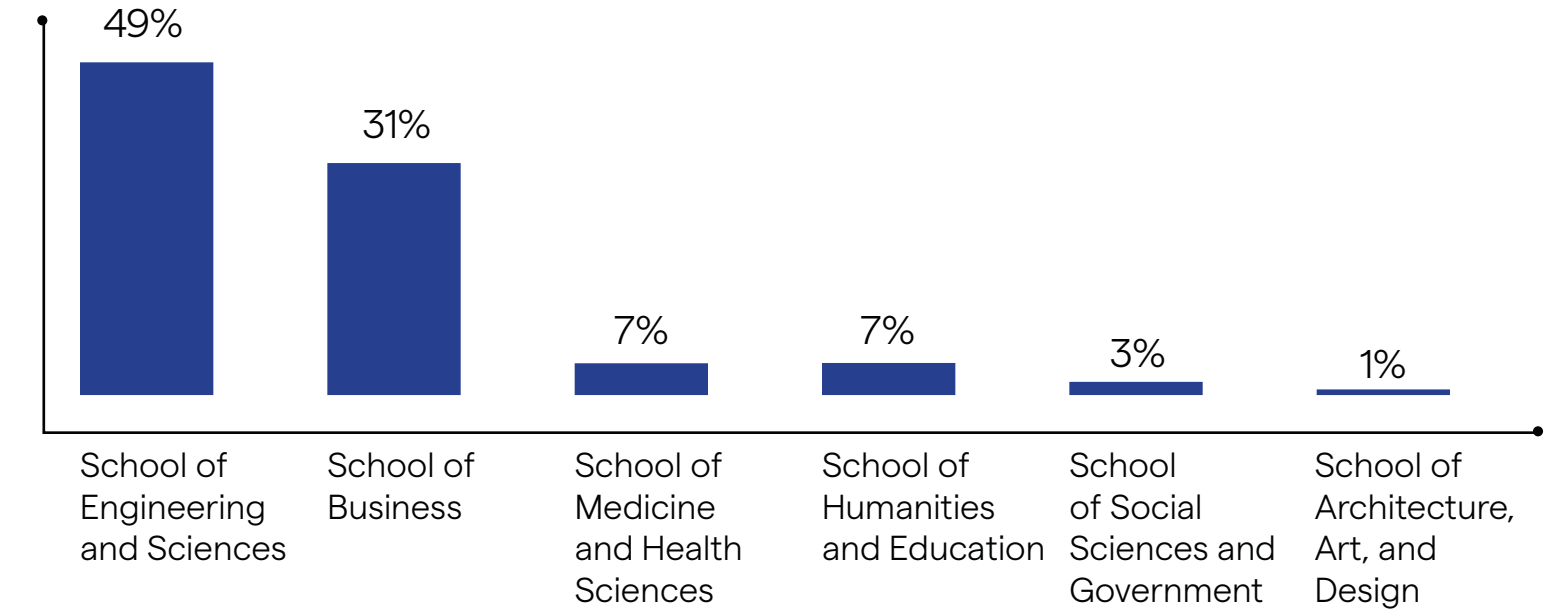
international students

#### Graduate

6,505

GRADUATE STUDENTS DISTRIBUTED AS FOLLOWS:

#### Distribution by schools:



92%

of students receive financial support



# TEC DE MONTERREY

## TEC DE MONTERREY IN NUMBERS

### LEADERS OF TOMORROW

11th

#### GENERATION OF LEADERS OF TOMORROW

- 944 students in the Leaders of Tomorrow Program
- 212 entered in 2024
- +1,200 graduates from the Leaders of Tomorrow program



### INSPIRING FACULTY

11,261  
PROFESSORS

2,764  
PROFESSORS  
AT PREPATEC

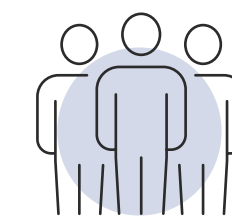
8,497  
PROFESSORS IN  
UNDERGRADUATE  
AND GRADUATE  
(40%W | 60%M)

#### PROFESSORS FROM UNDERGRADUATE TO GRADUATE PROGRAMS

- 25% are full-time / 75% part-time
- 63% of full-time professors have a doctorate
- 678 professors are foreigners

#### Of the incorporations for full-time faculty:

- 65% hold a PhD
- 35% of professors are foreigners
- 38% of professors are graduates of the top 200 foreign universities \*QS, THE, and ARWU rankings of foreign universities are considered.



42,143 undergraduate and graduate class groups



121 global visiting faculty



15

#### PROFESSORS JOINED THE FACULTY OF EXCELLENCE LAST YEAR.

#### Student Opinion Survey (ECO)A

- 68% of professors teaching Tec21 plans in undergraduate received scores of 9.09 or higher.
- 70% of professors teaching in postgraduate received scores of 8.94 or higher.



# TEC DE MONTERREY

## TEC DE MONTERREY IN NUMBERS

### RESEARCH

1,176

RESEARCHERS

387

PROFESSORS PARTICIPATED IN THE PROFESSOR RESEARCHER MODEL

16

TECHNOLOGY-BASED COMPANIES CREATED AT TEC WITH LINKS: SPINOFFS, CO-DEVELOPMENTS / EQUITY

705

PROFESSORS ARE MEMBERS OF THE NATIONAL SYSTEM OF RESEARCHERS (SNI)

123

RESEARCH AND DEVELOPMENT PROJECTS FINANCED WITH EXTERNAL FUNDS

2,306

SCOPUS\* PUBLICATIONS IN THE YEAR  
\*INDEX OF INTERNATIONAL SCIENTIFIC JOURNALS



49%

publications with international collaboration



# TEC DE MONTERREY

## TEC DE MONTERREY IN NUMBERS

CONTINUING EDUCATION

GRADUATE

GENEROSITY

120,764

CONTINUING EDUCATION LEARNERS  
(WITHOUT EDUCATION FOR DEVELOPMENT)

59%

of newly admitted students in graduate programs study in the online modality.

+738M

DONATIONS RECEIVED

+250M\* Committed = 988M  
\*Gap in income for the beginning of 2025

+19,000

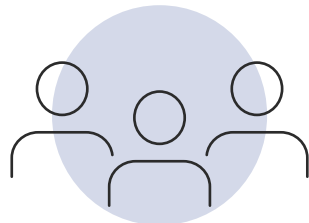
DONORS

104,451

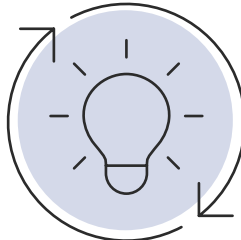
CONTINUING EDUCATION LEARNERS IN SOCIAL PROGRAMS AND EDUCATION FOR DEVELOPMENT

41%

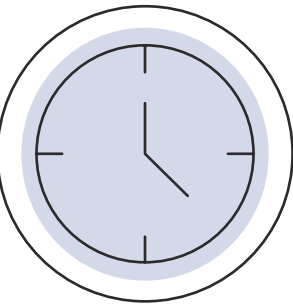
of newly admitted students in graduate programs study in-person modality.



+505 million pesos raised by donations



+232 million pesos raised by other efforts



5,461 HOURS  
OF LEARNING IN  
CONTINUING EDUCATION  
THROUGH THE LEARNING  
GATE MODEL



# TEC DE MONTERREY

## TEC DE MONTERREY IN NUMBERS

### EXATEC

+477,000

#### EXATEC MAKE UP THE ALUMNI COMMUNITY

(including high school, undergraduate, and graduate levels)

373,923

#### EXATEC FROM UNDERGRADUATE AND GRADUATE PROGRAMS

#### Employment rate:

3 MONTHS AFTER GRADUATION

89%

#### International Placement:

5%

#### Partner and owner rate:

15%

#### In a graduate degree:

9%



# TEC DE MONTERREY

## TEC DE MONTERREY IN NUMBERS

### INTERNATIONALIZATION

743

ASSOCIATED UNIVERSITIES

1,054

MOBILITY AGREEMENTS WITH INTERNATIONAL UNIVERSITIES

4,566

PREPATEC STUDENTS

lived an international experience in a face-to-face format

6,423

UNDERGRADUATE STUDENTS

lived an international experience in a face-to-face format

37

GRADUATE STUDENTS

lived an international experience in a face-to-face format

+1,000

HIGH SCHOOL, UNDERGRADUATE, AND GRADUATE STUDENTS

lived an international experience in a distance format

+3,727

INTERNATIONAL STUDENTS AT THE TEC

who are studying a full degree (degree seeking)

+1,600

INTERNATIONAL STUDENTS

temporary at Tec





# TEC DE MONTERREY

## TEC DE MONTERREY IN NUMBERS

### EDUCATIONAL MODEL

10,496

STUDENTS GRADUATED THIS YEAR UNDER THE TEC 21 EDUCATIONAL MODEL.

+2,800

EDUCATIONAL PARTNERS  
allies in the academic transformation of our Tec21 students.

### RANKINGS

#### QS World University Ranking 2025

- #185 Worldwide
- #30 private universities
- #1 in Mexico private
- #2 in Mexico private and public

#### Times Higher Education Latin America University Rankings 2024

- #7 in Latin America
- #1 in Mexico

#### U.S. News Best Global Univerisites 2025

- #655 Worldwide
- #12 in Latin America
- #2 in Mexico

#### THE GLOBAL Employability University Ranking and Survey (GEURS) 2025

- #68 Worldwide
- #1 in Mexico and Latin America

#### The Princeton Review: Top Undergraduate Schools for Entrepreneurship Rankings 2025 & Entrepreneur Magazine

- #9 of the universities published

#### Times Higher Education Impact Ranking 2024

Mide de forma global el impacto positivo que las universidades en el mundo tienen para contribuir a los Objetivos de Desarrollo Sostenible (ODS)

- #67 Worldwide
- #2 in Latin America
- #2 in Mexico

#### QS Latin America and the Caribbean 2025

- #4 in Latin America
- #2 of the private universities in Latin America
- #1 in Mexico

# EDUCATION

## EDUCATIONAL MODEL: LOOKING TOWARDS THE FUTURE

The Educational Model at Tecnológico de Monterrey stands out for allowing the acquisition of both disciplinary and transversal competencies through the resolution of real-world challenges that students tackle creatively and strategically. This model is strengthened thanks to an innovative, up-to-date faculty deeply linked into the professional environment, which is the heart of the institution. It also fosters an enriching university experience centered on the integral development of personal and professional competencies.

### An Evolving Educational Model

The model has continuously evolved to remain at the forefront of global educational trends. This development has integrated innovative pedagogical approaches such as challenge-based learning, the focus in competencies, and the incorporation of advanced technologies, including artificial intelligence and sustainability. Furthermore, it has consolidated research lines that address global sociocultural, political, and economic trends, which reinforces its impact both in Mexico and the world.

Over the years, the model has moved from more traditional approaches to an educational structure that prioritizes meaningful and personalized learning, allowing students to navigate the challenges of an increasingly globalized and ever-changing environment.





# EDUCATION

## EDUCATIONAL MODEL: LOOKING TOWARDS THE FUTURE

### Educational Achievements and Progress of the Educational Model in 2024

During 2024, the most significant achievements focused on three main areas:

1. Implementation of strategies to ensure students from pre-2019 programs successfully completed their studies, guaranteeing a well-rounded and satisfactory academic experience.
2. Enhancements to the 2019 Plans, which included:
  - Optimization of the evaluation of transversal competencies
  - Creation of training courses for roles in the mentoring Model
  - Issuance of transversal curricular credentials and design of alternative credentials
  - Launch of a pilot program for adaptive learning.
3. Design of graduate profiles, disciplinary and transversal competencies, curricular structures, and analytics for the programs to be launched in August 2026. These plans integrate cutting-edge topics such as sustainability, diversity, inclusion, and artificial intelligence.

### FACULTY: DRIVING ACADEMIC EXCELLENCE

Our faculty is recognized for being highly trained, innovative, and committed to the comprehensive development of their students. Their actions transcend classroom teaching as professors are encouraged to innovate both within and beyond the classroom, fostering new experiences to enrich the teaching-learning process. Their efforts to engage in global academic networks and produce cutting-edge research strengthens the academic and professional ecosystem, positioning Tec de Monterrey as a benchmark in educational excellence.

The faculty is composed of

7,971 PROFESSORS

This year, significant efforts were made to continue to enhance the academic and professional profile of the faculty members to ensure our position as one of the best faculties in the region.

### Strengthening the Faculty

165 Incorporation of FULL-TIME PROFESSORS

- 65% hold a doctoral degree
- 20% coming from global prestigious universities, including those ranked in the QS Top 100 Universities, and 38% from Top 200 universities (excluding Tec de Monterrey and UNAM).

887 Incorporation of PART-TIME PROFESSORS

- Who bring professional expertise and achieve outstanding results in the Student Opinion Survey (ECO), where 68% of Tec21 faculty earned scores of nine or higher out of 10.

### Attracting and Developing Academic Talent

Among the key initiatives for attracting and developing academic talent was the 2024 Faculty Classification, a process that allows professors to advance in their professional careers based on academic performance, research, and teaching impact.

This year, 236 professors advanced in their careers, receiving appointments as Assistants, Associates, or Full Professors.

In 2024, 14 sabbatical periods were granted to support faculty development by enabling their engagement in educational innovation, research, and collaboration with international institutions.



# EDUCATION

## EDUCATIONAL MODEL: LOOKING TOWARDS THE FUTURE

### Faculty Training

The strengthening of faculty training was led by the [Center for Faculty Development and Educational Innovation \(CEDDIE\)](#), which implemented initiatives focused on cutting-edge topics and the development of key competencies.

- [Discipline Update Courses \(CADIs\)](#): a total of 235 courses were offered, with the presence of 7,532 teachers, which strengthened their knowledge in key areas of their discipline.
- [Semana e](#): 76 professors participated in this challenge-based learning experience, collaborating with companies and social organizations in real-world scenarios.
- [Faculty Well-being Program](#): 114 activities that impacted 4,968 teachers on topics such as stress management, emotional balance, and financial planning.
- [AI Training](#): a strategy was designed to prepare faculty for integrating AI tools into the teaching-learning process. Courses, workshops, CADIs, and bootcamps were conducted, reaching more than 6,600 professors. The Faculty Leaders Model (MLP) was introduced to optimize the operational workload of Regional Department Directors (DDR), enabling them to focus on strategic leadership, faculty recruitment and development, and their own professional growth.

### Faculty Recognitions

Our faculty was recognized for their academic, professional, and impactful excellence:

- [Inspirational Teacher Award](#): recognized 37 campus-level professors and 7 national-level professors for their excellent teaching, leadership, and impact.
- [Circle of Outstanding Professors](#): celebrates the performance of a select group of professors for their achievements in teaching, intellectual vitality, and service. This year, 286 professors were recognized, bringing the total to 697 honorees over five editions.
- [Recognition for our faculty from external institutions](#): faculty members received distinctions from institutions such as Forbes, the Federal Judiciary Council, Universitas 21, the Royal Society of Chemistry, the Morelia International Film Festival, and others.

### Faculty of Excellence

This initiative has served [to attract exceptional talent to Tecnológico de Monterrey](#). Its purpose is to enhance the academic and research ecosystem to positively transform the faculty, students, and community. The profiles and projects incorporated through this initiative greatly enrich the community.

This year, [15 professors joined the Faculty of Excellence](#) distributed across the institution's schools:

#### School of Architecture, Art, and Design (EAAD):



**Stuart Candy**  
*Distinguished Visiting Professor in Critical Futures*

##### Areas of expertise:

- Strategic and dialogic foresight
- Experiential and participatory futures
- World-building and transmedia storytelling



**Travis Blaise**  
*Distinguished Visiting Professor in Animation and Storytelling*

##### Areas of expertise:

- Digital animation
- Storytelling
- Storyboarding

#### School of Social Sciences and Government (ECSG):



**Agustina Giraudy**  
*Distinguished Visiting Professor in Democracy and Populism*

##### Areas of expertise:

- Subnational politics
- Subnational and national governments
- Democratic and semi-authoritarian regimes



**Ernesto Stein**  
*Distinguished Professor in Public Policy*

##### Areas of expertise:

- Economic development
- International trade
- Productive development policies
- Political economy of policymaking



**Sandra Ley**  
*Distinguished Professor in Political Science*

##### Areas of expertise:

- Political science
- Political behavior
- Criminal violence in Mexico



**Sebastián Mazzuca**  
*Distinguished Professor in Political Economy*

##### Areas of expertise:

- Economic development
- Democracy
- State capacity



# EDUCATION

## EDUCATIONAL MODEL: LOOKING TOWARDS THE FUTURE

### School of Humanities and Education (EHE):



**Claudia Uribe**  
*Distinguished Professor in Education*

**Areas of expertise:**

- Research and analysis of educational policies
- International development

### School of Medicine and Health Sciences (EMCS):



**Alejandro Madrigal**  
*Distinguished Professor in Hematology and Cellular Therapy*

**Areas of expertise:**

- Immunotherapy
- Stem cell transplantation



**Carlos Aguilar**  
*Distinguished Visiting Professor in Epidemiology*

**Areas of expertise:**

- Endocrinology
- Epidemiology of type 2 diabetes
- Epidemiology, pathophysiology, and treatment of dyslipidemias



**Felicia Knaul**  
*Distinguished Visiting Professor in Public Health*

**Areas of expertise:**

- Global health
- Health systems
- Health economics with a focus on reducing inequalities



**Floyd Chilton**  
*Distinguished Visiting Professor in Functional Genomics*

**Areas of expertise:**

- Gene-diet interactions
- Inflammation
- Cardiometabolic diseases
- Racial/ethnic health disparities
- Metabolomics and lipidomics



**Juan Socorro Armendáriz-Borunda**  
*Distinguished Professor in Biomedical Sciences*

**Areas of expertise:**

- Hepatology
- Gene therapy

### School of Business and EGADE Business School:



**Jill Kickul**  
*Distinguished Professor in Social Entrepreneurship*

**Areas of expertise:**

- Social entrepreneurship
- Entrepreneurship education
- Social innovation



**Bryan Husted**  
*Distinguished Professor in Business and Society*

**Areas of expertise:**

- Corporate social responsibility
- Corporate sustainability
- Business ethics
- Business and public policy

### Institute for Obesity Research (IOR):



**Luis Sobrevia**  
*Distinguished University Professor in Molecular Physiology and Medicine*

**Areas of expertise:**

- Vascular dysfunction
- Fetal vascular reactivity
- Membrane transport
- Pregnancy-related diseases
- Metabolic diseases

As of December 2024,

42

### PROFESSORS ARE PART OF THE FACULTY OF EXCELLENCE PROGRAM

The **Faculty of Excellence** program kickstarted several projects. The following stand out:

- [“A Futuristic Perspective for Water Security in Mexico” \(Manish Kumar, EIC\)](#): use of machine learning to predict nitrate pollution, focusing on sustainable water management and public health.
- [“Analysis of Nearshoring Impact in Mexico” \(Ernesto Stein, ECSG\)](#): evaluation of economic and labor effects of nearshoring in collaboration with the Inter-American Development Bank and the World Bank.
- [“Development of a CAR-T Cell Preclinical Discovery and Validation Platform” \(Alejandro Madrigal, EMCS\)](#): aimed at combating pediatric leukemia through advanced cellular therapy.
- [“Biobank of the Metabolic Diseases Research Unit” \(Floyd Chilton and Carlos Aguilar, EMCS\)](#): research on the genetic-diet relationship in Mexico to prevent cardiometabolic diseases.
- [“Civic Wealth Creation for Social Entrepreneurs in Mexico” \(Jill Kickul, EN/EGADE\)](#): investigates how social entrepreneurs can generate civic wealth and strengthen communities in Mexico.
- [“Soundmasters Festival” \(Allan Tucker, EHE\)](#): event strengthening the connection between Music Technology and Production students and the audio industry.



# EDUCATION

## EDUCATIONAL MODEL: LOOKING TOWARDS THE FUTURE

### TEC SEMESTER: CREATING EXPERIENCES

The [Tec Semester](#) has been an educational opportunity that offers students the chance to enrich their academic training through diverse experiences. These experiences are grouped into four main categories:

- [Professional internships](#): immersion in specific projects within companies or organizations.
- [International exchanges](#): allow students to take courses or participate in projects at educational institutions outside of Mexico.
- [Concentrations](#): academic specializations in specific disciplines.
- [Learning units](#) include traditional courses or blocks that combine real-world challenges with theoretical modules.

### Student Participation in Tec Semester

*(During the FJ24 and AD24 periods)*

- 6,676 in concentrations (40%)
- 4,879 in international programs (29%)
- 2,766 in elective learning units (17%)
- 1,887 in professional, business, or research internships (11%)
- 523 choosing two experiences (3%)

16,731 STUDENTS ENROLLED

### Highlighted Project Examples

During the Tec Semester, students developed innovative projects in collaboration with various industries:

- [Parkinson’s Therapy](#): at the Toluca campus, students developed an innovative cell therapy to benefit patients in the early stages of Parkinson’s disease.
- [AI Optimization](#): students from the Guadalajara campus proposed AI-based solutions to PiSA Farmacéutica to improve their supply chain and distribution.
- [Industry 4.0](#): at the Querétaro campus, students won the Undergraduate Technical Paper Competition of IISE Region XIII with a paper on transitioning to Industry 4.0.
- [Electric Motorsports](#): students from the Toluca campus participated in the Electratón with an electric vehicle they designed themselves.

### EDUCATIONAL PARTNERS: FROM THEORY TO PRACTICE

Educational Partners are [public or private organizations, both national and international, that collaborate with Tecnológico de Monterrey](#) to present academic challenges within various university programs.

The participation of these institutions is essential to enrich the educational experience, as [they provide real-world work scenarios](#) where students can [apply their knowledge, develop practical skills, and solve challenges](#).

## TECNOLÓGICO DE MONTERREY COLLABORATES WITH MORE THAN 2,800 EDUCATIONAL PARTNERS

These partnerships also deepen students understanding of professional tasks, strengthen their confidence as future graduates, and ease their transition to the workforce by connecting theory with practice. [Tecnológico de Monterrey collaborates with more than 2,800 Educational Partners](#). Some of the key partners include:

Top 10 Educational Partners	
Rank	Educational Partners <i>(with the highest number of challenges for students):</i>
1	John Deere
2	Ternium
3	Cemex
4	Liverpool
5	Afirme
6	ARCA Continental
7	Bimbo
8	FrISA Aerospace
9	Banco de Alimentos Caritas MTY
10	Hey Banco



### Strategies to Enhance Employability

In 2024, Tecnológico de Monterrey [strengthened its strategies to improve the employability](#) of its students and alumni by connecting its community with job opportunities and innovative tools. In addition to its efforts with Educational Partners, the institution promotes professional growth and preparation for an ever-evolving job market through:

- [Online job board](#): with more than 17,000 companies and 19,000 job openings annually.
- [Job fairs](#): including EmpleaTec Nacional and Consulting Week.
- [Talent development](#): initiatives such as ConneCTec, LinkedIn Learning licenses, AI-based tools for interviews, and personalized career counseling.

Graduates from Tecnológico de Monterrey are recognized for their exceptional employability, with an employment rate of 89% within three months of graduation, 97% five years after graduation, and 95% twenty-five years after graduation.



# EDUCATION

## SCHOOLS OF TECNOLÓGICO DE MONTERREY

The schools of Tecnológico de Monterrey are the academic heart of our institution. They are responsible for defining the content of academic programs of excellence, which position education at Tecnológico as a platform for transformation through innovation, research for transformation, and excellence in education.

The following provides an overview of the achievements and initiatives of each school, reflecting their commitment to training professionals who are prepared to face the challenges of the present and build a sustainable future.

### SCHOOL OF ARCHITECTURE, ART, AND DESIGN



The School of Architecture, Art, and Design (EAAD) continued to position itself as a benchmark in the creative industry, strengthening its impact through innovation, research, and interdisciplinary collaboration.

5,751

STUDENTS

191

FULL-TIME PROFESSORS  
(84 Women y 107 Men)

745

PART-TIME PROFESSORS  
(289 Women y 456 Men)

1,311

GRADUATES  
829 Women  
(2024 figures)

1,616

COURSES  
SCHEDULED  
courses scheduled  
to connect with  
Educational  
Partners

### NOTABLE ACHIEVEMENTS

The EAAD consolidated its leadership and demonstrated its impact through prominent participation in global events, collaborative initiatives, and recognition of student and faculty projects.

### Participation in International Events

→ CUMULUS Conference 2024:

The school was host to this event with the theme "Design Across Borders" to discuss the future of this discipline and its development and promotion on a global level. This event brought together 215 participants from 31 countries, connecting more than 395 institutions worldwide, including Politecnico di Milano, Royal College of Art, and Parsons School of Design.

→ ACSA Meeting:

As a host, the school welcomed 192 attendees, 74 presentations, and four specialized panels with experts, collectives, architecture firms, and think tanks. Discussions focused on reshaping the future of architectural education. This meeting led to initial collaborations with the American University of Sharjah for student exchanges and the University of Hong Kong, China, for a joint UNESCO/Creative Cities of Design research project called UNTWINS under the theme "City Realities: Creative Pathways for Holistic Wellness and Sustainable Life."

→ Water Adaptation Symposium with Harvard Graduate School of Design (Harvard GSD):

In order to make its graduate programs visible, the Master's in Architecture and Urban Design participated for the second time in the Urban Water Adaptation Symposium with Harvard GSD under the title "A Radical Ecological Transition Toward Climate Resilience in Monterrey."

→ World Urban Forum in Cairo:

The school was prominently represented by Dean Alfredo Hidalgo, Research Director Emanuele Giorgi, Professor Zaida Muxí, and other prominent faculty members.

Additionally, it participated in international events such as Zona Maco, San Diego Design Week, NY Design Week, Milano Jewelry Week, and the Venice Architecture Biennale.



# EDUCATION / SCHOOL / EAAD

## SCHOOL OF ARCHITECTURE, ART, AND DESIGN

### Awards and Recognitions

Students, EXATEC, and faculty members received the following recognitions this year:

- Finalists in the Pedagogy category of the XIII Ibero-American Architecture and Urbanism Biennial.
- 16 projects selected from 200 global proposals at the Venice Biennale.
- Two EXATEC from Urbanism won first place in the "Young Leaders Transforming Housing and Habitat" call from Urban Housing Practitioners Hub and CONAHCyT.
- Three Architecture EXATEC selected to participate in the Biennale College Architettura 2024/25 and awarded the "Artisan Jewels Network Award" at Milan Jewelry Week.
- Nine winning projects and seven honorable mentions at the 2023 Diseña México Award (awarded in 2024).
- Two EAAD design students won the 2024 Dyson Project Mexico and the 2023 Inédito Universitario Project (awarded in 2024).

### Progress In Consolidating The Educational Model

The School implemented various initiatives to transform the learning experience and maximize the impact of its academic offer.

- Incorporation of sustainability, inclusion, and socio-environmental regeneration as transversal axes in its curricula.
- Collaboration on community projects in areas such as Campana-Altamira, Bosque de la Primavera, and Sierra Gorda, using regenerative design as a tool for transformation.
- Promotion of international collaborations such as the MCHAP Design Studio in partnership with IIT Chicago and interdisciplinary workshops with Harvard GSD.

### Initiatives that Connect Experience and Knowledge

Tecnológico de Monterrey promotes initiatives that provide students with practical experiences aimed at solving real-world problems. These projects allow students to apply classroom knowledge and generate innovative, sustainable solutions to urban and social challenges.

This year, the EAAD advanced the creation of new laboratories and technological tools to enhance learning.

**City Laboratories (C+Lab):** develops projects encompassing applied research, outreach, and lifelong learning. This year, the participatory process for defining and socializing the architectural program for Los Pinos Park was carried out in collaboration with the Center for the Future of Cities and the Campana-Altamira District. Additionally, the lab prepared and managed the "Conceptual Master Plan for the Valle Alto High School of the Tecnológico de Monterrey".

**City Observatory:** a project that provides data to analyze, measure, and evaluate Mexican cities. By comparing neighborhood/community data from different cities, it generates insights to better understand the conditions that determine urban quality of life.

**Futures Design Lab (FDL):** it offers innovation services from the heart of research, innovation, and entrepreneurship ecosystems to support companies, researchers, and organizations. It focuses on co-creating desirable futures and exploring alternatives to make them possible. Notable achievements this year included organizing the Annual Riber Meeting and The Millennium Project.

**FEMSA CHAIR:** an academic alliance between Fundación FEMSA and the Master's in Architecture and Urban Design (MDU) at EAAD, which includes a hands-on workshop to generate actionable urbanization project proposals. The goal is to explore how design and urban planning tools can create sustainable, healthy, and equitable cities that prioritize the care of the underprivileged.

**Science Gallery:** located in the Innovation District, this gallery offers participatory experiences that integrate science, art, and technology to address complex social challenges.





# EDUCATION / SCHOOL / EAAD

## SCHOOL OF ARCHITECTURE, ART, AND DESIGN

Students had the opportunity to interact with high-profile guests in their respective fields through Creative Leaders, a program that creates learning experiences for the disciplines of Architecture, Digital Art, Design, and Urban Planning. Among this year's distinguished guests were:

- Alice Rawsthorn, award-winning author and design critic.
- Mariana Amatullo, vice president and academic dean at Parsons The New School for Design.
- Hyrum Osmond, animator and director at Walt Disney Studios.
- Manuel Gausa, architect and co-founder of IAAC in Barcelona.
- Lena Chan, renowned ecologist from Singapore.
- John Coven, celebrated American storyboard artist and director of the Gobelins School in Paris.
- Luján Cambariere, acclaimed curator and design journalist.
- Eva Franch, architect, curator, and critic.

### Progress in Graduate Education

The EAAD consolidated its leadership in graduate education through the launch of the [Master's in Digital Art and New Media](#), in partnership with French universities such as the Conservatoire National des Arts et Métiers and the Sorbonne.

Additionally, research stays and international study trips to Cambridge, Massachusetts, and Santiago, Chile were strengthened.

In graduate education, the flipped classroom methodology was implemented, where students explore theoretical content independently before in-person sessions, allowing class time to focus on practical activities, debates, and problem-solving.

## MORE THAN 100 STUDENTS BENEFITED FROM NETWORKING SESSIONS AND ACCESS TO LIFE PROGRAMS

### Professional connection and employability

In order to improve employment opportunities for the school's graduates, we held Ruta E, a nationwide event on employability and creative entrepreneurship.

- The EAAD collaborates with over 40 companies in creative industries to connect students with potential employers.

Workshops, talks, and training sessions were offered to help students strengthen their creative portfolios, update their LinkedIn profiles, and network with EXATEC peers.





# EDUCATION / SCHOOL / ECSG

## SCHOOL OF SOCIAL SCIENCES AND GOVERNMENT

The School of Social Sciences and Government (ECSG) worked over the past year to rethink, transform, and redefine the public sphere. Its approach is rooted in scientific evidence to address social, political, and economic challenges.

3,529 STUDENTS ACROSS THE COUNTRY

817 PROFESSORS

- 640 part-time
- 177 full-time
- 8 Faculty of Excellence
- 40% are women



608 GRADUATES

- 335 Women
- 273 Men

236 EDUCATIONAL PARTNERS

Including:

- BBVA
- DIDI
- FUNDACIÓN FEMSA
- HSBC
- INAI
- INE
- INEGI
- INFONAVIT
- META
- SECRETARÍA DE ECONOMÍA
- UNICEF
- USAID

Present in 15 CAMPUSES

Full degree programs offered in 9 CAMPUSES

Digital DERI Model (digital entry) available in 4 CAMPUSES

### NOTABLE ACHIEVEMENTS

The ECSG achieved significant milestones during the year to consolidate its position as a benchmark in its field.

- Academic Recognitions**  
The ECSG Economics program was ranked 101st in the QS Rankings by subject.
- National and International Partnerships**  
Strategic alliances with Educational Partners were expanded. This included new opportunities for professional internships, research stays, international collaborations, and challenges within learning units.
- Strengthening Academic Networks**  
There were strategic recruitment of professors from prestigious universities to diversify the academic experience offered to students and enhance teaching quality.

- Student Achievements**  
The multicampus team (CSF-CEM) won first place in the Moot Comp, a prestigious legal competition organized by COFECE in which students simulate court trials.
- Contribution to Public Policy Development Aligned with the SDGs**  
In collaboration with the Mexican Chamber of Representatives, Tecnológico de Monterrey participated in the development of the "Legislative Strategy for the 2030 Agenda," a joint effort led by the President of the Chamber of Representatives and Coordinator of the Working Group responsible for monitoring the implementation of the 2030 Agenda.

### Participation in National and International Events

- International Congress La Triada:**  
This second congress, titled "Inequities in Latin America: Diagnosis and Proposals for an Equitable Future," was held in Santiago, Chile, with the participation of scholars from Pontificia Universidad Católica de Chile, Universidad de los Andes, and Tecnológico de Monterrey.
- Annual Political Science Conference:**  
This conference was held at the Puebla campus and promoted academic excellence with the participation of renowned experts, featuring professors from Tecnológico de Monterrey, the University of Chicago, Yale University, MIT, Johns Hopkins University, American University, Harvard University, and Stanford University.



# SCHOOL OF SOCIAL SCIENCES AND GOVERNMENT - SCHOOL OF GOVERNMENT AND PUBLIC TRANSFORMATION

→ **Second Forum: Mexico and International Security:** This forum brought together more than 15 national and international leaders in collaboration with the Konrad Adenauer Stiftung (Germany) and the Institute for Strategy & Defense Research (Mexico) to foster dialogue on strategic issues.

## Progress in the consolidation of the Educational Model

As part of the strategies adopted by the ECSG to implement the educational model, the school offers a **double-degree program** that requires one additional year of study. This provides advantages such as competitiveness in the labor market, increased employability, access to global opportunities, and comprehensive preparation. This experience allows students to deepen their understanding of two degree programs simultaneously, providing them with additional tools to understand and make connections about complex topics.

## Progress in Graduate Programs: School of Government and Public Transformation

The School of Government and Public Transformation (EGobiernoyTP) strives to position itself as a leader in training experts in the design and implementation of public policies. To achieve this, the school consolidated its postgraduate programs this year by reducing the number of master's programs from six to four strategic ones. **Each program was redesigned to align with the highest international standards and leverage the school's strengths in key areas such as artificial intelligence, data science, public policies,**

**public transformation, and sustainable development.** This restructuring also optimized resources and allowed for the creation of more competitive programs focused on addressing the increasingly complex challenges of the public sphere with innovation and depth.

## EGobiernoyTP in Numbers

239

STUDENTS

29

PROFESSORS

5 are women

80

GRADUATES

\*Data from 23-24

36 are women

3

EDUCATIONAL PARTNERS:

CAPRES, World Bank, Global Peacemakers Program

## IMPORTANT ACHIEVEMENTS

The School of Government and Public Transformation stood out in the following areas:

→ **International Accreditation**  
It became the 39th member of the Association of

Professional Schools of International Affairs (APSIA), the leading global network of schools of government, public policy, and international affairs. It is the only school in Latin America within this network. Additionally, Dean Miguel Ángel Santos was elected to the APSIA Executive Committee, composed of deans from prominent institutions such as Instituto Empresa (Spain), Science Po (France), Lee Kuan Yew (Singapore), Princeton, Pittsburgh, and Yale (United States).

→ **Attraction of more top students**

A rubric for public transformation competencies was implemented, including qualitative and quantitative selection criteria. These prioritize academic and professional excellence in the admission process to attract students with outstanding profiles.

→ **International opportunities**

23% of students participated in internships, including:

- **Raisina Dialogue (India):** a geopolitical and economic forum.
- **Kinderenergy Inc (EE.UU.):** UN summit on SDGs.
- **CONARE (Costa Rica):** a prospective study on higher education by 2050.

## Graduate specialization areas

Students at the School of Government and Public Transformation continue to specialize in research areas addressing the most pressing public and social policy challenges, including:

- Data science applied to public policy
- High-impact educational policies
- Healthcare systems
- Sustainable regional development
- Economic transition, demography, and population economics
- Decision science
- Gender and inequality

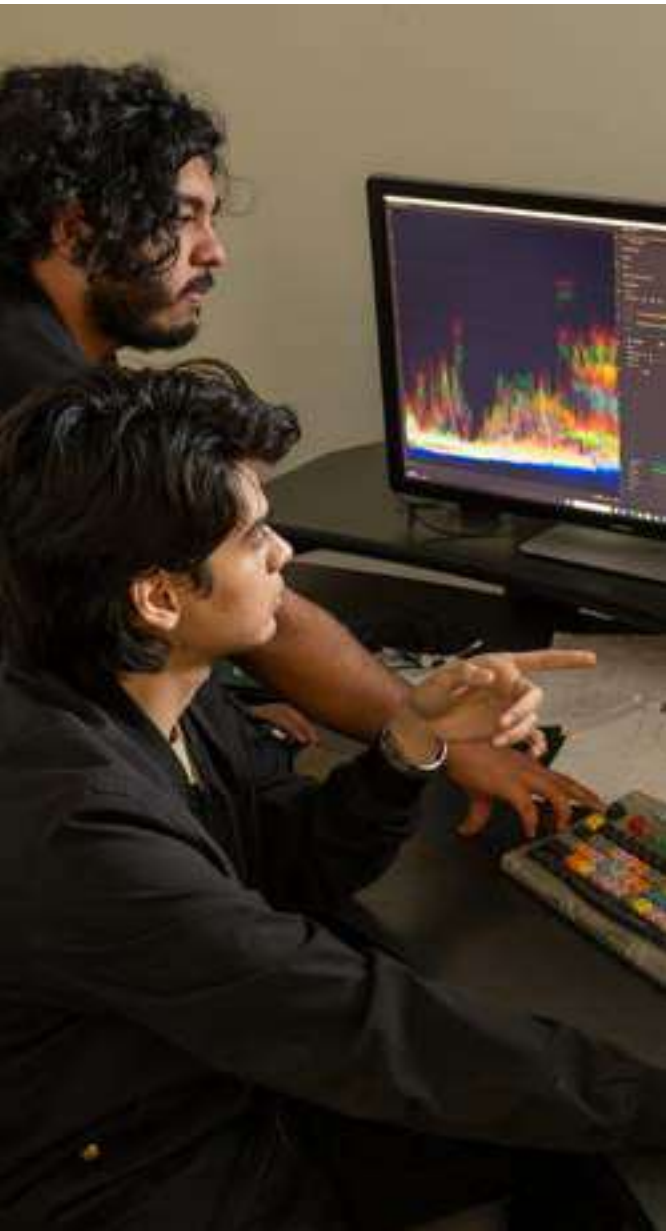




# EDUCATION / SCHOOL / EHE

## SCHOOL OF THE HUMANITIES AND EDUCATION

The School of the Humanities and Education (EHE) at Tecnológico de Monterrey continues to strengthen its position as a leader in humanistic education and the promotion of cultural and educational initiatives. By fostering interdisciplinarity, innovation, and cultural development, it addresses the challenges of the 21st century.



2,619  
STUDENTS

187  
PROFEESSORS

- 79 women
- 108 men

170  
GRADUATES

- 86 women
- 84 men

210  
EDUCATIONAL PARTNERS  
FOR THE SCHOOL'S FIVE  
UNDERGRADUATE PROGRAMS

### IMPORTANT ACHIEVEMENTS

The EHE plays a key role in the implementation of the Tec21 Educational Model.

- It offers 40% of the general education courses.
  - It impacts 41% of students across all programs.
  - It leads initiatives such as the [Tec Weeks on Humanistic Awareness and Community Service](#), which allow students to develop ethical and social commitment through meaningful experiences.
- During 2024, the EHE implemented key projects to enhance the educational experience:
- [Xochimilco-Milpa Alta](#): an initiative that integrates sustainability and community engagement through experiential learning.

- [50+ Creatives and Creative Leaders Circle](#): spaces that connect students with experts to solve real-world challenges and strengthen professional skills.
- [Mujeres de mi Región y Ecos del Recuerdo](#): projects that leverage advanced digital tools to promote active and collaborative learning.

### Faculty Driven Projects

- [Sounds of Cells](#): a collaboration with the EMCS to explore the sounds of healthy and diseased cells.
- [Innovation and Entrepreneurship Congress](#): a joint initiative with the EN and Digital Media and Culture Prorams.
- [International Short Film Festival](#): focus on student creativity, carried out with the EAAD and LiFE.

### Faculty and Student Collaboration

In 2024, the EHE organized various activities to foster collaborative learning between faculty and students, emphasizing interdisciplinarity and the development of practical skills:

- [Eclipse Tec](#)  
An interdisciplinary event centered around the solar eclipse on April 8th, which brought together [more than 4,000 attendees](#) at the Monterrey campus. Led by [Allan Tucker](#) in collaboration with students from the [Bachelor's in Music Technology and Production \(LTM\)](#).

- [Shakti Leadership Sessions](#)  
Conferences delivered by [Nilima Bhat](#) held in several campuses, focused on conscious and inclusive leadership. These sessions promoted personal and professional development through reflection and dialogue.
- [Toby Miller's Participation in ICONNOVA](#)  
A lecture on diversity and inclusion in the creative industries, presented by [Toby Miller](#) at the ICONNOVA Congress. It inspired students to apply critical thinking in their professional projects.

### Graduate Programs

The EHE consolidated its leadership in graduate education through the organization and participation in key events such as the [VI Forum on Humanistic Studies](#), the [Research Project Colloquium](#) and the [Guadalajara International Book Fair](#).

Graduate students specialize in areas including:

- Educational innovation and data-driven learning.
  - Cultural studies focused on social media and minorities.
  - Cultural representations and media as critical tools.
- To increase the visibility and recognition of its graduate programs at a national and international level, the EHE engaged in the following efforts:
- Participation in La Triada and Graduate Dialogue Roundtables.



# EDUCATION / SCHOOL / EHE

## SCHOOL OF THE HUMANITIES AND EDUCATION

- Presentations at the IFE Conference 2024
- Presence at book fairs in Guadalajara, Monterrey, Mexico City, and Yucatán, with portfolio and publication showcases
- Participation in the Interinstitutional PADEP 2024-1, featuring activities related to gender stereotypes and diversity

### Engagement with the Cultural and Educational Sectors

The EHE participated in the La Triada Summit, highlighting the launch of the La Triada Open Access Content Bank, a platform that promotes interdisciplinary collaboration and research through academic and heritage resources. The school also led the Liberal Arts Network and played a significant role in international editorial forums such as Spanish in Science and the International University Book Fair, where topics such as academic publishing, artificial intelligence, and reading in the age of deep learning were discussed.

Additionally, the EHE signed collaboration agreements with various organizations, including the Universidad Autónoma de Nuevo León, El Colegio Nacional, NOLA Editores, UNINAVARRA, and Paidós. These partnerships strengthen the school's editorial and academic efforts on multiple axes.

### Cultural Development Initiatives

#### Monterrey International Book Fair (FIL Monterrey)

The EHE positioned FIL Monterrey as a transformative space that celebrates reading and knowledge. On one hand, it served as a training laboratory for students and a networking space for professors; on the other, it projected the school's strategic initiatives to the Nuevo León community.

315,440 PARTICIPANTS

attended the event from September 28 to October 6.

#### Highlighted Activities at the Festival:

- Discussion on the book "No soy un Robot" by Juan Villoro
- Digital Humanities roundtable with Texas-based librarians
- Disciplinary Update Course (CADI) on young adult literature
- Presentation of Jem Bendell's book, "Deep Adaptation" in Spanish
- Conversation on artificial intelligence with Daniel Benchimol
- Dialogues with chancellors from La Triada and Monterrey universities

- Open class on ecofeminism and environmental humanities
- Presentation of Felipe de Jesús Balderas's book, "Sin participación no hay democracia"
- Conversation in the Diálogos del Norte series with Cristina Rivera Garza and David Toscana

Relationships were strengthened with institutions such as Uniandes, UAM, UNAM, INAH, El Colegio Nacional, and CANIEM. Additionally, there were new collaborations with sponsors such as El País, Cinépolis, and Fundación SM and, including the Spanish edition of Jem Bendell's book. Agreements with editorial distributors such as Hipertexto were also solidified to amplify the dissemination of EHE's work.



### International Short Film Festival

The festival aims to strengthen the creative industries ecosystem through the production of student short films. The event featured workshops and lectures delivered by prominent figures, as well as the presence of Juan Pablo Murra (Tec Chancellor) and Miguel Mier (COO of Cinépolis).





# EDUCATION / SCHOOL / EHE

## SCHOOL OF THE HUMANITIES AND EDUCATION

### Highlighted Activities at the Festival

- Award ceremony at the Cineteca Nacional
- Showing of winning short films at Cinépolis Diana
- Keynote speeches by Armando Casas, Federico Martínez, Valentina Leduc, Natalia Bermúdez, and Lucía Álvarez
- Workshop by Luis Téllez (Harman Pro) at the Mexico City campus
- Showing and discussion of the documentary Eugenio with Branko Pérez Restovic and Alejandra Arrieta

This effort strengthened strategic partnerships with key institutions such as Docs MX, the Mexican Academy of Cinematographic Arts and Sciences (AMACC), Universidad de la Sabana (Unisabana), and Fundación FEMSA. Additionally, companies such as Coca-Cola, Sony, and Harman Pro provided awards and specialized workshops, among other contributions.

### Other Cultural Development Initiatives

- **Alfonso Reyes Chair:** celebrated 25 years with milestones such as the launch of the Ágora Gabriel Zaid.
- **Cultural Heritage:** preserved one million images from historical and artistic collections through digitization, concluded the exhibit “Cuando el hilo se hace red”, launched an immersive digital showcase, and celebrated the 70th anniversary of the Cervantina Library with a congress.

- **Writing Center:** supported over 20,000 users through 575 workshops and tutoring sessions, and launched the Binge Writing! marathon.
- **Passion for Reading:** engaged 9,500 students through 125 events, organized interdisciplinary panels on Don Quixote, and published 12 titles in collaboration with Ediciones Tec.
- **Tec de Monterrey Stand at FIL Guadalajara:** featured podcast production, sound design, and live music.
- **Sustainable and Inclusive Audiovisual Productions:** the “Cineclub: Dilo con Igualdad de Género” analyzed films through intersectional and decolonial perspectives.
- **Digital Neurohumanities Lab:** a space for cultural interaction using extended reality (xR) and neuroscientific analysis, promoting interdisciplinary experimentation in digital humanities.
- **Feminist Artificial Intelligence Network:** the f<A+i>r Network promotes inclusive AI with a feminist and decolonial perspective. It has incubated 13 projects, engaged over 80 female academics, and carried out more than 50 capacity-building initiatives to influence public policy with a focus on social justice.
- **Exploration with UNESCO MIL Alliance:** the MIL Cities Initiative aims to strengthen critical thinking in the age of disinformation through media literacy. It collaborates with the University of São Paulo and the Campana Altamira Initiative to establish an MIL hub in Los Pinos.

- **UNESCO Research Chair on Ethics, Peace Culture, and Human Rights:** promotes ethical reflection to build cultures of peace and respect for human rights through study meetings, academic activities, and publications. In 2024, it held 15 meetings with students and professors, including analyses of works like “Abolir la familia” by Sophie Lewis and “Odio la resiliencia” by Diego Fusaro.

50

**SHORT FILMS  
IN THE NATIONAL PHASE**  
(200 regional participants)



550  
**STUDENTS**



60  
**PROFESSORS**

200

**ASSISTANTS IN  
THE NATIONAL PHASE**

7

**AWARD  
CATEGORIES**

40

**JURIES**  
with extensive experience  
in the film industry

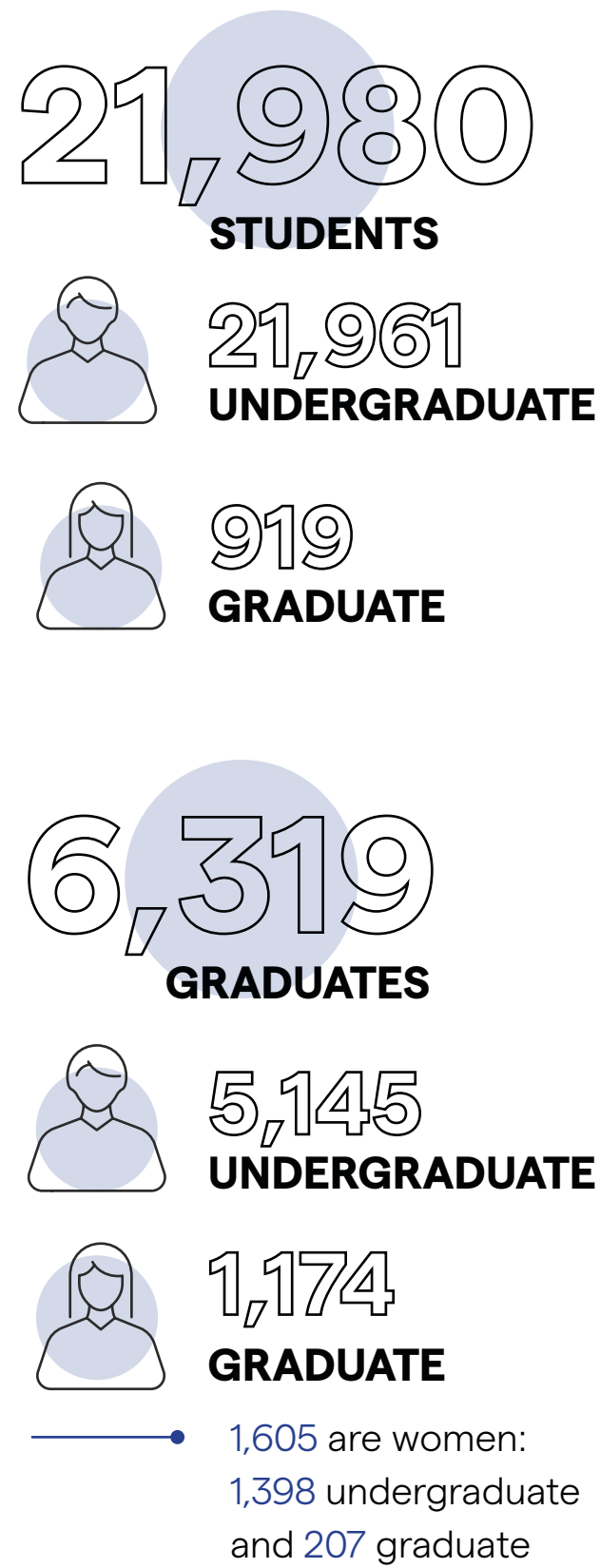




# EDUCATION / SCHOOL / EIC

## SCHOOL OF ENGINEERING AND SCIENCES

In 2024, the School of Engineering and Sciences (EIC) shared a new strategic vision within the institution, aimed at strengthening its international leadership in education and research.



### New Strategic Vision

The EIC outlined a vision focused on enhancing its leadership through:

- **Internationalization:** positioning itself as a leader in Latin America.
- **Key Differentiators:**
  - Applied research
  - Innovation and entrepreneurship
  - Interdisciplinarity
  - Public impact
- **Impact Areas:**
  - Health: improving people's well-being and health
  - Climate and Sustainability: addressing the challenges of climate change and ensuring the planet's sustainability
  - Industrial Transformation: transforming industries to achieve a more prosperous future
- **Strategic Cross-cutting initiatives:**
  - Artificial Intelligence
  - Nanotechnology and semiconductors

This approach represents a significant shift, moving from disciplinary initiatives to purpose-driven impact aligned with global challenges.



### Consolidation of the Education Model

The renewal of the curricula for the 18 undergraduate programs included:

- **Academic demand:** simplifying evaluation methodologies, emphasizing the development of both transversal and disciplinary competencies, and applying individual and group assessments.
- **Regional Focus:** reviewing challenges and their connection with Educational Partners to build more comprehensive plans that have a greater impact on student competencies.
- **Academic Ecosystem:** integrating research projects and competitive teams into more than 40 learning units.
- **Teaching Innovation:** leveraging generative AI, flipped learning, and mastery learning to enrich the learning experience.



### International Alliances and Strategic Partnerships

The EIC expanded its global reach and strengthened its connections with industry through:

- **Universities of Excellence:** established relationships with 12 renowned institutions, including MIT, Stanford, and ETH Zürich.
- **Academic Missions:** developed collaborative projects, scientific publications, and international immersion programs for students and faculty.
- **Key Agreements:**
  - Nestlé: to develop sustainable strategies for dairy farms.
  - Volkswagen: to design an autonomous electric vehicle.
  - University of California, Santa Cruz: to implement robotics projects for sustainable berry harvesting.

The Synergy Forum stood out as a key event, gathering 400 participants, including academic and industry leaders. Additionally, 59 projects generated \$95.4 million pesos in funding.



# EDUCATION / SCHOOL / EIC

## SCHOOL OF ENGINEERING AND SCIENCES

### Interdisciplinary Collaboration

The EIC fostered interdisciplinary initiatives to address complex challenges:

- **Multicampus Research Program:** aims to connect campuses to strengthen publications, attract funding, and develop projects with industry partners.
- **Expedition FEMSA:** focused on advanced technologies such as the Internet of Things (IoT) lab in collaboration with Intel, as well as spin-offs like Forma Foods (sustainable foods) and SytoSol (advanced diagnostics).

### IMPORTANT ACHIEVEMENTS

#### Students:

- Gold and silver medals at iGEM, Paris
- First place at RoboCup, Netherlands
- National record at the Shell Eco-marathon, Brazil

#### Faculty:

- **Meridian Award:** Granted to Dr. Cristina Chuck-Hernández for her leadership in bioengineering and sustainability.
- **Fellowship at the Royal Society of Chemistry:** Awarded to Professor Jürgen Mahlknecht for his contributions to hydrogeochemistry and environmental chemistry.
- **3M Women in Science Award:** Recognized Danay Carrillo Nieves and Marilena Antunes Ricardo for their contributions to bioremediation and agro-industrial transformation.

### Graduate Programs

The graduate programs consolidated their excellence through significant advancements:

- **Professional Graduate Programs:** increased binational courses and certifications in collaboration with other universities, including dual-degree programs with Rice University and UT San Antonio.
- **Scientific Graduate Programs:** in 2024, 105 new postgraduate students and 126 graduate students were enrolled.





# EDUCATION / SCHOOL / EMCS

## SCHOOL OF MEDICINE AND HEALTH SCIENCES

The School of Medicine and Health Sciences (EMCS) continues to train healthcare professionals with academic excellence, technical skills, and social impact. The EMCS addresses current medical challenges through educational innovation, international collaboration, highly specialized programs, and cutting-edge graduate programs.



3,789 PROFESSIONAL AND GRADUATE STUDENTS

- 5 professional programs with 3,265 students
- 17 medical residency programs with 438 students
- 2 postgraduate programs with 50 students
- 1 graduate program with 38 students
- 33 highly specialized medical programs with 36 students

164 PROFEESSORS

- 76 women
- 88 men

65 65 MEMBERS OF THE NATIONAL SYSTEM OF RESEARCHERS (SNI)

8 AVERAGE H-INDEX AMONG RESEARCHERS

131 PROFESSIONAL PROGRAM GRADUATES

- 89 women
- 42 men

10 GRADUATES FROM SCIENTIFIC GRADUATE PROGRAMS

- 5 women
- 5 men

110 CLINICAL GRADUATE PROGRAM GRADUATES

In 2024, we had an efficiency rate exceeding 90% across all our specialties.

The number of spots (new enrollments) increased compared to the number of enrollments in 2024, with 18 new spots for a total of 200 across the 17 Medical Specialty programs.

### Rankings:

EMCS ranks in the top positions in international rankings:

- Times Higher Education (THE) World University Rankings by Subject 2024: 1st place in Mexico in Clinical and Health.
- QS World University Rankings by Subject 2024: 2nd place in Mexico in Medicine.





# EDUCATION / SCHOOL / EMCS

## SCHOOL OF MEDICINE AND HEALTH SCIENCES

### IMPORTANT ACHIEVEMENTS

The EMCS consolidated its position as one of the best institutions for training healthcare professionals in Mexico. Its performance in the [2023 National Exam for Medical Residency Applicants \(ENARM\)](#) demonstrates this, with a prominent presence in the [national Top 5](#):

- [Guadalajara Campus](#): 2nd place nationwide
- [Monterrey Campus](#): 3rd place nationwide
- [Mexico City Campus](#): 5th place nationwide

These results reflect the [high terminal efficiency](#) of the medical specialty programs, achieving a rate of over [90%](#) due to close follow-up of professors and mentors.

Additionally, the academic offering at the EMCS continues to grow. Starting in [March 2025](#), two new highly specialized programs will be launched:

- [Hip and Knee Joint Surgery](#)
- [Arthroscopy and Sports Injuries](#)

### Educational Innovation

A key pillar in this process is the [multicentric model](#), which allows students to enhance their education through practice in [various clinical and hospital settings](#). This model is characterized by:

- [Rotations at multiple sites](#): students acquire experience in public, private, and community hospitals, including Zambrano Hellion Hospital (TecSalud), Hospital Universitario de la UANL, and Christus Muguerza.

- [Advanced simulation and flexible teaching](#): students engage in hands-on practice in state-of-the-art simulation labs and controlled clinical environments, ensuring the development of technical skills and decision-making abilities in a safe setting.
- [Interdisciplinary collaboration](#): encourages teamwork across various health disciplines and specialties, promoting a well-rounded, patient-centered education.
- [Community focus](#): students participate in care projects for vulnerable communities, applying their knowledge in real-world, high-impact social contexts.

In collaboration with [Johnson & Johnson](#), we implemented a [surgical skills and techniques training](#) the first of its kind in Latin America.

### International Events

- [U21 Health Sciences Group 2024 Annual Meeting](#) at the Faculty of Medicine, University of Amsterdam.
- [Learning Communities Institute \(LCI\) 2024 Annual Meeting](#) at the University of New Mexico School of Medicine.
- [FILS 2024 – 10th International Forum on Leadership in Health](#) at Zambrano Hellion Hospital. Organized by the EMCS-TecSalud as the host of the Regional Office for Latin America and the Caribbean within the Alliance of Academic Health Centers International (AAHCI).

### Graduate Programs: Innovation and Advanced Specialization

Throughout the year, there was an implementation of several changes and innovations to improve the education experience in the medical specialties programs. Some of the most outstanding are:

- Implementation of a virtual simulated ophthalmic microsurgery system to progressively develop surgical skills, ensuring better patient outcomes and safety.
- Implementation of the evaluation of these surgical skills using the OSCAR method (Ophthalmology Surgical Competency Assessment Rubric) to assess the performance of residents in simulated and real patient microsurgery.
- Clinical care-based learning in ophthalmology, integrating hands-on clinical practice into education.

The EMCS also expanded its Continuing Education programs. Key achievements include:

- The EMCS also expanded its Continuing Education programs. Key achievements include:
  - Development of four new “Premium” programs:
    - Health Systems Management
    - Artificial Intelligence
    - Management and Marketing for the Hospital Sector
    - Digital Health
- Expansion of the Offer Catalog
- Introduction of new Dentistry Updating Programs
- Launch of the new Pharma and Health Hub
- Increase in the number of experts on faculty

### Visibility and International Engagement of Graduate Programs

The EMCS has strengthened the global projection of its graduate programs through:

- Participation in the [1st Graduate Networking Event](#) and competitions such as the 3MT Contest, where an [Internal Medicine](#) resident secured [2nd place](#).
- Agreements with institutions like the [Ragon Institute](#) and the [University of Texas at Austin](#) that offer seminars, research opportunities, and online courses to nearly [400 students](#).
- Engagement of professors and residents in forums such as [ICRE 2024](#), organized by the [Royal College of Physicians and Surgeons of Canada](#).





# EDUCATION / SCHOOL / EN

## SCHOOL OF BUSINESS

In 2024, the School of Business (EN) upheld its commitment to academic excellence, combining innovation and practice to develop leaders with strategic thinking skills to be capable of transforming the business ecosystem and get closer to a true conscious capitalism where today's actions do not have a negative impact in future generations and their possibilities.



15,410  
STUDENTS

7,126 women  
8,284 men

424

FULL-TIME  
PROFESSORS

217 women  
207 men

1,906

PART-TIME  
PROFESSORS

24,310

GRADUATES

12,780 women  
11,530 men

500

EDUCATIONAL PARTNERS

### RANKINGS

QS World University Ranking by Subject 2024:

- Marketing: 20th place
- Business & Management: 23rd place (+1 vs. 2023)
- Accounting & Finance: 71st place (+21 vs. 2023)

### IMPORTANT ACHIEVEMENTS

The School of Business has strengthened its academic offer with innovative programs and high-impact projects.

— Bachelor in Business Administration

This program was launched at the Guadalajara, Monterrey, and Santa Fe campuses to foster global talent development at the undergraduate level.

— International Business Case Competition (IBCC)

In its third edition, the competition brought together participants from four universities across Latin America for the first time, with HP Mexico as a education partner. Teams from Aguascalientes and Monterrey stood out among the seven participating teams.

— QS Reimagine Education Awards 2024

Three of the projects developed by the School of Business were recognized as finalists:

- GreenFlags, Hyperpersonalization of Learning with AI-RX: Educational Impact on Social Responsibility: students explore the Green Flags Craft company in a virtual reality environment, where they identify problems and challenges that are compared to the ISO 26000 standard to generate shared value proposals.

- Conscious Enterprise Education: dedicated to reimagining business education through programs aimed at developing leaders who prioritize people, the planet, and economic benefit.

- Virtual Reality and AI for Entrepreneurship: strengthens students' resilience and confidence in entrepreneurship-related scenarios by integrating virtual reality and artificial intelligence into the curriculum using the Virtual Speech software.

### Awareness for Mexico

An initiative proposed by the School of Business Board aimed at leveraging academic spaces for students to get deep understanding of the country's realities among students and a commitment to its transformation. This initiative impacted 166 students from the School of Business at the Querétaro campus.

### Academic Results

- EXIL Exam: it was applied during the Exploration stage with results of 48.44% of students with outstanding or satisfactory results, allowing the identification of improvement areas from the early academic cycles.
- Graduation Exam for Bachelor's Degrees (EGEL) showed that 84.6% of students achieved outstanding or satisfactory performance in their disciplinary areas and academic level.
- The Eighth-Semester Assessment exclusive to the School, was conducted with 3,088 students, and results from the FJ24 semester indicated that 61% achieved a solid level, while 3.7% reached an outstanding level. It also served as a recruitment tool for Educational Partners.



# EDUCATION / SCHOOL / EN

## SCHOOL OF BUSINESS

— Integrative Exam: designed by the EN to assess comprehensive learning. It reported that 78.49% of students demonstrated outstanding or satisfactory performance.

### Innovative Learning

The School developed and implemented initiatives to strengthen the comprehensive education of its students by connecting theory with practice.

#### Habitat for the Future of Business

The ecosystem expanded to nine campuses with the construction of 14 specialized laboratories, aiming to transform the academic experience by equipping students with the tools needed to lead in a dynamic and ever-evolving business environment.

There were four newly inaugurated labs:

- **Leading & Competence Lab:** leadership development in real-world scenarios featuring escape rooms and observation rooms.
- **International Business Lab:** simulation of logistics and trade experiences using virtual reality and specialized treadmills.
- **Innovation and Entrepreneurship Lab:** creation of physical and digital prototypes with specialized software, 3D printers, and scanners.
- **Financial Trading Room:** simulation of stock market experiences using platforms like Bloomberg and a financial videowall.

Additionally, a dual-degree option was introduced, allowing students to earn a second degree in Business Intelligence (LIT), Marketing (LEM), or Finance (LAF), available at seven campuses.

### Connection to Business Practice

#### Leadership Voices and *Líderes Dirigentes*

The EN strengthened the connection between the academic and the business worlds through the Leadership Voices and *Líderes Dirigentes* initiatives. These initiatives aim to bring business leaders from diverse sectors and industries into the classroom, offering students the opportunity to hear valuable experiences and learn from the journeys shaping businesses in Mexico, Latin America, and the world.

- 99 Leadership Voices
- 160 *Líderes Dirigentes*

### Best Mexican Companies

Tecnológico de Monterrey together with Deloitte and Citibanamex award recognition to medium-sized Mexican companies for their high-level business management performance. The program aims to foster better business practices that create value in Mexico.

- 108 companies recognized with the MEM distinction
- 146 Tec professors participated as coaches
- 44 students from 3 campuses were involved

### Professional Connection and Employability

To provide students with full immersion in real business environments. The School of Business established Professional Internship agreements with Educational Partners. This year there were highlighted internships at companies such as American Express, Banorte, Bafar, Cemex, Grupo Posadas, Innovasport, and Urrea.

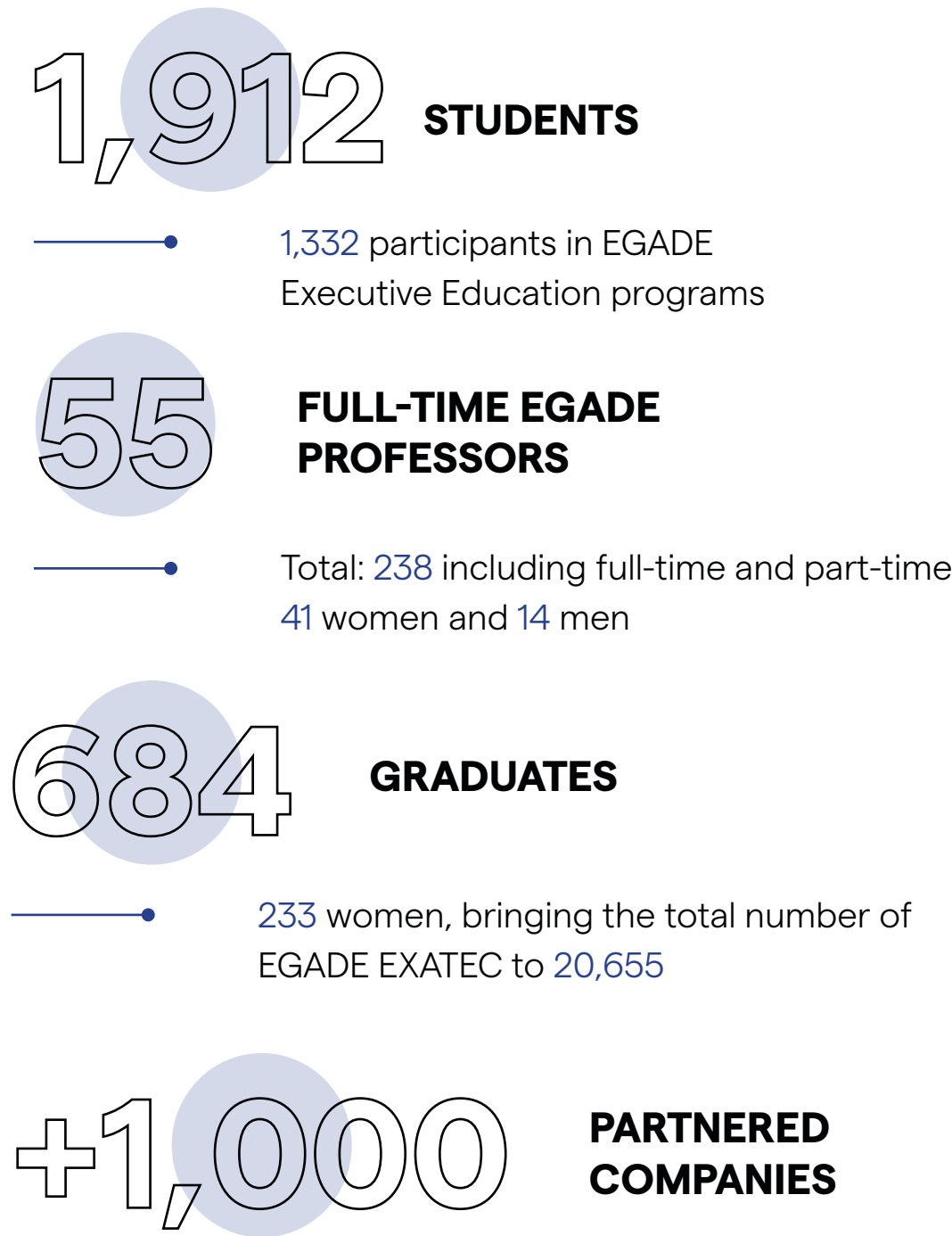




# EDUCATION / SCHOOL / EGADE

## EGADE BUSINESS SCHOOL

### EGADE in Numbers



### IMPORTANT ACHIEVEMENTS

#### International Recognition

- Leader in rankings such as the #1 Business School in Mexico and Latin America, with the EGADE Business School Full-Time MBA, Master in Finance, Master in Business Analytics, and Master in Business Management leading their respective categories.
- Awarded the 5 Palmas of Excellence by Eduniversal, maintaining its status as the best business school in Mexico and Latin America for 17 consecutive years, and the only one in Mexico to achieve this distinction.
- Reaccredited by the Association of MBAs (AMBA) for an additional five-year period.
- Recognized as a "Highly Commended" School in the Financial Times Responsible Business Education Awards 2024.

#### Development of the Academic and Executive Education Portfolio

- Launch of the Master's in Strategic Marketing and the Master's in Business Management.
- Launch of the Senior Management Program (SMP) together with the IE Business School, as well as the program Sustainable Finance and ESG for Business.

### EGADE Business School Action Week 2024

- The second edition took place in Monterrey, focusing on business transformation for sustainable impact.
- It brought together more than 500 students, alumni, faculty, and members of the business community.
- The event was recognized by QS and AMBA & BGA.





# EDUCATION / SCHOOL / EGADE

## EGADE BUSINESS SCHOOL

### Innovative Academic Strategies

To enhance the student experience, EGADE inaugurated three new areas at the Monterrey campus:

- Learning Common: designed for individual and collaborative study.
- EXATEC Connect & Career Hub: offers services such as mentoring, coaching, skills development, and connections with companies and hiring organizations.
- Admissions & Registrar Services: provides support to candidates and current students in their academic processes.

### Faculty Positioning

EGADE Business School strives to elevate the thought leadership and opinions of its faculty. To achieve this, more than 190 opinion articles and faculty interviews were featured in national and international media outlets, including CNN en Español, Expansión, Forbes México, Estrategia & Negocios, Alto Nivel, and Ambition.

### Collaborative Initiatives and Positioning

Through projects such as specialized lectures and exchange programs, EGADE Business School seeks to promote and strengthen business ecosystems while positioning its experts on both national and international stages.

**Innovation Community**  
Through this initiative, EGADE Business School brought together Chief Innovation Officers (CIOs) from major companies in Mexico to co-create insights and share best practices for accelerating innovation in the country. Chapters were launched at the Monterrey, Mexico City, and Guadalajara campuses, with participation from companies such as Arca Continental, Bimbo, BBVA, Cemex, Grupo Coppel, Sanofi, Nestlé, Oracle, among others.

**UNESCO CHAIR: Anticipatory Leadership for Innovative and Better Futures**  
A collaboration between EGADE Business School and EGobiernoTP to enhance the capacity of individuals and communities to imagine and shape innovative and sustainable futures.

**Philanthropy and Impact Investment Chair**  
An initiative launched this year by EGADE Business School and Fundación FEMSA with the goal of conducting research and fostering an ecosystem of sustainability and anticipatory leadership.

### Professional Connections and Employability

EGADE has partnerships with over 140 companies worldwide for the attraction and recruitment of its students, including Google, IBM, Microsoft, McKinsey, PWC, Deloitte, Stripe, BBVA, Ternium, Grupo Coppel, Banorte, Sanofi, and SAP, among others.

90% of EGADE Business School students get employed within the first six months after graduation.





# EDUCATION

## INTERNATIONALIZATION: A BRIDGE TO GLOBAL EXCELLENCE

Convinced that international exchange strengthens the vision and capabilities of our community, Tecnológico de Monterrey reiterates its commitment to the comprehensive and global education of its academic community through a robust internationalization strategy.

In 2024, the university solidified its position as a leader in academic mobility, international collaboration, and intercultural experiences.



### International Programs and Collaborations

Research internship programs stood out for their impact, enabling students to collaborate with institutions such as Harvard Medical School, Massachusetts Institute of Technology, and Massachusetts General Hospital. Additionally, the University signed an agreement with the Ragon Institute to expand internship and collaboration opportunities for students in areas such as immunology and medical technology. In addition, collaborations with Purdue University, University of Illinois – Urbana, University of Notre Dame, Washington University in St. Louis, and Australian National University aim to strengthen research and mobility activities.

It is worth mentioning the double-degree program for Engineering and Business students with the German University Consortium DHIK. During the first semester, students study at one of its universities, and in the second semester, they complete a professional internship at a company in Germany.

162

**AGREEMENTS FOR ACADEMIC  
MOBILITY AND COOPERATION  
WITH FOREIGN INSTITUTIONS.**

### iSummer

The diversity and quality of international programs are reflected in initiatives such as "iSummer," an academic traveling experience where international participants engage in academic classes, cultural activities, and trips across various campuses, including Monterrey, Mexico City, Chiapas, Guadalajara, Puebla, and Querétaro.

This year, 54 international students from 21 universities participated in 4 different programs:

- Global Business ( 19 students )
- Mexican Cultural Heritage ( 15 )
- Beyond Borders ( 12 )
- Regional Economics ( 8 )

### Global Shared Learning (GSL) and Global Week

The GSL Classroom enabled 7,774 Tec undergraduate students and 8,972 international students to participate in 289 collaborative courses with 119 universities across 26 countries.

The GSL Week included a total of 32 collaborations, reaching 2,610 students, of which 1,548 were from Tecnológico de Monterrey and 1,047 were international students.

1,054 IN 52 COUNTRIES  
**ACTIVE AGREEMENTS**





# EDUCATION

## INTERNATIONALIZATION: A BRIDGE TO GLOBAL EXCELLENCE

### Financial Support for Internationalization

Throughout 2024, scholarships were awarded to facilitate international experiences:

- The "Mi experiencia internacional" Fund benefited 18 Tec de Monterrey students with socioeconomic scholarships, providing support for transportation and living expenses during their exchanges.
- Universidad Autónoma de Madrid (UAM)-Banco Santander provided six scholarships with benefits including monthly allowances, financial aid for expenses, and tuition fee waivers at UAM.
- The Trilateral Student Exchange (TSE) program in Las Nubes, Costa Rica, offered full scholarships to three Leaders of Tomorrow students to participate in summer courses focused on the Sustainable Development Goals.
- McCall MacBain Scholarships provided full tuition coverage, along with a monthly living stipend and relocation support for studies at McGill University, Canada.

### International Recognitions

At the RISE Awards Universitas 21, Tecnológico de Monterrey students excelled by winning in two categories. This award recognizes innovative and collaborative projects that generate a positive impact on society.

In the "Most Collaborative" category, the CultivArte project was honored for using art as a tool to transform environments and promote peace, benefiting over 4,600 children and adolescents in rural communities in Guanajuato and Querétaro.

In the "Most Innovative" category, the Chinampac project was recognized for developing an automated aquaponic system that combines fish and plant cultivation, saving 90% of water and providing sustainable food for 15 families.

Additionally, as part of the McCall MacBain program, two Tecnológico de Monterrey students received distinctions: the Finalist Award and the Regional Award, positioning them among the top international candidates.





# EDUCATION

## DRIVING YOUNG TALENT

Tecnológico de Monterrey drives the development of young talent through educational support initiatives that facilitate access to an education of excellence. These initiatives foster personal growth within the community and enhance its positive impact on society.

While most students are of Mexican origin, we take pride in having awarded 7 scholarships to outstanding young individuals from other Latin American countries, including El Salvador, Guatemala, Honduras, Panama, and the Dominican Republic.

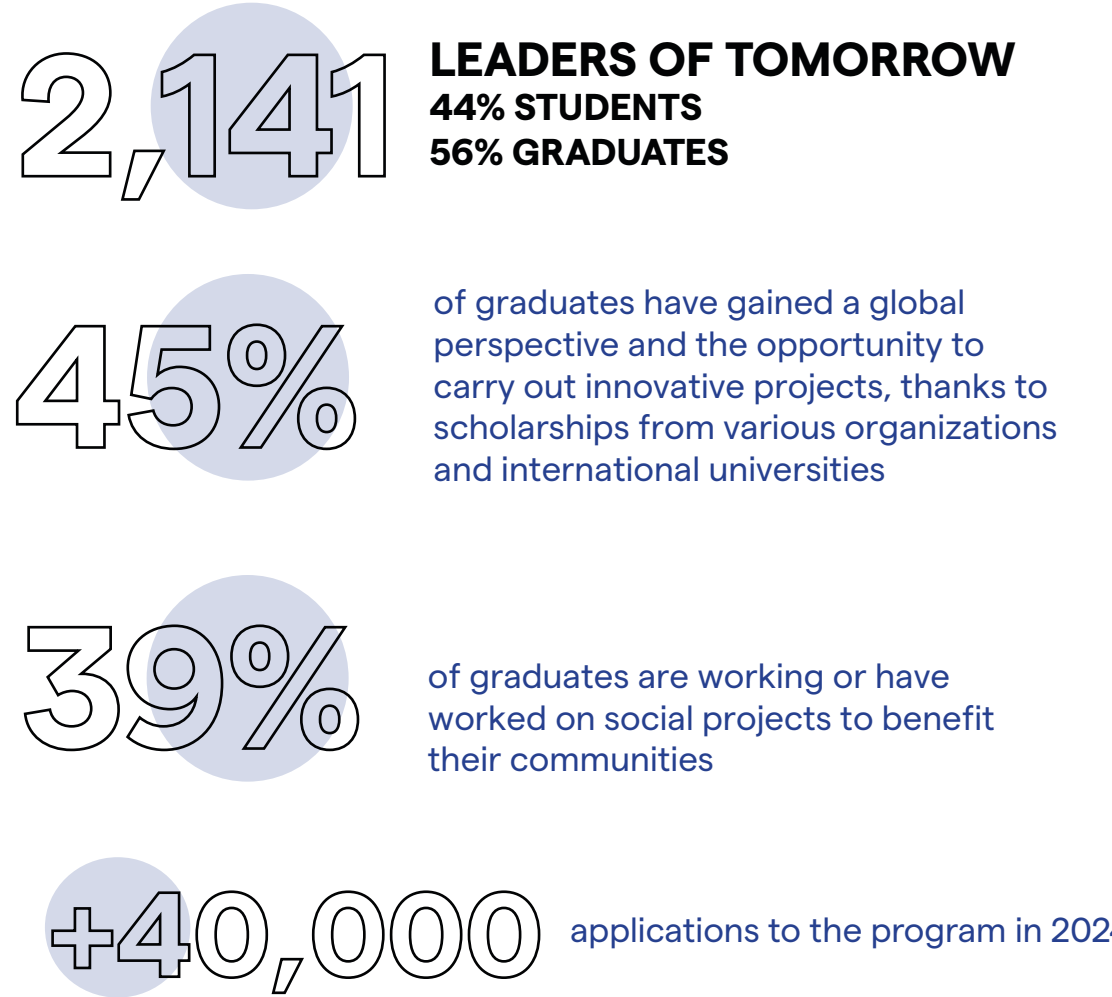
### Leaders of Tomorrow

Leaders of Tomorrow is the program designed for young individuals with talent and commitment to transform their surroundings. These exceptionally talented students receive a 100% scholarship to pursue their degree at Tecnológico de Monterrey.

Since the initiative’s creation 11 years ago, Leaders of Tomorrow has awarded 2,141 full tuition scholarships. Currently, there are 944 active students who stand out for their academic excellence, exceptional talent, and positive impact generated in their communities even before joining Tecnológico de Monterrey. The young participants in this initiative undergo a rigorous selection process, allowing the institution the privilege of admitting students with academic excellence, those who have created a social or community project with measurable results, and those who demonstrate the creativity to continue enriching their surroundings and the student community.



The Leaders of Tomorrow program is a collective effort that brings together many contributions, including the generosity of donors, Tec de Monterrey board members who contribute resources, faculty and staff who support various initiatives linked to the program, Sorteos Tec, which generates income for this project through ticket sales, key allies such as companies, organizations, and foundations that contribute to the initiative, EXATEC associations across the country that have created the EXATEC Scholarship for Leaders of Tomorrow that raises funds to award 5 scholarships, and Leaders of Tomorrow students and alumni who created the Leader-to-Leader Scholarship who awarded 11 scholarships so far.





# EDUCATION

## DRIVING YOUNG TALENT



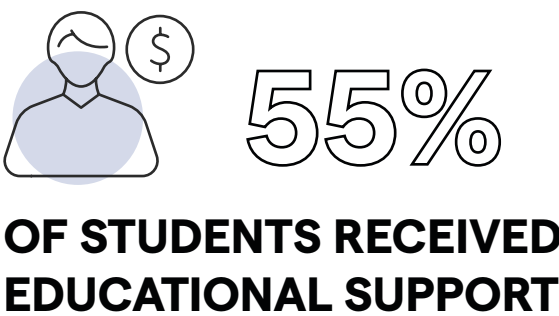
### Educational Support: Scholarships and Loans to Transform Lives

- Scholarships: recognizing talent in all forms**  
Tecnológico de Monterrey offers a variety of scholarships that recognize academic, student, entrepreneurial, creative, transformative, and STEAM talents to facilitate access to higher education for interested young individuals.
- Educational Loans: building opportunities with flexibility**  
In addition to scholarships, the institution offers educational loans as an additional tool. This financial support allows students to partially or fully cover the cost of their studies with flexible payment options and competitive rates, providing comprehensive assistance tailored to the needs of each student and their families.

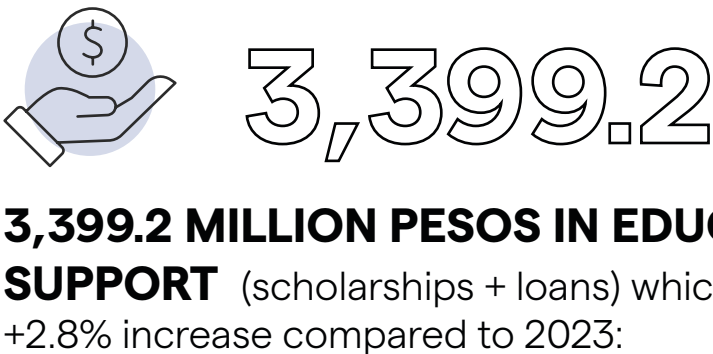
The educational loan from Tecnológico de Monterrey is a support system designed for students with financial needs, regardless of their academic average. Through this loan, students can defer up to 25% of their tuition payments, with the option to settle the amount after completing their studies. This model operates under a solidarity framework, as the repayment enables other students to access the same support in the future.

### Educational Support: Students Benefited from Educational Support

#### Undergraduate

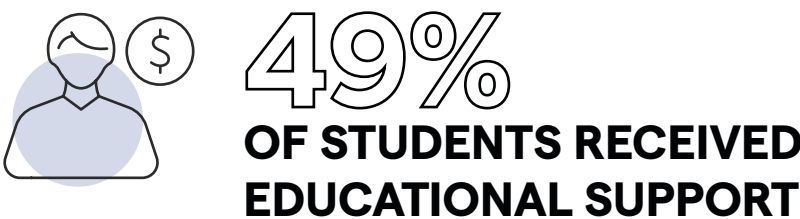


- 26,018 students in the FJ'24 semester
- 26,300 students in the AD'24 semester

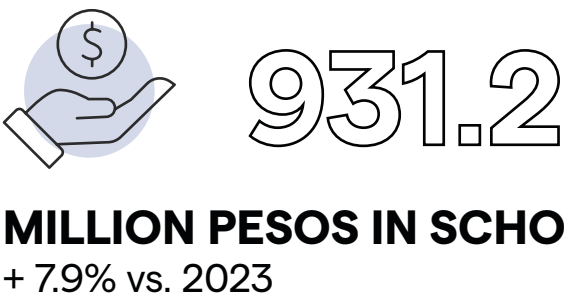


- 81% scholarships: 2,744.2 million pesos in scholarships which represents a +5.1% increase compared to 2023.
- 19% loans: 655 million pesos in loans which represents a -5.8% decrease compared to the previous year.

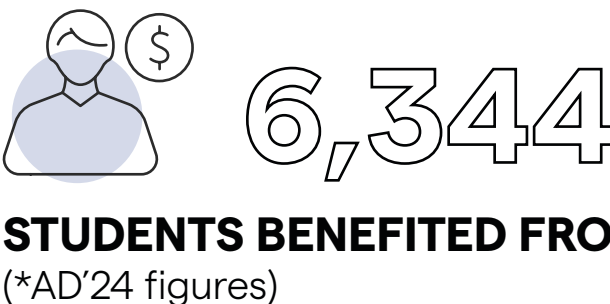
#### PrepaTec



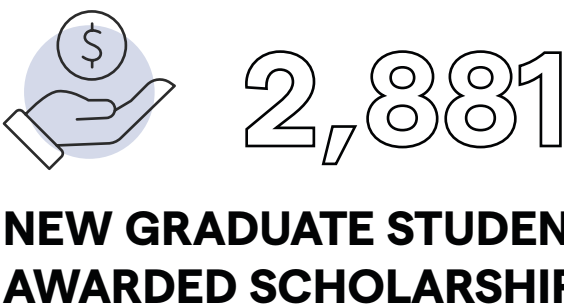
- 12,930 students in the EM'24 semester
- 13,811 students in the EM'24 semester



#### Graduate Programs



- 1,391 students received a 100% scholarship
- 4,953 students received scholarships with percentages below 100%





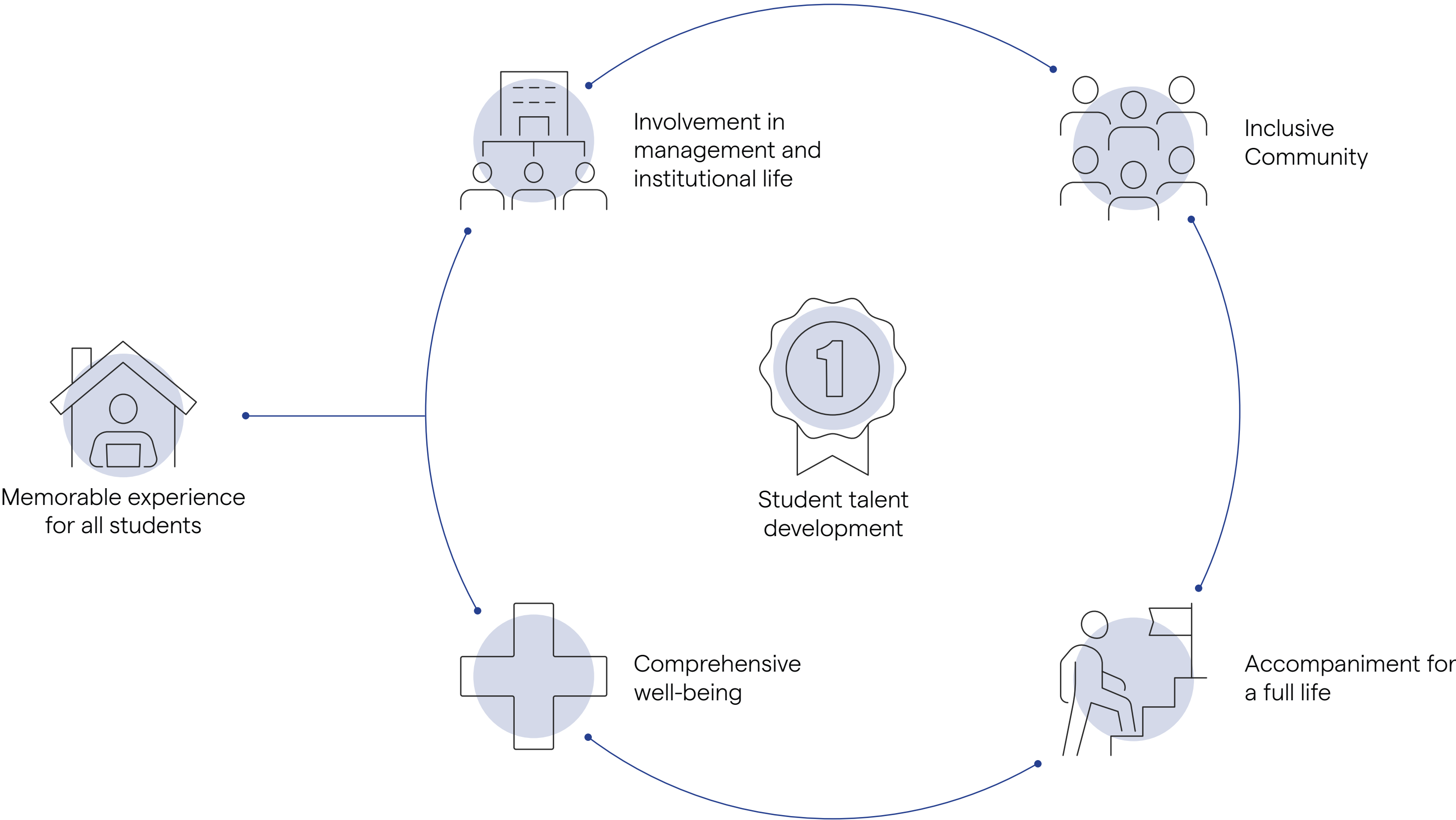
EDUCATION

# LEADERSHIP AND STUDENT DEVELOPMENT (LiFE)

## LEADERSHIP AND STUDENT DEVELOPMENT (LiFE)

The Leadership and Student Development (LiFE) model aims to offer a memorable university experience that fosters self-fulfillment and enhances leadership through transversal competencies. It is a key element of the comprehensive education that distinguishes our educational model. This model is structured around five main pillars, including artistic, athletic, and wellness activities integrated with the 2019 academic plans.

LiFE promotes a cohesive student community, where each student can find a stimulating environment to study, innovate, and make a difference. Aware that each student is unique with particular skills and talents, a wide range of activities is offered to promote their well-being and foster the integration of the student community.





# EDUCATION

## LEADERSHIP AND STUDENT DEVELOPMENT (LiFE)

		January June	August December
Students Enrolled in LiFE Classes in 2024		46,684	52,338
Most Popular Classes	Sports Training	19,679	25,698
	Artistic Training	15,786	18,399

### Culture and Sports Experience

#### Most Representative Sports and Cultural Events

- Copa Intramuros Borregos 2024
  - 3 campuses: Toluca, Guadalajara, and Monterrey
  - 4 disciplines: Volleyball, Basketball, 7-a-side Soccer, and 5v5 Flag Football
  - 3,587 participant students from high school and undergraduate programs
- VibrArt is the largest cultural and artistic movement at Tecnológico de Monterrey. This movement, dynamic and ongoing throughout the year, included the organization of the National Festival held in Puebla.
  - 1,561 original works
  - 4,410 student artists
  - 34,000 visitors, both in-person and online

- Universiada Nacional 2024 is the most important sporting event for higher education institutions and was held at the Universidad Autónoma de Aguascalientes.
  - 342 students participated from nine Tec de Monterrey campuses
  - 71 medals: 26 gold, 23 silver, 22 bronze
  - Campus Monterrey: 42 medals / 5th place nationwide due to total medals won
  - Borregos Monterrey celebrated their third consecutive championship at home in the ONEFA, strengthening their leadership in university football.



#### Results in National and International Competitions

The representative teams of Tecnológico de Monterrey achieved outstanding results in various national competitions such as those organized by the National Sports Commission for Private Institutions (CONADEIP), the National Student American Football Organization (ONEFA), and the Student Basketball Association (ABE). Additionally, Tecnológico de Monterrey stood out with significant achievements in various international competitions such as the Pan American Games, the FISU Americas tournament, and FISU 3x3.

Discipline	Tournament	Campus	Category	Position
Taekwondo	Pan American	MTY	Women's	1st Place
Basketball 3x3	Pan American	MYT	Women's	2nd Place
Basketball 3x3	Pan American	TOL	Women's	3rd Place
Futsal	FISU América	MTY	Women's	2nd Place
Swimming	CCCAN	MTY	Both	10 gold medals*





# EDUCATION

## LEADERSHIP AND STUDENT DEVELOPMENT (LiFE)

### Involvement in Campus Management and Life

Another key aspect of the LiFE model is the involvement of students in campus management and life, which strengthens both leadership and their sense of belonging to the institution, as well as encouraging their participation in improving the environment.

- 19,217 students participated in LiFE activities
- 1,262 student groups were registered nationwide

One of the most important achievements in this matter was the standardization of the student participation platform, Actúa MX, and the creation of the FETEC Scholarship as part of the Leaders of Tomorrow program.

### FETEC Scholarship – Leaders of Tomorrow

The Student Federations from all campuses joined efforts through the project "*Generosidad en acción*" to raise funds for a scholarship through the program Leaders of Tomorrow. The result was a total amount of \$933,608 pesos, which allowed the first FETEC – Leaders of Tomorrow scholarship to be awarded.

### Actúa MX

In the context of the 2024 federal election, a series of initiatives were implemented to promote citizen participation and political dialogue, including:

- Voter ID campaigns in collaboration with Me Veo.

- National forums held at the Santa Fe, Querétaro, and Monterrey campuses, with participation from journalists, opinion leaders, presidential candidates, and campaign coordinators.
- Regional forums at campuses in Guadalajara, León, Puebla, Cuernavaca, and Mexico City, focused on gubernatorial candidacies, heads of government, and other political positions. There were over 60 across campuses to generate opportunities for interaction between students and key political figures.



### Leadership and Community Impact

This year, the fourth call for the Eugenio Garza Sada Global Leadership Program (EGS Global) was launched with the goal of enhancing competencies such as well-being, empathy, communication, and leadership through activities focused on intra- and interpersonal skills.

- Generation '24 with 191 students from nine campuses (Monterrey, Mexico City, State of Mexico, Santa Fe, Toluca, Puebla, Querétaro, Guadalajara, and Sonora Norte).



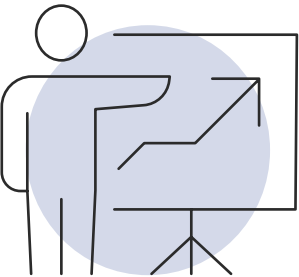


# EDUCATION

## PREPATEC

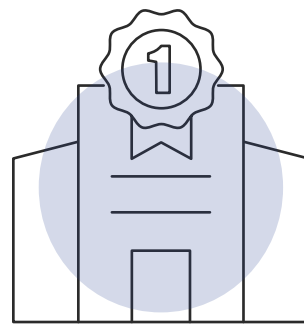


PrepaTec's goal is to maximize the value of academic training and the integral experience of its students, preparing its graduates to excel at Tecnológico de Monterrey or at the best universities in the world. Its educational model is based on:



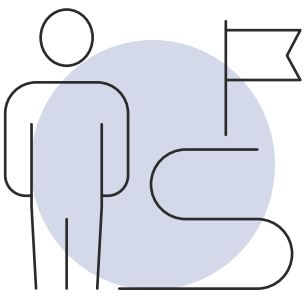
### ACADEMIC EXCELLENCE

with a focus on university preparation.



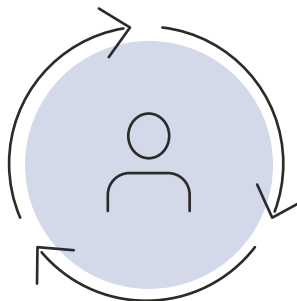
### TOP-LEVEL FACULTY

composed of more than 2,700 innovative teachers linked to the professional world.



### INTERNATIONALIZATION OF ITS STUDENTS

over 3,800 (52%) of 2024 graduates had an international learning experience in one of the 150 programs offered.



### SAFE LEARNING ECOSYSTEM

that promotes leadership, entrepreneurship, and the development of artistic talents in a secure and collaborative environment.

## Evolution and Strengthening of the Educational Model

In 2024, PrepaTec strengthened its educational model by optimizing the curriculum and competency model, incorporating Project-Based Learning. This way, semester projects were integrated with a guiding axis that allows linking different subjects, developing cross-cutting life skills, and providing clear and purposeful feedback. For this purpose, the institution collaborated with experts in this methodology, such as Humane Education and Facing History & Ourselves.

Additionally, 171 seed courses were designed, in collaboration with 100 professors and the Digital Education team, preparing to include AI assistants. Pilots were implemented in 24 high schools and it is expected that by 2025, all PrepaTec schools will have piloted at least one of the projects.





# EDUCATION

## PREPATEC

### Faculty Talent

Over the past year, PrepaTec consolidated a comprehensive, creative, and student-centered faculty profile, while promoting their well-being and professional development.

**2,779** PROFESSORS  
committed to innovation,  
technology, and current realities.



Among the initiatives for [strengthening the faculty](#):

- [Talent increase](#)  
22 foreign professors were hired, increasing international representation from 5% to 7.5%. 80 professors with master's degrees and teaching experience.
- [Faculty classification evolution](#)  
+161% increase in applications, with 311 registered professors and mentors.
- [Recognition and compensation](#)  
Programs such as the "Circle of Outstanding Professors" and the "Inspirational Teachers Award" strengthened the appreciation of the faculty, along with an increase in compensation for 20% of the full-time faculty.

A [New Faculty Development Model](#) was designed, which defines the professor's career path based on the competencies of the educational model, their professional development, and personal well-being and growth. This model includes:

- Strategic training with leading institutions like Stanford, ISTE, and Humane Education.
- Strengthening the training offer with more than 100 courses, workshops, and CADl (Discipline Update Courses) with a training day that impacted 800 professors.
- Specialized programs such as the PrepaTec Educational Model Update course and AI training.



### Main Initiatives of PrepaTec in 2024

#### Leaders with Human Sense (LSH):

In its 9th edition, held at the Guadalajara campus, there was participation of a total of 7,700 students and around 250 mentors from 34 high schools. This program linked social projects with the Leadership for Social Development course, generating tangible impact through 1,384 initiatives promoting values and social commitment.

#### Entrepreneurship:

Fostering an entrepreneurial spirit at PrepaTec translates into projects that transform innovative ideas into specific solutions, with a focus on technology, sustainability, and social responsibility.

#### ExploraLabs:

In collaboration with the [Garza Lagüera Institute of Entrepreneurship](#), this program introduces students to entrepreneurial idea validation tools. In its first edition, 41 students from 15 campuses participated, developing and presenting high-impact prototypes.

#### International Competitions:

The winning projects of PrepAppsTec 2023 were invited to participate in the *Jacobs Teen Innovation Challenge* at the University of San Diego, competing with over 4,200 participants from 30 countries and winning multiple awards.

- [Dry Toilet](#) (PrepaTec Guadalajara) won the award for Best Global Social Innovation.
- [Rolling Towards Menstrual Equality](#) (PrepaTec Metepec) was awarded for its impact on social justice.
- [LyfyTap](#) (PrepaTec Metepec) received an honorable mention.

#### Alternative credential in entrepreneurship:

This credential, designed to last for three semesters, aims to prepare students in innovation and entrepreneurship methodologies. This program will launch in 2026, with additional pilots in 2025.



# EDUCATION

## PREPATEC

Students from different PrepaTec high schools participated with other successful entrepreneurship projects such as:

- Water filtering paving stones (PrepaTec Aguascalientes), to propose sustainable solutions.
- Transforming waste for the environment (PrepaTec Monterrey), with a focus on sustainability.
- App to connect donors with help centers (PrepaTec Laguna), enhancing social impact.

### Strengthening Academic Quality

PrepaTec implemented key initiatives to ensure academic excellence and the comprehensive development of its students, highlighting areas such as technology, multiculturalism, and educational innovation.

- **PrepaTec Avanza:**  
A standardized exam applied to over 21,000 students in 31 high schools in the first, third, and fifth semesters with the goal of reinforcing essential learning in Spanish, Math, and Science. Results will be used in 2025 to design educational improvement strategies.
- **Advanced Placement (AP):**  
With the national pilot of the AP Calculus BC course, 293 students participated in in-person and virtual groups, strengthening their advanced preparation in mathematics. Additionally, nine high schools were authorized by College Board to administer AP exams.

- **Strengthening the Multicultural Program:**  
The Multicultural Program was expanded to PrepaTec Laguna with 34 students in August 2024. Additionally, IES and Generation Global training (100% of PrepaTec high schools and 356 professors, 36 DPAs) was completed, and the Repository for Building Intercultural Dimensions was created, which includes student competency evidence folders by school and generation.
- **Humane Education-IB Solutionary Core:**  
In collaboration with six international schools and Humane Education, components focused on global problem solvers within the International Baccalaureate (IB) program were designed.
- **First delegation to the White House:**  
A group of 61 students and seven professors visited the White House to participate in a program linking schools from the United States and Puerto Rico, broadening their global perspective.
- **Road to College and career counseling:**  
The program supported students in their admission process to both Tecnológico de Monterrey and global universities, with tools like the GERO platform and training for 33 counselors on international admission processes and essay writing.

### Well-being and Inclusion

- **CuidádoT:** detection and care for 1,686 students through the survey.
- **Radar 7D:** pilot app for 4,577 students that evaluates their well-being in seven dimensions, generating plans for integral development.
- **Día RULER:** initiative linked with the Yale Center for Emotional Intelligence to reinforce emotional intelligence, impacting 24,715 students, 670 teachers, and 1,500 parents.





# EDUCATION

## CONTINUING EDUCATION AND GRADUATE

In 2024, Tecnológico de Monterrey consolidated a flexible and personalized learning ecosystem with the goal of helping young people and adults in Spanish-speaking regions achieve their life projects.

Key achievements include:

- Designing the lifelong learning initiative for the education group,
- Increasing impact on individuals and organizations, achieving a 20% annual growth, and
- Consolidating the evolution of continuing education through the implementation of The Learning Gate and Digital Academy platforms.



### Continuing Education in Numbers

120,764

LEARNERS BENEFITED FROM CONTINUING EDUCATION PROGRAMS

104,451

LEARNERS IN SOCIAL PROGRAMS AND EDUCATION FOR DEVELOPMENT

460

ORGANIZATIONS PROMOTING HUMAN AND PROFESSIONAL DEVELOPMENT THROUGH RESKILLING AND UPSKILLING

1,218

IN-COMPANY PROJECTS (U4O)

261

CATALOG PROGRAMS

749

OPENINGS OF CATALOG PROGRAMS (U4P)

1,689

LEARNING FACILITATORS

89

NET PROMOTER SCORE PARTICIPANT (NPS)

88%

POSITIVE AND SIGNIFICANT IMPACT ON PARTICIPANTS

87%

BEST TRAINING OPTION

### Digital Continuing Education

3,706

PARTICIPANTS IN MICRO-CREDENTIALS COURSES, DIGITAL SEMINARS, AND MOOCS

22

COUNTRIES REPRESENTED

2,984

BADGES AWARDED

185,920

HOURS OF DIGITAL CATALOG TRAINING

27,340

DIGITAL ACCREDITATION RECOGNITIONS



# EDUCATION

## CONTINUING EDUCATION AND GRADUATE

**Quality recertification endorsed by ANEOR / ANCYPEL e-learning providers in Europe.**

**Main Initiatives for Promoting Continuing Education**

- **The Learning Gate**  
A 100% digital, flexible, customizable, and comprehensive learning model designed to shape the development trajectory of each individual through the accreditation of new competencies, knowledge renewal, and adaptation to a constantly changing market. In 2024, the ecosystem was strengthened by adding the Digital Transformation area to the existing six.
- 458 certifications, paths, competencies, and sub-competencies
- 5,461 learning hours
- 4,203 learners (+135% vs. 2023)
- 11,322 badges awarded (+287% vs. 2023)

- **Liderly**  
A digital ecosystem focused on employability that connects organizations with specialized talent in information technologies and digital roles. It offers a digital experience through five key services: diagnostics, learning, mentoring, employability, and communities, all enhanced by artificial intelligence.

- +2,400 registered users on the platform
- +270 people in the community
- +30 participating companies in digital maturity studies for organizations
- **Innovation and Intelligence Lab**  
A space for developing and operating value models based on artificial intelligence.
- Impacted 36,863 people
- \$10 million in savings for the institution



**Value models based on AI generated at the Innovation and Intelligence Lab:**

- **The Next Decade** platform designed to boost open innovation with 2,564 registered users, six calls, and 488 proposals evaluated.
- **SoyTutor** personalized tutoring platform with 15,703 registered users and 3,770 tutoring sessions performed.
- **Science Connexion Hub** virtual hub promoting science and technology-based entrepreneurship with 1,890 registered users, 13 calls, 272 proposals evaluated, and 203 participating universities.
- **Marketplace for Partners** platform connecting 3,224 registered users, 2,978 partner organizations, and over 223 collected needs, applying an intelligent matching algorithm.
- **Launching Pad** networking platform supporting the transition to professional life with 10,391 registered users, 35% recurring users, and 82,487 views.
- **ToolTec** gathers over 70 innovation tools with 3,091 registered users and 8,701 downloads.
- **Connected Intelligence Platform** consolidated the technological infrastructure needed for data integration and intelligence work, developing ten AI models.

- Key results from the lab include:
- Two technology transfers (via Science Connexion)
  - Three validated monetization models
  - Five models with intellectual property potential

**U4P (University for People)**

Continuing education programs focused on developing key skills and competencies for the professional and personal growth of individuals.

32,281

**PEOPLE ENROLLED IN OPEN PROGRAMS**

- 14,423 in languages, all from Mexico
- 17,858 programs in the catalog



# EDUCATION

## CONTINUING EDUCATION AND GRADUATE

### U4O (University for Organizations)

Training and consulting projects for companies and organizations with the aim of generating a positive impact on society and developing key competencies among their members to improve their KPIs.

1,218

### TRAINING AND CONSULTING PROJECTS DESIGNED WITH COMPANIES OR ORGANIZATIONS

- 86% are *ad-hoc* solutions
- 16% of the projects are taught abroad
- 48% of the solutions lead to skill shifts and/or KPI improvements
- 460 organizations promoting human and professional development through *reskilling & upskilling*.
- Serving 70% of Mexico's top 50 companies according to EXPANSIÓN's ranking.

### Graduate Programs

Tecnológico de Monterrey, as a platform enabling the transformation of realities, offers graduate programs designed to imagine and build new futures. These programs integrate excellence in education, innovation as the central vision, and an interdisciplinary focus connecting with the challenges and opportunities of an extraordinarily changing world. During 2024, significant changes were implemented in the graduate educational model to improve the academic offering and student experience.



### New Admissions

2,961

### FIRST-TIME GRADUATE STUDENTS

### Total enrollment (#):

- September 7,014\*
- January 6,505\*

\*Figures for the 23-24 cycle

Tecnológico de Monterrey's graduate educational model focuses on interdisciplinary and transdisciplinary training to develop professionals capable of facing complex challenges from multiple perspectives. It incorporates *Transversal Journeys* to align professional identity transformation aspirations with institutional strategies. This year, Training Units associated with these tracks were designed:

- Leadership that transcends
- Entrepreneurship
- Professional development
- Fundraising for research

These tracks allow students to receive digital badges, associating them with their professional profile as proof of their competencies and making it easier for them to be visible to employers.

A total of 58 students participated in the first courses during the first semester of 2024 and gave positive feedback on the content and their ability to expand their professional training.

Additionally, 58 disciplinary courses were designed for graduate programs, and 23 curriculum plans for Specialties, Master's, and Doctoral programs were updated.





# EDUCATION

## CONTINUING EDUCATION AND GRADUATE

The new structure of graduate curricula includes the offer of **cross-cutting electives** that allow students to cross the boundaries of different disciplines. Currently, there are 9 transdisciplinary electives from 4 schools.

In order to promote well-being, collaboration, and belonging to the institution, the First National Graduate Meeting – Networking was organized in person, with the participation of 111 graduate students. Furthermore, for the first time, LiFE subjects were offered for graduate students, with 227 students participating in co-curricular courses in Art & Culture and Athletics & Sports.

Efforts were made to increase the visibility and recognition of graduate programs. Nationwide, participation in contests organized by the Mexican Graduate Council (COMEPO) stood out, where Angélica Orona Navar, a student of the Doctorate in Engineering Sciences, won first place with her thesis on innovative materials for solar cells. Also, Berenice Acevedo García, with her research on sustainable biorefineries, represented the institution in the 3MT contest of the same organization.

### 71 agreements and contracts with various international institutions

- 65 students on international academic trips





# RESEARCH



Tecnológico de Monterrey promotes the creation of knowledge through cutting-edge research with the goal of solving the greatest challenges of humankind. In 2024, we consolidated an ecosystem that integrates and makes visible the work of schools, institutes, centers and strategic projects, in alignment and coordination with the institutional vision. For this, it was necessary to implement the following actions:

- Define a comprehensive vision and establish a perspective that promotes multi- and interdisciplinary work to achieve high social impact results.
- Identify focus areas to align research with society's most pressing challenges, such as health, climate, sustainability, industrial transformation, education, and the development of prosperous communities.
- Strengthen strategic alliances and promote key collaborations, such as the Cyber-Physical Learning Alliance Summit (CPLAS 2024) of the Institute for the Future of Education (IFE) and TecSalud's alliance with the Ragon Institute, to enhance knowledge generation, develop innovative solutions, and address global challenges collaboratively.

## RESEARCH IN SCHOOLS

### SCHOOL OF ARCHITECTURE, ART, AND DESIGN (EAAD)

The EAAD of Tecnológico de Monterrey is positioned as a reference in innovative and transformative design initiatives, with a significant impact on society, with a focus on the generation of applied knowledge.

### RESEARCH IN NUMBERS

11

RESEARCH  
PROFESSORS

2

RESEARCH  
GROUPS

—• 75 affiliated faculty members

14

RESEARCH  
PROJECTS  
IMPLEMENTED

94

ANNUAL SCOPUS  
PUBLICATIONS

32

ANNUAL ORIGINAL  
PUBLICATIONS

243

FIVE-YEAR SCOPUS  
PUBLICATIONS



# RESEARCH

## RESEARCH IN SCHOOLS

### LINES OF RESEARCH

#### SUSTAINABLE TERRITORY DEVELOPMENT

Addresses contemporary challenges, such as inequities and climate change, through innovative methodologies.

#### FAIR CITIES

Investigates inclusive urban policies and practices to design safe, habitable, and accessible cities.

#### REGENERATIVE DESIGN

Proposes solutions for complex contexts by integrating community, space, and the environment.

#### SOCIO-ENVIRONMENTAL VULNERABILITIES

Analyzes factors affecting vulnerable territories and develops proposals to promote adequate and resilient housing.

#### ADVANCED PROCESSES FOR SUSTAINABLE TRANSFORMATION

Redefines methods of interaction, education, and materiality to foster sustainability.

#### STUDIES OF ARCHITECTURE AND DESIGN

Examines how people inhabit and transform spaces, fostering interdisciplinary dialogue.

### MOST RELEVANT RESEARCH PROJECTS

#### Walking to School in Latin America: Mexico City, Medellin and Recife

- **Leader:** Aleksandra Krstikj
- **Goal:** to analyze and improve walkability and safety conditions for children in three Latin American cities: Mexico City, Medellin, and Recife.
- **Impact:** encouraged international collaborations and generated high-impact publications that provide evidence for the creation of public policies on school mobility.

#### Design for Vulnerables: Technology Challenge

- **Leader:** Emanuele Giorgi
- **Goal:** to develop sustainable solutions through technology, participatory design, and community strategies to address the needs of vulnerable communities.
- **Impact:**
  - Transformation of more than 1,200 m<sup>2</sup> of gardens.
  - Restoration of 2 parks and 9 educational spaces in Chihuahua.
  - Recognition as a "key project serving the community" in the Tec de Monterrey Report on Sustainable Development Initiatives.

#### Urban Logistics Networks Using Medium-Range Drones with a Circular Economy Perspective

- **Leader:** Leticia Gaytán
- **Goal:** optimize urban logistics networks through the use of medium-range drones, integrating circular economy principles.
- **Impact:**
  - Collaborations with state universities and logistics companies.
  - Advances in patents for drone technologies.
  - Development of operational models focused on reducing costs, minimizing environmental footprints, and promoting sustainable practices in urban logistics.

#### Design for Vulnerables

Recognized as a "key project serving the community" in Tecnológico de Monterrey's Sustainable Development Initiatives Report, this research includes five intervention hubs:

- **Environmental Laboratory:** space designed to monitor and improve environmental conditions by analyzing air, soil, and water quality, with the goal of promoting environmental regeneration.



# RESEARCH

## RESEARCH IN SCHOOLS

- **Composting Systems:** infrastructure for recycling organic waste to encourage sustainable practices within communities.
- **Solar Panels:** installation of renewable energy systems in public spaces to enhance energy efficiency and reduce reliance on fossil fuels.
- **Drinking Water Filters:** technologies implemented to ensure access to clean water in resource-limited communities.
- **Participatory Designs:** collaboration with local communities to co-create solutions tailored to their specific needs.

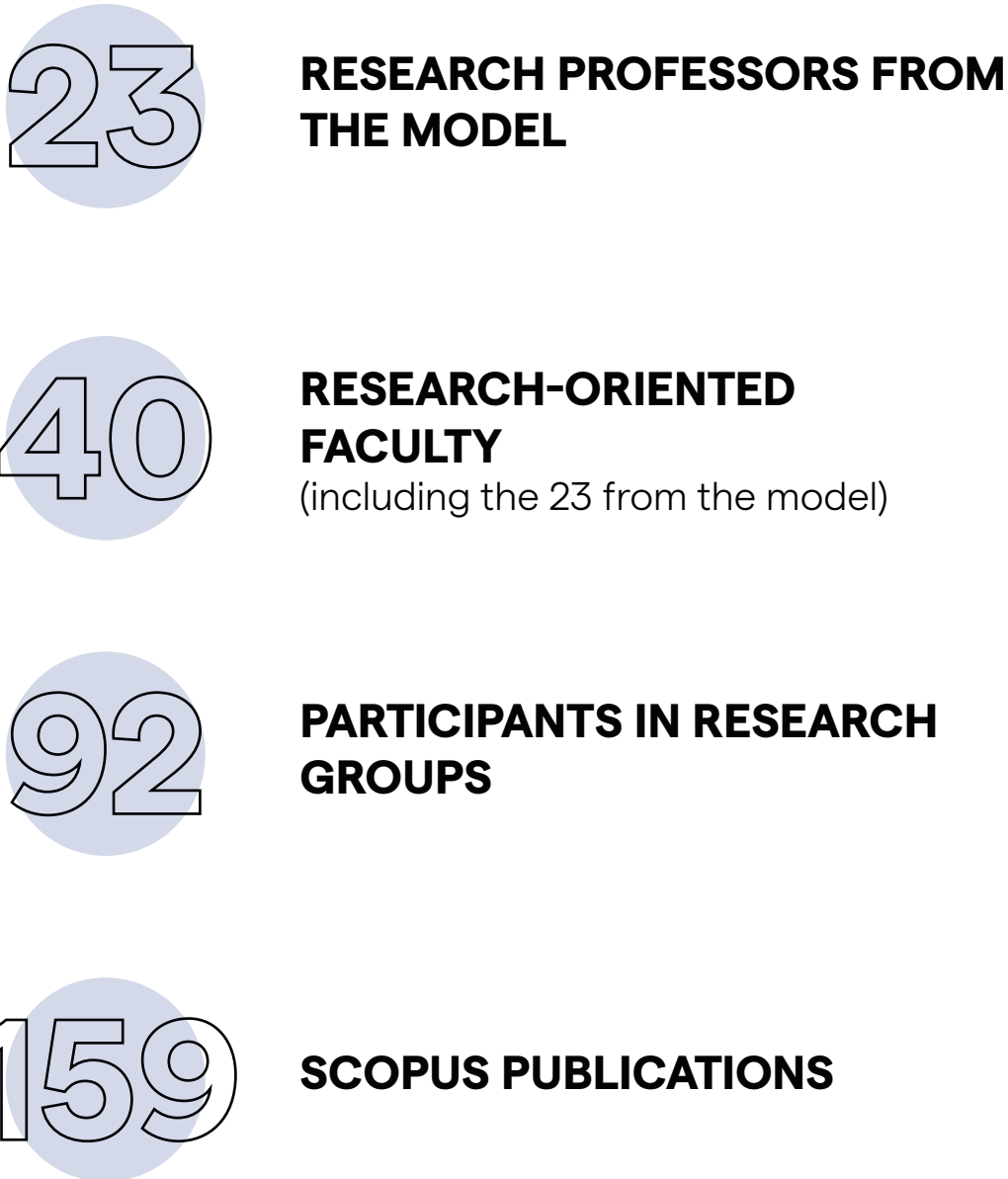
### AWARDS AND RECOGNITIONS

**National Design Award** in the category of “Professional Research Article”, awarded to Juan Carlos Márquez, a member of the Design and Advanced Processes of Sustainable Transformation Research Group.

### SCHOOL OF SOCIAL SCIENCES AND GOVERNMENT (ECSG)

With an interdisciplinary focus, the ECSG addresses global, national, and local challenges through research conducted in collaboration with international institutions, government agencies, and civil society organizations. These initiatives have the goal to generate applied knowledge that transforms social, political, and economic realities.

### RESEARCH IN NUMBERS



### RESEARCH GROUPS

Four ECSG research groups focus on analyzing and proposing solutions to society’s most pressing challenges in the following areas:

- DEMOCRACY AND GLOBAL AFFAIRS**  
Studies the evolving role of the state and NGOs in the face of globalization, populism, post-truth, emerging technologies, and the crisis of multilateralism.
- FUTURE ECONOMIES**  
Investigates the social dimensions of contemporary economic issues by designing and evaluating public policies that promote economic prosperity, social inclusion, the future of work, and demographic transitions.

- INNOVATION IN LEGAL SYSTEMS**  
Designs proposals to transform legal systems and facilitates society to respond to challenges in an environment of rapid technological change.
- GOVERNMENT AND PUBLIC ENTREPRENEURSHIP**  
Addresses critical issues such as health, climate change, security, and artificial intelligence, developing applicable solutions for society.





# RESEARCH

## RESEARCH IN SCHOOLS

### MOST RELEVANT PROJECTS

- The ECSG leads high-impact projects addressing current challenges through collaborations with prestigious institutions:
- **Supporting a Robust Louisiana Comprehensive Climate Action (CARE) Plan:** a project developed with the Water Institute of Louisiana and the United States Environmental Protection Agency (EPA) to strengthen climate actions in the region.
  - **Asking about Violence:** research on ethical aspects in the measurement of partner violence in collaboration with Innovations for Poverty Action (IPA).
  - **Norte Seguro:** strengthening criminal analysis capabilities in Mexico and the United States, in collaboration with Arizona State University and the Bureau of International Narcotics and Law Enforcement Affairs.
  - **Looking Back to Look Forward:** a study on global systemic risks through historical approaches and collaborative scenarios, in partnership with RAND Corporation and the V. Kaan Rasmussen Foundation.
  - **Obsolescence of Hydraulic Infrastructure in Mexico:** analysis of challenges and perspectives developed with the Water Center and Fundación Río Arronte.
  - **Regulatory and Economic Sectoral Analysis (ARES) 2024:** evaluation of regulatory and economic aspects of strategic sectors, in collaboration with CAF - Development Bank of Latin America and the Caribbean.

### School of Government and Public Transformation (EGobiernoTP)

Through its Research and Impact Centers, the School of Government and Public Transformation (EGobiernoTP) leads innovative projects focused on addressing social, economic, and health-related challenges.

### RESEARCH IN NUMBERS

7

RESEARCH PROFESSORS

7

RESEARCH GROUPS

4

AFFILIATED FACULTY MEMEBERS

23

SCOPUS PUBLICATIONS

### RESEARCH INITIATIVES AND MOST RELEVANT PROJECTS

#### DECISIONS SCIENCE

**Goal:** to create advanced tools to analyze public issues and support public policies related to climate change and technology. This initiative focuses on designing simulation models and databases that optimize decision-making in complex environments.

#### Most relevant projects:

- Supporting a Robust Louisiana Comprehensive Climate Action Plan Phase 2
- Analytical Support for World Banks' Country Climate Development Reports
- Global Analysis of Decarbonization
- Mexico Decarbonization Analysis
- The Impact of Artificial Intelligent Tools on Decision Making Behavioral and Neural Dynamics

### REGIONAL DEVELOPMENT LABORATORY

**Goal:** to promote sustainable and inclusive development through applied research, industrial strategies adapted to local contexts and collaboration with decision makers to enhance productive capacities.

#### Most relevant projects:

- Productive development policies for El Salvador
- Diagnosis of Panama's growth
- Collaboration with alliances to manage small and medium scale projects

### EDUCATION WITH EQUITY INITIATIVE AND QUALITY

**Goal:** to promote equitable access to high-quality educational opportunities in Mexico, addressing socioeconomic and regional inequalities through policies that promote inclusion and comprehensive development.

#### Most relevant projects:

- Learning evenly: Educational Agenda 2024
- Learning for All
- Learning recovery
- Education and employability



# RESEARCH

## RESEARCH IN SCHOOLS

### DATA SCIENCE CENTER

**Goal:** to develop data-driven technological solutions for complex social problems. It promotes the responsible use of artificial intelligence and innovative tools to address challenges such as social justice and health.

#### Most relevant projects:

- SNE: National Employment Service
- Hutchison Ports
- Conjusticia
- Regulation of Artificial Intelligence
- Use of artificial intelligence to address maternal mortality in Nuevo León (in collaboration with EVIS)

### LEGALTEC LAB

**Goal:** to explore the interaction between law and technology, focusing on regulation, legal innovation, and the impact of technology—particularly artificial intelligence—on legal frameworks.

#### Most relevant projects:

- Study on Regulation and Public Policies in Artificial Intelligence in Mexico (book edition)
- Discussion Panels on Artificial Intelligence

- Impact on the Regulation of Artificial Intelligence in Mexico

### EVIS CENTER (EQUITY AND HEALTH)

**Goal:** to address the greatest health challenges through interdisciplinary research that promotes public policy to improve population health, with an emphasis on international collaboration.

#### Most relevant projects:

- Implementation of Public Policies for the Digital Transformation of Health Systems (in collaboration with TRIADA and CIPPS)
- Use of Artificial Intelligence in maternal health
- Violence Against Women and Children (in collaboration with the National Institute for Health Care Research and the Medical Research Council)
- Use of Artificial Intelligence to address maternal mortality in Nuevo León (in collaboration with the Data Science Center)





# RESEARCH

## RESEARCH IN SCHOOLS

### SCHOOL OF HUMANITIES AND EDUCATION (EHE)

This year, EHE stood out for developing key research initiatives that address contemporary challenges in the educational, social, and technological fields.

### RESEARCH IN NUMBERS

26

RESEARCH PROFESSORS AND 4 POSTDOCTORAL RESEARCHERS

3

RESEARCH GROUPS ORGANIZED INTO 12 SUBGROUPS

7

RESEARCH PROJECTS IMPLEMENTED

118

SCOPUS PUBLICATIONS  
(as of October)

### MAIN LINES OF RESEARCH

With three research groups and twelve subgroups, the main research lines focus on:

- Digital Humanities and Artificial Intelligence
- Education, Sustainable Development, and Indigenous Communities
- Educational Innovation in Underprivileged Contexts

During this period, EHE strengthened and increased the visibility of the Digital Humanities Research Group, made up of 19 research professors and 14 collaborators.

### OUTSTANDING RESEARCH PROJECTS

Among the most relevant projects led by its research groups are:

#### Creation of the Digital Media Observatory for Disinformation

- Monitors and identifies dominant and emerging narratives in digital media in Mexico and internationally.

- Contributes to expose disinformation mechanisms that aim to manipulate public opinion and mislead the population.

#### Creation of the Digital Humanities Laboratory

- An innovative space dedicated to the interdisciplinary analysis of social phenomena using advanced digital tools.
- Promotes media and information literacy to tackle challenges such as the proliferation of hate speech and the loss of trust in conventional media.

#### Consolidating the Feminist AI Research & Innovation

- In collaboration with the International Development Research Centre (IDRC), this project studies and develops artificial intelligence applications with gender perspective.
- Positions the EHE as a key player in discussions about the social and ethical impact of artificial intelligence in the 21st century.

These research initiatives have had a significant impact in educational, social, and technological areas by strengthening digital literacy, fighting disinformation, and responding to the challenges of an increasingly complex environment.

### INTERNATIONAL RECOGNITION

EHE strengthened collaborative networks and positioned its research work in Latin America, reinforcing the School's role as a leading center in digital humanities and educational innovation.

### OUTSTANDING RECOGNITIONS

Level 2 recognition from the National System of Researchers (SNI) of Conahcyt awarded to:

- Dr. Manuel Cebral-Loureda
- Dr. Sergio Bárcena Juárez
- Dr. Jacob Bañuelos Sacristán
- Dr. Gabriel Valerio Ureña



# RESEARCH

## RESEARCH IN SCHOOLS

### SCHOOL OF ENGINEERING AND SCIENCES (EIC)

EIC has established itself as a research leader by addressing strategic challenges in health, sustainability, and industrial transformation. In 2024, it restructured its research areas by creating new hubs and groups that reinforce its commitment to developing innovative and collaborative solutions.

### RESEARCH IN NUMBERS

**204** RESEARCH PROFESSORS AND 18 POSTDOCTORAL RESEARCHERS

**8** RESEARCH GROUPS DISTRIBUTED ACROSS:

- Aging
- Food Security
- Water 360°
- Sustainable Energy
- Industry 5.0
- Mobility
- Nanotechnology and Semiconductors
- Artificial Intelligence

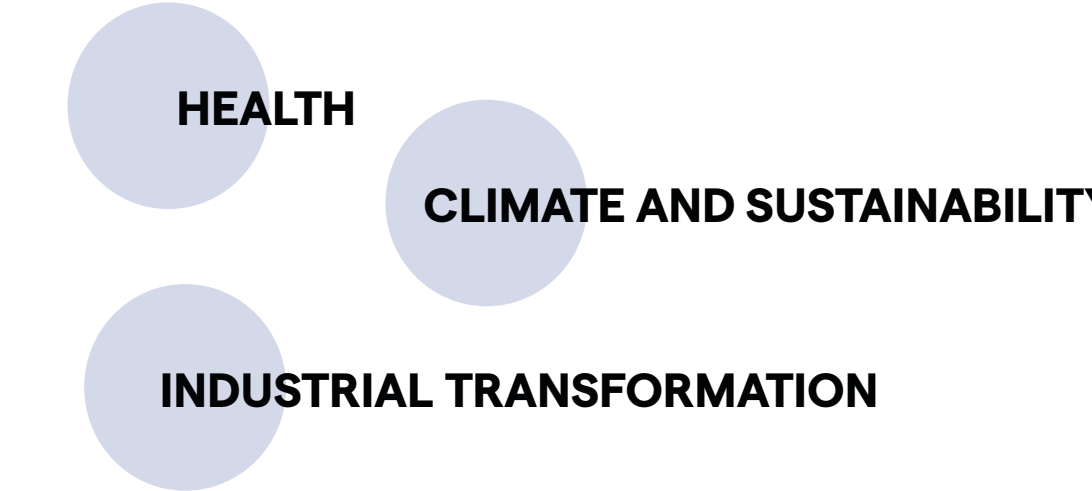
**27** RESEARCH PROJECTS IMPLEMENTED

**1,292** SCOPUS-INDEXED PUBLICATIONS (as of October)

**64** PROJECTS IMPLEMENTED WITH THE PARTICIPATION OF 287 AFFILIATED FACULTY MEMBERS

### RESEARCH GROUPS

In 2024, the EIC created three Research Hubs focused on:



Moreover, two initiatives were launched in Nanotechnology and Semiconductors and Artificial Intelligence, with the consolidation of eight research groups to develop flagship projects. To support this growth, 45 professors were incorporated into the Research Faculty model, with the goal of strengthening the scientific community and fostering interdisciplinary collaboration in key areas.

### RESEARCH COLLABORATIONS

EIC excelled in establishing strategic alliances with international institutions and leading companies

#### Health

- Nestlé: development of strategies to minimize carbon emissions on dairy farms, with a focus on CO2mitigation and environmental management.
- Harvard Medical School: postdoctoral stays and collaboration with renowned professor Shrike Yu Zhang, where biomedical engineers participated in semester-long projects.

#### Climate and Sustainability

- USAID y UToronto: creation of a traffic simulation model in Monterrey to assess health impact of emissions under different mobility scenarios.
- UNAM-TEC (BBVA): joint projects with the goal of solving water-related challenges through research partnerships.

#### Industrial Transformation

- MIT: development of the FrED (Fiber Extrusion Device) project, a low-cost fiber extrusion system to enhance smart manufacturing education.
- Michelin: fuel efficiency assessment through telemetry and simulations, testing tires on 40 heavy-duty vehicles.

### LINES OF RESEARCH

EIC leads research in **five strategic areas**, integrating interdisciplinary perspectives and advanced technologies:

#### Health

- Aging
- Biological and Biomedical Engineering
- Food Security and Nutrition
- Artificial Intelligence and Image Analysis
- Public Policies on Food Systems

#### Climate and Sustainability

- Water 360°: Circular and Resilient Technologies
- Sustainable Energy and Mobility
- Resilient Infrastructure and Climate Change Adaptation
- Circular Economy and Resource Recovery



# RESEARCH

## RESEARCH IN SCHOOLS

### Industrial Transformation

- Mobility: electrification, autonomy, and automation
- Industry 5.0: advanced manufacturing and plastic circularity
- Cybersecurity in 5G/6G environments

### Nanotechnology and Semiconductors

- Nanomaterials and Devices
- Microfluidics, Photonics, and Quantum Systems

### Artificial Intelligence

- Time, Memory, and Energy Efficiency
- Ethics, Regulation, and Human-AI Collaboration
- Social and Economic Impact



### RESEARCHER RECOGNITIONS

The research community received multiple national and international awards in strategic areas:

#### Health

- Grissel Trujillo: recognized as an Emerging Women Leader by the American Chemical Society, awarded the Entrepreneurial Merit Award, and named a Member of the Mexican Academy of Sciences.
- Danay Carrillo: winner of the 3M 25 Women in Science Award 2024.
- Alejandra Chávez Santoscoy: Member of the Global Young Academy.

#### Industrial Transformation

- Andrés Antonio Torres Acosta: awarded for Professional and Applied Research Career by the Latin American Association for Quality Control, Pathology, and Rehabilitation of Constructions.
- Boris Christian Herbas Torrico: Best Paper Award at the Industrial Engineering and Operations Management Society (United States).

#### Artificial Intelligence

- Antonio Cedillo Hernández: Best Presentation Award at the ICETC 2024 International Conference, organized by the University of Porto, Portugal.



### HIGHLIGHTED INITIATIVES

#### Sustainability and Climate Change Laboratory (LSCC)

LSCC has become a leading center for applied research dedicated to developing innovative solutions to mitigate climate change and promote sustainability. In collaboration with industry, government, and society, it drives projects that address the most pressing environmental challenges.





# RESEARCH

## RESEARCH IN SCHOOLS

### SCHOOL OF MEDICINE AND HEALTH SCIENCES (EMCS)

Research has become a strategic pillar at the EMCS, focusing on transforming the healthcare sector through innovative projects, national and international collaborations, and infrastructure development. These initiatives address critical areas such as child well-being, biomarkers, metabolic diseases, and prevention.

### RESEARCH IN NUMBERS

20

RESEARCH PROFESSORS UNDER THE MODEL

5

RESEARCH GROUPS

10

RESEARCH PROJECTS IMPLEMENTED IN 2024

43

SCOPUS PUBLICATIONS

181

(AVERAGE 12.92) FIVE-YEAR H-INDEX (2019–2023)

### KEY RESEARCH INITIATIVES

EMCS developed projects across four research groups that generated significant impact at national, regional, and global levels:

- **Child Well-being and Development:** conducted the First National Survey on the Prevalence of Adverse and Benevolent Childhood Experiences, providing a fundamental database for future public policy initiatives.

- **Biomarkers and Advanced Therapies:** established a laboratory at CITES to develop a platform focused on CAR T cell discovery and validation.
- **Metabolic Diseases:** created the Biobank for the Metabolic Diseases Research Unit, approved by COFEPRIS.
- **Prevention:** built the Prevention Laboratory at Chihuahua Campus and formed a local research group focused on prevention initiatives.

### NATIONAL AND INTERNATIONAL COLLABORATIONS

The EMCS strengthened its global impact through partnerships with prestigious international institutions, highlighting the following collaborations:

- **Ragon Institute (Harvard, MIT, and Massachusetts General Hospital):** for the training of five postdoctoral researchers and the development of joint projects in areas such as immunology and advanced therapies.
- **University of Texas, Austin Campus (UT Austin):** for the creation of a research laboratory focused on the study of obesity and metabolic diseases in the Latino population of the United States and Mexico.





# RESEARCH

## RESEARCH IN SCHOOLS

### RESEARCH LABORATORY AT CHIHUAHUA CAMPUS

As part of its commitment to multidisciplinary research and innovation, EMCS inaugurated the Research Laboratory at the Chihuahua Campus.

- **Goal:** to generate transnational research, connecting basic research with practical applications in biosciences and bioengineering to develop integral health solutions.
- **Approach:** study of diseases such as breast cancer, Alzheimer's, and Parkinson's, promoting significant advancements in life sciences.
- **Services:** consulting in design, prototyping, and validation of biological devices, pharmaceuticals, cosmetics, and functional foods.

### RESEARCH ETHICS COMMITTEE

EMCS ensures that all studies adhere to the highest standards of safety, quality, and responsibility through its Research Ethics Committee. This committee evaluates the ethical and methodological implications of research projects, ensuring their alignment with international regulations.

### SCHOOL OF BUSINESS & EGADE BUSINESS SCHOOL

In the fields of business, management, and economics, the School of Business and EGADE Business School stand out for leading research initiatives that generate knowledge with a direct impact on companies, organizations, and the education sector.

150 SCOPUS PUBLICATIONS

150 RESEARCH PROFESSORS

4 RESEARCH GROUPS

107 AFFILIATED FACULTY

11 RESEARCH PROJECTS DESIGNED

### EGADE BUSINESS SCHOOL

49 SCOPUS PUBLICATIONS

26 FULL-TIME RESEARCH PROFESSORS AT EGADE BUSINESS SCHOOL WITH REDUCED TEACHING LOADS

4 RESEARCH GROUPS (SAME AS THOSE AT THE SCHOOL OF BUSINESS / CROSS-DISCIPLINARY)

46 AFFILIATED FACULTY MEMBERS

5 RESEARCH PROJECTS IMPLEMENTED (led by full-time EGADE Business School professors)





# RESEARCH

## RESEARCH IN SCHOOLS

### LINES OF RESEARCH

Faculty members at the School of Business and EGADE focus their efforts on four strategic research lines, addressing key issues for organizational transformation and social impact:

- Leadership and effective and efficient organizations
- Development of responsible companies
- Entrepreneurship and innovation with impact
- Organizational strategy and industry transformation



### HIGH-IMPACT RESEARCH: HIGHLIGHTED PUBLICATIONS

#### Publications in Scopus Q1 Journals

In 2024, the School produced highly relevant research published in Q1 Scopus journals, addressing critical topics such as labor immigration, Chinese enterprises entry into Latin America, and investment strategies in emerging markets. The three most notable publications are:

PUBLICATION	AUTHORS	JOURNAL
“Undocumented immigrants at work: invisibility, hypervisibility, and the making of the modern slave”	Segarra, P. Prasad, A.	Humanities and Social Sciences Communications
“Entry modes for Chinese enterprises in Latin America”	Valderrey, F. Trigos, F. Kaltenecker, E.	Thunderbird International Business Review
“Interaction of home and host countries' institutional conditions: An analysis of greenfield projects by Latin American firms”	Alcaraz, J. Mazé, D. Buitrago R., R.E	Thunderbird International Business Review

### INTER-SCHOOL COLLABORATION

In 2024, more than twenty professors from the School of Business, EGADE Business School, and the School of Government and Public Transformation collaborated on the report “Nearshoring: challenges and opportunities for the integration and strengthening of global value chains in Mexico.”

This report analyzes the nearshoring phenomenon and its impact in Mexico by addressing key aspects such as:

- Economic and geopolitical implications of nearshoring.
- Strengthening global value chains and attracting foreign direct investment in strategic sectors.
- Legal framework analysis, with a focus on T-MEC and its opportunities for Mexico.
- Assessment of the logistical and energy capacities needed to position Mexico as a competitive investment destination.

The report provides valuable tools for decision-making in business, government, and organizations, positioning the School as a reference in applied research on contemporary economic challenges.



### NATIONAL AND INTERNATIONAL COLLABORATIONS

The School strengthened its partnerships with institutions and international organizations to promote collaborative research and knowledge generation.

Among the most notable partnerships are:

- Pennsylvania State University: collaboration on business innovation and global strategy projects.
- Babson College: partnership for entrepreneurship and organizational transformation research.
- Strategic Management Latin America (Strategic Management Society): agreement signed in 2024 to promote research in strategic management in the region.



# RESEARCH

## RESEARCH INSTITUTES



The interdisciplinary research institutes at Tecnológico de Monterrey play a crucial role in fulfilling our mission of generating knowledge in critical areas. Each institute has a specific purpose that drives scientific advancement and addresses key challenges in today's society.

### INSTITUTE FOR THE FUTURE OF EDUCATION (IFE)

IFE aims to transform education through research-based educational innovations with the purpose of improving the quality of higher education and lifelong learning. It also supports faculty development and facilitates experimentation and data analysis through specialized platforms and resources.

**IFE AIMS  
TO IMPROVE THE LIFE OF  
MILLIONS OF PEOPLE THROUGH  
TRANSFORMING HIGHER  
EDUCATION AND LIFELONG  
LEARNING AROUND  
THE WORLD**

### Key Achievements:

- Publication of over 500 academic articles, including 166 in international scientific journals.
- Secured \$11.3 million MXN for research and innovation projects.
- Funded 130 Novus projects, generating 122 scientific publications.
- Relocation of IFE Europe to Bilbao, in partnership with Mondragon University.
- Establishment of the Cyber-Physical Learning Alliance Summit (CPLA), a network of 145 researchers from 40 universities.

### Highlighted Projects:

- Simulating for Learning: a 4.0 education platform promoting scientific and social entrepreneurship.
- i-Classroom: a non-invasive monitoring system for analyzing student engagement in real-time.
- Dynamic Model of Future Skills for Industry 4.0: a global taxonomy of skills and labor market needs.
- DigiUGov: inclusive digital transformation in universities across Colombia, Mexico, and Europe.

### Collaborations:

- EcoEmprende Project in collaboration with the Instituto Politécnico Nacional IPN
- Partnership with the University of Texas in San Antonio for STEM laboratory learning projects supported by VR

### Innovation:

- Development of inclusive learning platforms and systems such as i-Classroom

### Key Figures:

- Scopus Publications:
  - 2023: 184 publications
  - 2024: 200 publications
- Researchers with reduced teaching load:
  - 2023: 18 researchers
  - 2024: 14 researchers
- Researchers in SNI (National System of Researchers):
  - 2023: 14 researchers
  - 2024: 11 researchers



# RESEARCH RESEARCH INSTITUTES

## INSTITUTE OF ADVANCED MATERIALS FOR SUSTAINABLE MANUFACTURING (IAMSM)

IAMSM seeks to lead the development of sustainable solutions in materials and industrial processes, accelerating the transition to a carbon-neutral economy.

### Key Achievements:

- Published over 1,500 articles since 2020, accumulating more than 22,500 citations.
- Funded by Fundación FEMSA for the Materials of the Future project.
- Managed 14 projects in 2024, including collaborations with Cemex, FRISA, and other companies.

### Highlighted Projects:

- Development of biodegradable materials, sustainable polymers, and nanomaterials.
- Collaborations with companies in additive manufacturing and carbon footprint reduction.

### Collaborations:

- Partnerships with MIT, Southwest Research Institute, and the University of Alberta, focusing on manufacturing and sustainable materials.
- Research on sustainable manufacturing and corporate relocation with the University of Texas at Austin.

### Innovation:

- Synthesis of polyols for new polymer materials.
- Development of a modular shading and rainwater collection device.

### Key Figures:

- Scopus Publications:
  - 2023: 226 publications
  - 2024: 128 publications
- Researchers with reduced teaching load:
  - 2023: 22 researchers
  - 2024: 21 researchers
- Researchers in SNI (National System of Researchers):
  - 2023: 20 researchers
  - 2024: 19 researchers



## INSTITUTE FOR OBESITY RESEARCH (IOR)

IOR provides comprehensive solutions based on scientific evidence to address obesity in Mexico and Latin America, aiming to improve quality of life and promote public health.

### Key Achievements:

- Published over 650 articles, with nearly 6,000 citations since 2020.
- Secured \$32.4 million MXN in external funding.
- Maintains over 20 active national and international research networks.

### Highlighted Projects:

- Validation of FIBROQUEL®
- Food policy with UNICEF
- Genetic identification of obesity risk factors

### Collaborations:

- Projects with INTA (Chile), CONICET (Argentina), and FINBA Foundation (Spain).
- Participation in international consortia and studies on obesity-related cancers.



### Innovation:

- Development of SeProtect, an antioxidant beverage.
- Early diagnosis of metabolic disorders.

### Key Figures:

- Scopus Publications:
  - 2023: 159 publications
  - 2024: 108 publications
- Researchers with reduced teaching load:
  - 2023: 23 researchers
  - 2024: 25 researchers
- Researchers in SNI (National System of Researchers):
  - 2023: 19 researchers
  - 2024: 21 researchers



# RESEARCH

## COLLABORATIVE RESEARCH

### PARTNERSHIPS AND AGREEMENTS

In 2024, the project "Risk Culture in distritotec and Campana Altamira" stood out as an interinstitutional effort between the EAAD and the Institute of Social Sciences of the Universidad Autónoma de Nuevo León. This project, led by researchers Elfide Mariela Rivas Gómez and Luisa Páez Faverola, implemented participatory strategies to reduce urban risk in the Primavera 1st and 3rd sector neighborhoods of the distritotec area.

#### Project Impact:

The project demonstrated the importance of interdisciplinary and community collaboration to strengthen resilience against urban risks. Social Mapping enabled the identification of risks and empowered communities in their management. While Primavera 1st Sector requires strengthening its organizational structure to enhance its response capacity, the findings highlighted that efficient organization optimizes outcomes in addressing urban challenges. Periodic updates of Risk Management Maps (MCR) and their integration into public policies represent essential steps toward advancing community resilience in the Monterrey metropolitan area.





# INNOVATION AND ENTREPRENEURSHIP

At Tecnológico de Monterrey we understand innovation as a way of perceiving reality with creativity, flexibility and the desire to transform it. Our educational model as well as research with the most developed technologies, speak of our willingness to innovate, evolve and transform realities. Innovation allows us to understand reality and its possible solutions from novel approaches and entrepreneurship allows us to use leadership as a mechanism for transformation. We trust in the interrelation between both to better understand and transform reality in the best way possible.

## DIGITAL EDUCATION AND ARTIFICIAL INTELLIGENCE: PROMOTING LEARNING

Tecnológico de Monterrey has reinforced its commitment to digital education to transform learning and prepare its student community for the challenges of a digitalized world. This approach, supported by the integration of AI, aims to enrich the educational experience and foster innovation at all educational levels.



## CONSOLIDATION OF DIGITAL EDUCATION IN 2024

During 2024, Tecnológico de Monterrey advanced in implementing its digital education strategy, integrating it sustainably and effectively into academic programs and new curricula.

### Key Achievements:

- **Issuance of general guidelines:** clear guidelines were established to incorporate digital education into programs and training units, fostering a comprehensive and standardized approach.
- **Eligibility framework:** a framework was designed to guide faculty and directors in selecting appropriate training units and programs for digital modes.
- **Innovative educational resources:** guides and tools were developed for designing digital courses, alongside teaching strategies that enriched in person experiences.
- **Integration into 2026 Curricula:** digital education was formalized as a central axis in the curriculum design of 44 degree programs, incorporating digital training units and adaptive learning strategies.
- **Impact by academic level in 2024:** 43% of students completed at least one training unit in a digital modality, consolidating its importance within Tecnológico de Monterrey's educational model.





# INNOVATION AND ENTREPRENEURSHIP

## DIGITAL EDUCATION IMPACT BY ACADEMIC LEVEL IN 2024

LEVEL	STUDENTS COURSE	GROUPS	COURSES F-U
High School	2,066	95	24
Undergraduate	80,627	2,710	776
Graduate	20,182	722	409

- High School: 2,066 students-course were enrolled in 24 digital courses, enhancing their educational experience.
- Undergraduate: 80,627 students-course participated in 776 digital training units, designed to promote adaptive and personalized skills.
- Graduate: 20,182 students-course completed 409 training units, integrating advanced technopedagogical strategies.

## EDUCATIONAL INNOVATIONS IMPLEMENTED

Several innovative initiatives were implemented to transform learning and equip the student community with relevant tools and skills for the 21st century.

### Personalized Learning and Extended Reality:

- **Personalized Learning:** courses were developed using customized strategies, such as a preclinical competency leveling course in medical care designed by the EMCS.
- **Immersive Experiences:** over 34,742 students and 1,048 faculty members participated in training units integrating virtual and augmented reality.

Highlighted projects include:

- **TecDrone:** Evaluation of competencies through drone construction and decision making justification using AI.
- **Dental Procedures with Mixed Reality** implemented by the EMCS.
- **Green Flags:** virtual simulations to analyze business challenges.





# INNOVATION AND ENTREPRENEURSHIP

## Innovative Educational Spaces:

- This year, the facilities were upgraded with cutting-edge technology to enrich learning.
- **Advanced Video Studio (AdViS):** over 100 educational videos produced, impacting 8,000 students.
  - **Hall Immersive Room (HIR):** delivered unique immersive experiences to 10,000 students and 74 faculty members.
  - **XR-Room (Extended Reality Room):** benefited 2,488 students and 189 faculty members through 94 immersive experiences.
  - **Hologram Professors:** 797 students across 11 campuses attended sessions delivered by professors projected via holograms.
  - **TecVirtualCampus in the Metaverse:** engaged 14,130 students in academic activities, integrating innovative services like the Virtual Library.



## AI STRATEGY IN EDUCATION

Upon identifying the transformative potential of artificial intelligence, Tecnológico de Monterrey implemented in 2024 a Comprehensive AI Strategy based on five key pillars:

### Integral AI Strategy

- Enhancing the teaching-learning process
- Preparing professionals with AI competencies
- Promoting cutting-edge research
- Ensuring the ethical use of AI
- Streamlining institutional operations and services

## AI EDUCATION COMMITTEE AND AI EDUCATION DIRECTION

The institution has established the AI Education Committee, whose objective is to ensure that the implementation of AI in education is strategic and effective. This committee, made up of 18 members, includes the Chancellor, Vice-Chancellor, Vice-Presidents, Deans, and experts in technology and ethics.

Additionally, the AI Education Direction (IAEd) was created to integrate AI tools into the teaching-learning process and develop AI-related disciplinary competencies, preparing “AI-ready” professionals.

## AI IMPLEMENTATION IN TEACHING

- Tecnológico de Monterrey has worked on the development and implementation of AI tools, including:
- **TECgpt:** a state-of-the-art AI model developed as a virtual assistant, demonstrating the institution’s commitment to technological innovation and the practical use of AI. Designed to provide clear and precise answers based on updated data (as of October 2023), TECgpt offers a user-friendly and efficient approach to accessing information. This tool represents an advanced solution in AI, reflecting Tecnológico de Monterrey’s service-oriented and future-focused vision.
  - **Skill Studio:** a tool that enables faculty to create educational resources using generative AI. From its launch to October 2024, over 500 faculty members have created 800 resources. Its impact has been significant, as 93% of academic programs have integrated AI-generated resources, consolidating its role as a key support tool in educational transformation.
  - **ChatGPT:** more than 30,000 faculty members have access to an institutional ChatGPT interface using the GPT-4o model via Azure OpenAI API.
  - **ChatTEC:** a chatbot designed to answer over 100 topics related to academic and institutional services at Tecnológico de Monterrey. Its purpose is to provide quick and accurate responses to common inquiries from faculty and staff.

## AI TEACHER TRAINING

In 2024, Tecnológico de Monterrey strengthened its faculty training in AI, with more than 3,800 professors participating in various activities designed to promote AI integration into education. These initiatives included: specialized conferences and workshops introducing key AI concepts and applications in teaching, intensive bootcamps focused on developing advanced AI competencies and activities carried out during the **National Faculty Meeting 2024**. At this event, more than 200 teachers attended panels, roundtables and trainings focused on the impact of AI on the teaching-learning process.





# INNOVATION AND ENTREPRENEURSHIP

## AI SUMMIT 2024

This effort brought together 181 teachers from all educational levels, representing 28 campuses, to design projects that integrate AI in teaching. Throughout this event, more than 15 recommended technologies were developed, including projects such as:

- **InnovAltive Learning:** AI-powered educational diagnostics and personalized feedback.
- **MediTec:** Virtual Patient: AI-based simulated patient interactions for clinical interviews.
- **Empathetic AI Communication:** AI-generated scenarios for developing empathy and conflict resolution skills.

## ETHICS AND AI GUIDELINES

Aware of the importance of responsible AI use, Tecnológico de Monterrey published ethical guidelines promoting values such as integrity, fairness, and respect. These guidelines ensure that AI is used to enhance learning without compromising fundamental principles of honesty and justice.

## RECOGNITION AND GLOBAL COMMITMENT

The impact of digital education and AI strategies was recognized internationally in 2024:

- **Awards:** six finalists projects in the QS Reimagine Education Awards, and Skill Studio received the "Most Innovative" award from Netmedia.
- **Publications:** publication of four research articles in high-impact academic journals, and 13 dissemination articles appeared in media such as Times Higher Education Campus.
- **35 Years of Digital Education Celebration:** over 616,000 students-course have been completed through digital programs since this modality was introduced.

## INNOVATION AND AI IN PREPATEC

PrepaTec integrates AI and innovation into its educational model. The curriculum promotes key skills such as logical-mathematical thinking, critical analysis, effective communication and the application of the scientific method. These skills are critical to understand and apply AI in several disciplines, preparing students for a constantly evolving technological environment. In addition, the model incorporates ethical principles that promote the responsible and safe use of technology.

During 2024, a number of projects were implemented that integrate AI into learning. For example, automated feedback systems in science and mathematics allowed students to receive initial assessments through virtual tutors prior to teacher review. In addition, there were pilots focused on strengthening communication skills using AI tools. These initiatives transform the educational experience and reinforce practical and technical skills.

To ensure the impact of these strategies, 31 teachers from 27 campuses participated in the AI Summit, where they designed projects to apply AI in the classroom.

Another initiative of great relevance for the high school was **PrepAppsTec**, which encourages fourth-semester students to design and develop applications and technological solutions aligned with the SDGs.

### Local Stage:

- 2,184 projects completed
- 7,409 students participated across 34 high schools

### National Stage:

- 103 students from 31 campuses stood out, developing innovative solutions in fields such as health, sports performance, and laboratory safety.

## PREPATEC INTEGRATES AI AND INNOVATION INTO ITS EDUCATIONAL MODEL





# INNOVATION AND ENTREPRENEURSHIP

## EDUCATIONAL INNOVATION WITH ARTIFICIAL INTELLIGENCE ACROSS SCHOOLS



### INNOVATION IN THE SCHOOL OF ARCHITECTURE, ART, AND DESIGN

The EAAD has integrated AI applications to transform teaching and learning processes, focusing on innovation, personalization, and efficiency.

- **Personalized Virtual Assistants:** through the Novus project, a virtual assistant is being developed to guide students by providing immediate and personalized feedback at each stage of the creative process.
- **Curriculum Optimization:** tools like SkillStudio and TECgpt automate the generation of formats and documents, allowing faculty to focus on strategic tasks, such as course alignment and in-depth curriculum discussions.
- **Generative AI in Creative and Analytical Tasks:** AI tools are used to enhance creativity and analysis in student projects.

### STRATEGIC PARTNERSHIPS

EAAD has established collaborations with leading companies to integrate AI into its academic ecosystem:

- **Vizcom:** transforms sketches into 3D renders, providing students and faculty with advanced conceptualization and design tools.
- **Adobe (Firefly):** through an institutional contract, EAAD gains access to Adobe’s creative suite, which integrates AI to optimize design, editing, and audiovisual content processes.

### INNOVATION IN THE SCHOOL OF SOCIAL SCIENCES AND GOVERNMENT

ECSG drives projects that provide students and faculty with practical experiences in social, political, and economic issues. These initiatives aim to generate innovative proposals and contribute to building a more just and sustainable society.

### KEY ECSG INITIATIVES

#### Reach Alliance

A global collaboration among leading universities focused on social research. Two research teams stood out this year: one focused on studying the socio-emotional development of children born and raised in penitentiary centers, and another on exploring sustainable solutions for the revitalization of polluted aquatic ecosystems. Students presented their research findings at the Toronto Congress.

#### Initiative for Democracy, Governance, and Development

This project aims to strengthen excellence in research related to the political and economic development of Latin America. The ECSG is interested in the development of democratic leadership and the strengthening of state capacities, as well as in improving governance in our country, under three lines of action:

- Rethinking the State
- Seedbed for transforming leaders
- Improving Governance

#### Transparency and Anti-Corruption (ITAC):

A platform of professors and experts that aim to generate informed and engaged citizen committed to transparency, develop tools to prevent and fight corruption, and support the construction of open and digital governments.

### INNOVATION IN THE SCHOOL OF HUMANITIES AND EDUCATION

EHE has integrated innovation into its teaching methods by merging critical humanism with applied technology. Projects such as the National Short Film Festival and immersive experiences with virtual reality enhance practical learning and the development of critical thinking in a digital environment.

In the field of educational entrepreneurship, initiatives such as Social Entrepreneurship Learning 4 Complexity (SEL4C) stand out, as they foster complex thinking and social entrepreneurship through digital platforms and collaborations with institutions such as Fundación Santander and UniNavarra.



# INNOVATION AND ENTREPRENEURSHIP

## PROJECTS THAT INTEGRATE INNOVATION

- The school has promoted the integration of artificial intelligence in education through innovative projects that connect research, teaching, and social impact.
- **Digital Media Observatory:** this observatory identifies disinformation mechanisms and monitors emerging narratives by analyzing the digital landscape. It has direct impact on 70 students per semester, linking theory with practice in digital environments.
  - **Digital Humanities Laboratory:** this space promotes interdisciplinary analysis and media literacy through AI tools to address challenges such as the spread of disinformation and hate speech. It also promotes the creation of innovative digital products and participation in projects with an ethical and humanistic perspective.
  - **AI Ethics Manual and Educational Materials:** the school has developed a manual on the ethical use of AI, a module in the Digital Culture and Ethics block, and the course Ethics and Artificial Intelligence, which aims to reflect on the impact of AI on society.
  - **Student Participation in Research:** the school encourages co-authorship in publications, access to the Publication Support Fund (FAP), and participation in international conferences on AI and educational innovation.



## STRATEGIC PARTNERSHIPS

- The school has also established alliances to strengthen the use of artificial intelligence in education, including:
- **Apple and Dell:** under the leadership of **Eliud Quintero** and the Educational Innovation Group, this collaboration has improved technological infrastructure and AI-based teaching resources, facilitating its implementation in teaching and learning processes.
  - **University of Potsdam:** professor **Flavio Everardo** is pursuing doctoral research on the integration of AI in sound production, conducting studies that combine technology with sound and musical arts.
  - **University of Montreal and the Institute for Math Research of Guanajuato:** professor **Juan Alberto Amezcua** organized a reflection session on AI use, aimed at schools and operational areas of the campus, promoting the academic and ethical analysis of AI.

## ENTREPRENEURSHIP AND PROFESSIONAL ENGAGEMENT

- The school has promoted innovative and collaborative entrepreneurship projects.
- **50+ Creativos:** an intergenerational collaboration space where students and professionals work on final projects such as short films, exhibitions, and musical pieces.

- **Creative Leaders Circle:** a program that features live sessions with outstanding EXATEC professionals from creative industries.
  - **Women of my Region:** a cultural visibility project in collaboration with Wikimedia México, which has impacted over 400 students across 9 campuses through audiovisual productions.
  - **Ecos del Recuerdo:** a program that supports students in developing artistic and cultural proposals by providing financial incentives.
- The School stood out with initiatives such as **The ABCs of Freelancing**, the pilot course **Entrepreneurship in Creative Industries** at the San Luis Potosí campus, and projects such as LEI4Edu, which uses artificial intelligence to support the labor market insertion of migrants. This initiative won the DigiEduHack 2024 on the Monterrey campus and will represent Mexico in the international round organized by the European Commission.

## RESOURCES AND COLLABORATION FOR ENTREPRENEURSHIP

The EHE offers short courses on prototyping and negotiation, an eighth-semester integrative block, and regional advisory programs to access funds such as FONCA and PECDA, which guide students in developing viable proposals and securing funding.



# INNOVATION AND ENTREPRENEURSHIP

The School works with the Eugenio Garza Lagüera Entrepreneurship Institute and the Entrepreneurship Park at the San Luis Potosí campus to generate innovative solutions for companies such as Daikin and Fundación Herdez. In Monterrey, it organizes Freeland Week with workshops and conferences to promote tools and connections that promote entrepreneurship as a career path. These partnerships strengthen the bond between academia and industry, promoting entrepreneurial skills.

## INNOVATION IN THE SCHOOL OF ENGINEERING

The School of Engineering strengthened its teaching processes through the use of generative AI to personalize learning, the design of innovative educational activities, and the adjustment of evaluation plans.

Additionally, the EIC fostered an entrepreneurial vision through:

- Practical and training activities: workshops on design thinking, business model development, intellectual property, and prototyping.
- Key Events: Demo Day, where students present projects to experts.
- Key Projects:
  - ERGOMAX: developed in the Medical Devices block.

- Mixed Reality Laboratories: funded through EdTech grants.
- Collaboration with Cristóbal García from MIT: a World Bank-funded initiative to strengthen innovation ecosystems.

## INNOVATION IN THE SCHOOL OF MEDICINE AND HEALTH SCIENCES

The EMCS promotes educational innovation through the integration of [advanced technology and disruptive methodologies](#) that strengthen both practical and academic training:

- Implementation of [medical simulation](#) using [AI-generated](#) scenarios and virtual patients.
- Use of artificial intelligence tools such as [Academic GPT](#) and [SciSpace](#) to optimize critical analysis in scientific research.
- Creative strategies such as [LEGO SERIOUS PLAY](#) and [escape rooms](#), which foster active learning and emotional self-regulation.

## AI FOR PUBLIC HEALTH

EMCS held a workshop to define a multisectoral collaboration project aimed at integrating AI resources, data mining, advanced bioinformatics, and other technologies to analyze information provided by public health institutions.

The following institutions participated in this initiative: Microsoft's AI for Health Program, University of Wisconsin, Stanford University, MITRE Harvard, NYU, Kaiser Permanente, Zeiss, IMMS, University of Cambridge, Mayo Clinic.





# INNOVATION AND ENTREPRENEURSHIP

## INNOVATION IN THE SCHOOL OF BUSINESS

The Business School strengthens its focus on innovation as a transformative axis through projects that combine technology, sustainability, and business leadership. Through its centers and institutes, it develops initiatives that generate impact and improve collaboration with industry and society.

### ACHIEVEMENTS OF BUSINESS SCHOOL CENTERS AND INSTITUTES

#### Center for Conscious Enterprises

+850

PARTICIPANTS ATTENDED CONFERENCES

102

INDIVIDUALS ENROLLED IN EXECUTIVE EDUCATION PROGRAMS

The “*Truly human leadership*” conference, delivered by Bob Chapman, a leader in Conscious Capitalism and CEO of Barry-Wehmiller, impacted

+240

STUDENTS, PROFESSORS, AND BUSINESS LEADERS.

#### Institute of Entrepreneurial Families for Mexico and LATAM (IFEM)

16

FAMILIES RECEIVED CONSULTANCIES

105

EXECUTIVES ENROLLED IN CONTINUING EDUCATION PROGRAMS

+70,000

USERS VIEWED ITS DIGITAL PRODUCTS, SUCH AS LEGADO MAGAZINE AND THE FOURTH SERIES OF WEBINARS: “PERSPECTIVE OF THE NEXTGEN”

Organized the Family Business Forum LATAM 2024, bringing together more than

150

STUDENTS, PROFESSORS, AND BUSINESS LEADERS.

#### Center for Financial Access, Inclusion, and Research (FAIR)

- Signed a Memorandum of Understanding with the KIT Royal Tropical Institute to work toward common goals in social inclusion, green finance, and sustainable economic systems.

#### Center for Digital Evolution

- Facilitated key partnerships between Tecnológico de Monterrey, Microsoft, and Google to integrate cutting-edge technologies into higher education, enabling access to innovative tools that prepare students for the changing job market.

Exceeded its revenue target, with

160

PARTICIPANTS ENROLLED IN CONTINUING EDUCATION AND EXECUTIVE EDUCATION PROGRAMS

## THE BUSINESS SCHOOL STRENGTHENS ITS FOCUS ON INNOVATION AS A TRANSFORMATIVE AXIS





# INNOVATION AND ENTREPRENEURSHIP

## EUGENIO GARZA LAGÜERA INSTITUTE OF ENTREPRENEURSHIP

The Eugenio Garza Lagüera Institute of Entrepreneurship (IEEGL) serves as the strategic arm of Tecnológico de Monterrey in the field of entrepreneurship. Its mission is to lead and coordinate initiatives that foster innovation, business creation, and social impact, positioning itself as a catalyst for transforming ideas into reality.



## KEY ACHIEVEMENTS OF THE IEEGL

### Entrepreneurial Training

In 2024, the IEEGL strengthened its academic and practical impact through various strategies and programs:

- **Entrepreneurship Transversal Strategy:** impacted more than 18,000 students by integrating entrepreneurial skills into academic programs. Additionally, 1,711 students participated in programs that foster business creation.
- **Tec Week: Entrepreneurship with purpose:** a pilot event held at six campuses, that inspired 1,183 students and 33 faculty members to design projects aligned with global trends such as The New Work. Outstanding projects will advance to a bootcamp during the incMTY 2025 festival.
- **ABC of Freelancing:** an initiative where students worked on real business needs by developing service portfolios.
- **Xignux Challenge:** a competition that engaged 20 teams and included specialized content to enhance practical learning for participants.

### Entrepreneurial Talent Scholarship (BTEM)

This program has benefited 224 students since its inception, with 162 currently active and 62 graduates. Through mentorship, tools, and specialized training, BTEM has produced award-winning projects in competitions such as the [Social Impact Award](#), [Draper Data Science Competition](#), and [National Geographic's Slingshot Challenge](#).

## High-Impact Entrepreneurship Programs

The IEEGL supported more than 2,200 entrepreneurs throughout their journey by offering programs tailored to different stages of entrepreneurship:

- **Explora Basecamp:** supported 388 projects (323 led by students) to identify market and impact opportunities.
- **Venture Basecamp:** assisted 136 advanced entrepreneurs in the strategic development of their startups.
- **Entrepreneurship Labs (Labs):** complemented the programs with personalized workshops, benefiting 570 entrepreneurs through guidance from 80 experts.

Additionally, [Freeland](#) impacted 1,182 participants and contributed to strengthening skills and strategies for independent entrepreneurs in the digital economy.



## CENTERS OF EXCELLENCE AND MENTORSHIP

### Scientific and Technological Entrepreneurship Center (EBCT)

Designed to address global challenges through innovative solutions, this center impacts



With the support of an [international network of 200 experts](#), it promotes sustainable-value projects at both early and advanced stages.

### Conscious Entrepreneurship Center

It offers two key programs: [Semilla Consciente](#), for early-stage projects and [Incubación Consciente](#) for more advanced ventures.



### Business Development Center for SMEs

Boosts the competitiveness of micro, small and medium-sized businesses through digitization, continuous improvement and strategic networking. [Enlace+](#) provided 798 hours of pro-bono mentoring to 61 companies through 498 expert advisors.



# INNOVATION AND ENTREPRENEURSHIP

## INNOVATION ECOSYSTEMS

### incMTY Summit

IEEGL organized the first edition of this event, bringing together 2,906 attendees from over 1,000 companies in a summit focused on promoting innovation, growth, and entrepreneurial talent.



### Innovation Districts

The Institute plays a key role in the creation and development of innovation ecosystems, such as:

- **Monterrey District:** provides guidance and resources through the Entrepreneurship Gateway.
- **Tlalpan District and Querétaro District:** promotes regional initiatives focused on entrepreneurship and innovation.

## RESEARCH AND KNOWLEDGE GENERATION

IEEGL produced high-impact knowledge in 2024:

- 31 scientific articles, including 16 published in academic journals.
- VII International Research Meeting on Entrepreneurship: an event with representation from 10 countries and 145 attendees, focused on Corporate Venturing in Latin America.
- Relevant studies such as:
  - Entrepreneurship Monitor
  - Overview of the Water System and its Stakeholders in Monterrey
  - Mapping of the HVAC Innovation Startup Ecosystem

## GLOBAL IMPACT

IEEGL led international initiatives, including CATAL1.5°T, a program that provides funding and technical assistance to Climate-Tech startups in Latin America and West Africa.





# INNOVATION AND ENTREPRENEURSHIP

## DISTRITOTEC: TRANSFORMING LIVES THROUGH THE POWER OF CONNECTIONS

distritotec is an urban community sponsored by Tecnológico de Monterrey, designed to generate a positive impact on people's lives through meaningful encounters. It acts as a strategic platform that connects the institution with the community and industry through social service projects, tactical urbanism and community activities. These initiatives foster collaboration between academia, citizens, businesses and the government of the municipality of Monterrey, improving the quality of life and strengthening the capacity for innovation in the region.

This year, distritotec received recognition from the World Economic Forum and UN-Habitat as a “Best Practice in Public-Private Collaboration”. This award validates the success of distritotec's governance model, which brings together public and private resources and visions to effectively transform its environment.



### URBAN ENVIRONMENT IMPROVEMENT AND COMMUNITY BUILDING PROJECTS

In 2024, significant progress was made on urban projects, including:



- **Jardines de Altavista Neighborhood Park:** construction of a 1,142-square-meter space featuring 24 trees, walkways, and urban furniture.
- **Cultural Node Phase 2:** renovation of a 2,965-square-meter plaza in front of the Luis Elizondo Auditorium, including new trees, lighting, urban furniture, and universal accessibility.
- **10th Anniversary of the First Neighborhood Meeting:** distritotec celebrated its 10th anniversary by strengthening its Neighborhood Council, with 153 assemblies held.

Additionally, this year, [distritotec received the Good Citizen Practices Award](#), achieving second place at the state level for Colonia Valle Primavera for its "Comprehensive Security Strategy."

### PROMOTION OF ART AND COMMUNITY ENGAGEMENT

The platform reaffirmed its role as a dynamic space for connection and community transformation, integrating art, culture, and social interaction to create meaningful experiences.

- **Casa Naranjos:** received 350 space usage requests and hosted over 9,000 attendees in activities focused on social impact, learning, art, and culture.
- **Callejero:** held six editions aimed at fostering community engagement by activating public spaces along the entire Junco de la Vega street, attracting 2,000 attendees per edition, with over 100 local exhibitors and 50 activities.

- **Picnic Cinema:** hosted 13 open-air editions, with an average attendance of 150 people per screening.
- **Galería Abierta distritotec:** launched two exhibitions— "Ritmos y Fugas" and "Cielo Abierto"—which reached over 40,000 pedestrians weekly.
- **Skyspace “Espíritu de luz”:** Held nine artistic and meditative activations, with an average attendance of 80 people per edition.





# INNOVATION AND ENTREPRENEURSHIP

## DISTRITOTEC: TRANSFORMING LIVES THROUGH THE POWER OF CONNECTIONS

### INNOVATION PROJECTS

Together with the Center for the Future of Cities, distritotec developed technology to measure capacity, usage density, and activities in public spaces such as Parque Central and Galería Abierta. These analytics optimize space management and enhance the user experience.

“THESE ANALYTICS OPTIMIZE SPACE MANAGEMENT AND ENHANCE THE USER EXPERIENCE.”

### COLLABORATIONS AND PARTNERSHIPS

In 2024, distritotec strengthened alliances with:

- **Fundación FEMSA:** to manage Galería Abierta, a cultural and social landmark in the community.
- **Government of Monterrey:** enabled the implementation of projects such as Callejero, activities at Casa Naranjos, and a tactical urbanism intervention aimed at improving infrastructure and promoting sustainable mobility.

- **Local Businesses:** organized two editions of "Conecta Local," engaging over 50 businesses to connect them with educational offer and development opportunities within the district.



### SUSTAINABILITY AND ENVIRONMENT

Distritotec received the Sustainable Leadership Award for promoting cycling infrastructure and sustainable mobility.

### RESEARCH

Distritotec served as a setting for various research projects focused on urban and social issues.

- **Risk Culture in distritotec and Campana Altamira:** in collaboration with the Universidad Autónoma de Nuevo León this project implemented participatory strategies to reduce urban risks through social mapping.

- **Public Space Usage Monitoring:** in partnership with the Center for the Future of Cities, technology was developed to analyze usage patterns, identify areas for improvement, and optimize space management in locations such as Parque Central and Galería Abierta.


### EXPEDITION FEMSA

In 2024, Tecnológico de Monterrey set a milestone in the promotion of interdisciplinary innovation with the creation of a space for transforming ideas into solutions of global impact. EXPEDITION FEMSA is positioned as a center where researchers, entrepreneurs and creative leaders will work together to address social and economic challenges through science- and technology-based projects. This environment will foster the connection between academia, industry and society, strengthening the ditritotec innovation ecosystem.

The activities developed inside will be oriented towards applied research and collaboration in strategic areas such as integrated health, sustainable manufacturing and education of the future. With initiatives such as the Science Gallery, which integrates science and art to inspire new ideas, and specialized laboratories that promote advanced experimentation, this center will become an engine for the development of high-impact projects. The presence of institutes such as the Institute for the Future of Education (IFE) and the Institute for Obesity Research (IOR) reinforces its purpose of leading the creation of relevant knowledge and innovative solutions.







# TECSALUD: PREVENTION, INTEGRATED WELL-BEING, AND MEDICAL EXCELLENCE IN ACTION





**Dr. Guillermo Torre Amione | Rector,  
TecSalud**

# MESSAGE FROM MESSAGE FROM THE RECTOR OF TECSALUD

We share our Annual Report, a compendium of achievements and lessons that inspire us to continue transforming realities and reaffirming our commitment to health, education, and research.

In these pages, you will find some of the most significant advances in our three fundamental pillars: care, education, and research.

In the field of care, the key to achieving international standards and positioning ourselves as a reference in Mexico has been our ability to integrate group practices, prioritize quality, and promote knowledge.

In the field of education, we are convinced that the best educational experience is lived in our Academic Medical Centers, where new generations of professionals are guided by the best specialists in medicine and health sciences.

We have also made significant progress in clinical research in collaboration with national and international institutions. We firmly believe that a culture of knowledge not only strengthens innovation but also transforms the global Mexico's perception. For this reason, we are committed to collaborative work, including public-private partnerships, as a way of improving the quality of life of those who need it most.

// **REAFFIRMING OUR  
COMMITMENT TO HEALTH,  
EDUCATION, AND RESEARCH** //

These achievements would not be possible without the talent and dedication of our medical community, researchers, students, and collaborators. To each of you, we extend our deepest gratitude for being part of this transformative mission.

**Dr. Guillermo Torre Amione**  
*Rector of TecSalud*



# TECSALUD

TecSalud has distinguished itself as an institution committed to consolidating its leadership in Latin America through education, applied research, and clinical care to improve health prevention and treatment. In 2024, TecSalud achieved significant progress, allowing it to advance toward these objectives.



## HOSPITALS

### Zambrano Hellion Hospital

76,065 PATIENTS TREATED IN OUTPATIENT SERVICES

10,254 PATIENTS ADMITTED TO THE HOSPITALIZATION AREA

6,094 SURGERIES PERFORMED

### San José Hospital

30,058 PATIENTS TREATED IN OUTPATIENT SERVICES

5,860 PATIENTS ADMITTED TO THE HOSPITALIZATION AREA

3,238 SURGERIES PERFORMED



304,651 consultations provided by TecSalud's specialized institutes

TecSalud performed 71 trasplantes, including 8 procedures within the living donor program.

## 2024 AWARDS

- Hospital Zambrano Hellion and Hospital San José ranked among the top 10 in "Mexico's Best Hospitals" for the fifth consecutive year, according to the Expansión 2024 ranking.
- Zambrano Hellion Hospital received a 4 out of 5-star rating from Statista Inc.
- TecSalud hospitals were recognized among the top three hospitals in Mexico in IntelLat's Best Hospitals and Clinics in Latin America ranking:
  - Hospital Zambrano Hellion ranked #2 in Mexico and #13 in Latin America.
  - Hospital San José ranked #3 in Mexico and #23 in Latin America.
- San José Hospital and Zambrano Hellion Hospital received first place in the "Less Footprint, More Health" award, granted by the Global Green and Healthy Hospitals Network, for their leadership in reducing environmental impact in energy consumption and carbon emissions.
- Zambrano Hellion Hospital was designated an Advanced Stroke Care Center by the World Stroke Organization and the Ibero-American Society of Cerebrovascular Disease.
- San José Hospital was recognized by the Nuevo León Ministry of Health (SSNL) for its best practices in lactation room management.



# TECSALUD

## ACADEMIC MODEL

The TecSalud academic model focuses on training future medical and health professionals through an innovative, rigorous, and excellence-driven approach. Through its Academic Medical Centers, TecSalud provides students with a unique educational experience that integrates advanced technology and practical training, enabling them to develop the necessary competencies to address the future challenges of healthcare.

## TECSALUD FOCUSES ON TRAINING FUTURE MEDICAL AND HEALTH PROFESSIONALS THROUGH AN INNOVATIVE, RIGOROUS AND EXCELLENCE-DRIVEN APPROACH

This approach is defined by its multicentric methodology, designed to allow residents and undergraduate students to rotate across TecSalud's hospital system. This rotation provides a broad and diverse perspective on medical specialties, ensuring comprehensive and high-quality training. Over the past year, **439 undergraduate students and 438 residents actively participated in academic programs**, benefiting from this integrated approach.

### RIGOROUS SELECTION PROCESS

Admission to TecSalud's specialty programs is characterized by a highly selective process, which ensures that only the most prepared candidates are admitted to the programs. Applicants must meet strict requirements, such as a minimum grade point average of 8 in their medical degree, obtain 550 points on the Postgraduate Admission Test (PAEP) and demonstrate proficiency in English through an official evaluation such as the TOEFL. This process guarantees that future specialists are prepared to face the challenges in their professional practice.

### INNOVATION IN TEACHING AND TECHNOLOGY

In terms of educational innovation, this year TecSalud expanded the EMCS Simulation Center in Monterrey. It integrated four new areas: hospital room, virtual anatomy, virtual surgery and virtual reality, to train students in a safe and controlled environment. In addition, the number of multidisciplinary consulting rooms increased from five to eleven, offering more space for clinical practices in various specialties.

EMCS also signed an educational agreement with Johnson & Johnson MedTech to develop advanced simulation programs, a key step in strengthening postgraduate training programs.

The Academic Center for Dental Care (CAAD) was also expanded, increasing its daily capacity to serve more than 60 patients a day.



### ACHIEVEMENTS IN HIGH SPECIALTY CARE AND CAPACITY EXPANSION

In the field of high specialty care, TecSalud achieved key milestones, including the first high-complexity double lung transplant in Mexico. The reopening of the heart transplant program expanded the institution's capacity to handle complex procedures.

With the goal of improving care for patients with heart failure, the new Center of Excellence in Heart Failure was introduced, designed to standardize treatment protocols in alignment with international guidelines.

In the academic field, there were outstanding events such as the **Second Annual Congress on Cardiogenic Shock and Heart Failure in LATAM and the Symposium on Vascular Neurology and Synucleinopathies**. These activities brought together international specialists to share knowledge and strengthen TecSalud's position as a leading center in cardiovascular and neurological medicine.

### EXPANSION AND MODERNIZATION OF INFRASTRUCTURE

TecSalud continued investing in infrastructure. This year, the **Institute of Digestive Health began operations at Zambrano Hellion Hospital**, strengthening its capacity for high-specialty care. A new **Hemodynamics Room** was opened at the same hospital to increase the capacity to perform endovascular procedures. With these expanded facilities, TecSalud can serve more patients and address a broader range of medical conditions.





# TECSALUD RESEARCH

In 2024, TecSalud strengthened its leadership in research through flagship projects, strategic partnerships, and advancements in key priority areas. These initiatives have positioned TecSalud as a benchmark in innovation and knowledge generation, with a significant impact both in Mexico and internationally.

### KEY PROJECTS

Among the most outstanding projects of the year are the [ten clinical research protocols developed in collaboration with leading pharmaceutical companies, including Roche, Amgen, Merck, GSK, Novartis, Novo Nordisk, and Gilead](#). These protocols, focused on oncology, neurology, and cardiology, represent a significant advancement in the treatment of complex diseases. So far, 42 participants have been recruited to contribute to the development of advanced therapies, further consolidating TecSalud's role in clinical research.

Another key pillar was the [oriGen Project](#), a large-scale initiative with the goal of creating a repository of genetic and clinical-epidemiological information from 100,000 Mexican individuals. This year, the project reached [68,587 participants and successfully sent 30,000 samples for sequencing to Regeneron](#). These developments have made its database an essential tool for researching and developing solutions to Mexico's most pressing health challenges, while also contributing to global knowledge on human genetic diversity. The project's impact is also evident in the growing interest from academic and scientific institutions, as well as local and national governments, which seek to collaborate in this transformative effort.

Regarding strategic partnerships, TecSalud signed an agreement with the Ragon Institute, together with Mass General Brigham, MIT and Harvard, with the goal of promoting scientific advances in key areas such as immunology and oncology. This agreement has provided access to state-of-the-art laboratories and established postdoctoral fellowship programs in immunology, laying the foundation for the creation of a world-class immunology center in Mexico. It also fostered academic and scientific exchange through activities such as shared symposiums, collaborative projects and student mobility programs, focused on addressing the most urgent challenges in the field of health.

In 2024, TecSalud's Early Childhood Center implemented key initiatives for the comprehensive development of children in their early years.



In the area of research, the [National Survey of Adverse Childhood Experiences \(ACEs\)](#) was completed, in collaboration with the [National Institute of Public Health \(INSP\)](#) and the [Cuida Center of the Catholic University of Chile](#). In addition, the Leo Project in Chiapas showed that the use of digital tools contributes significantly to the development of literacy skills in preschool and elementary school children. These actions were complemented by scientific dissemination activities, such as the [International Early Childhood Forum](#) and participation in the [Monterrey International Book Fair](#), which had an impact on children and caregivers. Lastly, the launch of the Certificate in Early Childhood Policy and the linkage with institutions such as the Stanford Center on Early Childhood underscored TecSalud's commitment to children's education and well-being.





# TECSALUD

## CLINICAL CARE

TecSalud directs its clinical care toward innovation and a human-centered approach, promoting well-being and comprehensive health. These initiatives are designed to improve quality of life and bring high-quality medical services to those who need them most.



### Well-being, Prevention, and Longevity

In 2024, TecSalud reinforced its focus on well-being, prevention, and longevity through initiatives aimed at employees, patients, and vulnerable communities.

#### Key Programs:

- **One step at a time:** a comprehensive program based on physical activity, stress management, healthy eating, hydration, and emotional well-being, with more than 3,700 participants in workshops, fairs, and challenges.
- **Yoga classes:** provided 535 attendees with the opportunity to improve their physical and mental health.
- **Mental health:** delivered 265 psychological consultations to 150 employees, along with mindfulness workshops attended by 44 participants.
- **Occupational health:** conducted 1,135 annual medical evaluations to promote workplace well-being.

### INNOVATION IN RESEARCH AND PROGRAMS:

- **Taking steps together:** a research protocol for individuals with type 2 diabetes or insulin resistance, which achieved a 3.6% reduction in HbA1c levels among 60 participants through clinical trials.
- **My health after 60+:** a monthly program for older adults, with 447 attendees.
- **Menopause sessions:** group workshops for women in menopause, with 22 participants.

### STRATEGIC COLLABORATIONS:

- **San Pedro Garza García:** health and prevention talks that impacted more than 10,772 people in vulnerable communities.
- **Tec de Monterrey Continuing Education:** conferences, educational programs, and business health activities, integrating 82 active members interested in comprehensive well-being.

### INTERNATIONAL PARTICIPATION:

- TecSalud presented integral approaches to enhance surgical care and patient outcomes at the Houston Methodist symposium.

### HIGH-SPECIALTY FOCUS

#### TecSalud stood out for its innovation in medical procedures:

- Performed Mexico's first implant of bidirectional deep brain stimulation electrodes, representing a major advancement in the treatment of neurological disorders.
- Became a pioneer in Mexico by implanting a self-expanding heart valve to treat pulmonary insufficiency.
- Used the Evolut FX prosthesis for TAVI valves for the first time in Monterrey.

TecSalud continues to lead the healthcare sector with a strategic vision that integrates clinical excellence, high-quality education, and cutting-edge scientific advancements. These achievements address current needs while establishing a sustainable model for future generations

### FUNDACIÓN TECSALUD

- **Fundación TecSalud** is committed to providing high-quality medical care to individuals in vulnerable situations. Through its Comprehensive Health Center (CeSI) and other specialized units, it offers accessible medical services, fosters health education, and promotes preventive projects.
- In 2024, the foundation provided care to 22,004 individuals through consultations, surgeries, and medical examinations. Its work is reflected in the CeSI, where students and faculty combine teaching, research, and medical care. This center treated 14,940 people, surpassing the previous year's figure, with services in key areas such as ophthalmology, women's health, comprehensive wellness, and chronic disease diagnosis.
- Additionally, the foundation promoted health awareness campaigns, conferences, and strategic partnerships with companies and institutions to expand preventive and medical care to more sectors. It also maintains medical coverage programs for vulnerable patients, ensuring that those in need receive timely and high-quality treatment.
- Through these efforts, Fundación TecSalud reinforces its commitment to health and social well-being, connecting efforts to transform lives.





# TECMILENIO: COMPREHENSIVE EDUCATION TO ACHIEVE LIFE PURPOSES







**Bruno Zepeda Blouin | Rector,  
Universidad Tecmilenio**

# MESSAGE FROM MESSAGE FROM THE RECTOR OF TECMILENIO

Faced with a challenging outlook for higher education institutions, Tecmilenio's response continues to be innovation and adaptability. This 2024 we reached historic figures: 64,000 enrolled students and more than 60,000 learners at the Skilling Center.

Today we have managed to consolidate an educational offer that provides comprehensive, quality, accessible, and constantly innovative training. We distinguish ourselves as an inclusive institution focused on the purpose, well-being, and success of our student community.

Among the most significant advances of 2024 is the development of our flexible MAPS educational model, which stands out for being modular, stackable, customizable, and 100% based on competency certificates. This year, we began launching this innovative model for all our undergraduate and graduate programs.

Furthermore, we reinforced our leadership in well-being. Wellbeing 360, one of Tecmilenio's most iconic events, brought together experts and attendees from over 26 countries. Additionally, we certified 50 companies in Factor Wellbeing, an increasingly recognized distinctive among companies that use it as a key tool to promote healthy and positive work environments.

The integration of the campuses in Morelia and Zacatecas, as well as the start of student acquisition in Tampico, marked an important milestone in expanding our educational offer to new communities.

## TECMILENIO'S RESPONSE CONTINUES TO BE INNOVATION AND ADAPTABILITY

It was a year of recognitions: one student become the first Mexican woman to win the Dean's List Award at the FIRST Robotics Competition World Championship; a team of students earned 1st place in the ENACTUS National Competition and represented Mexico at the 2024 World Cup, among other state and national recognitions.

Thanks to the talent, collaborative spirit, and effort of our community, we continue marking the way toward our mission of educating people with a purpose in life and the skills to achieve it.

**Bruno Zepeda Blouin**  
*Rector Tecmilenio*



# TECMILENIO

Tecmilenio is consolidated as an educational institution committed to the integral formation of its students and their purpose in life. Through an innovative and flexible educational model, it promotes the development of technical and human skills aligned with the demands of the global environment. Tecmilenio aims to contribute to the progress of society through initiatives that promote quality education, eliminating the barriers within its reach for the maximum benefit of its students.

## TECMILENIO IN NUMBERS

Tecmilenio has 44 locations nationwide, distributed as follows:

30 **CAMPUSES**

Cancún, Chihuahua, Juárez, Cuautitlán, Cuernavaca, Culiacán, Cumbres, Durango, Ferrería, Guadalajara, Guadalupe, Hermosillo, Laguna, Las Torres, Los Mochis, Mazatlán, Mérida, Nuevo Laredo, Obregón, Puebla, Querétaro, Reynosa, San Luis Potosí, San Nicolás, Toluca, Veracruz, Villahermosa, Zapopan, Morelia and Zacatecas (with an upcoming opening at Tampico).

12 **CAMPUS CONNECT**

Artz Pedregal, Las Américas, León, Mítikah, Reforma, Saltillo, Santa Fe, Satélite, Tijuana, Espacio Connect Constitución, Las Torres and Ferrería.

1 **ONLINE CAMPUS**

## NUMBER OF FORMAL EDUCATION STUDENTS

January - May 2024:

64,089 **STUDENTS**

21,247 **HIGH SCHOOL**

18,087 **UNDERGRADUATE**

11,675 **EXECUTIVE WITH ASSOCIATE DEGREE**

13,080 **GRADUATE**

## ACADEMIC PROGRAMS

High School

2 **PROGRAMS**

- General High School: 12,540 students
- Bilingual General High School 8,707 students

### Undergraduate Semester Programs

16 **BACHELOR'S DEGREE PROGRAMS**

- Bachelor's Degree in International Business (3,281)
- Bachelor's Degree in Business Administration (2,387)
- Bachelor's Degree in Industrial Engineering (2,234)
- Bachelor's Degree in Graphic Design and Animation (2,161)





# TECMILENIO IN NUMBERS

- Bachelor's Degree in Marketing (2,011)
- Bachelor's Degree in Software Development (1,570)
- Bachelor's Degree in Mechatronics Engineering (1,490)
- Bachelor's Degree in Psychology (686)
- Bachelor's Degree in Administration and Finance (673)
- Bachelor's Degree in Law (582)
- Bachelor's Degree in Nutrition (518)
- Bachelor's Degree in Administrative Computer Systems Engineering (150)
- Bachelor's Degree in Business Creation and Development (144)
- Bachelor's Degree in Gastronomy (122)
- Bachelor's Degree in Hospitality and Tourism Management (68)
- Bachelor's Degree in Logistics and Supply Chain Engineering (10)



## Executive and Associate Degree Programs

14 PROGRAMS

### Executive Bachelor's Degrees

9 PROGRAMS

- Industrial and Systems Engineering (3,410)
- Business Administration (2,738)
- International Trade and Business (1,786)
- Marketing and Advertising (1,003)
- Administrative Computing Engineering (827)
- Law (767)
- Education and Development (256)
- Business Psychology (243)
- Administration and Talent Development (234)

### Associate Degree Programs

5 PROGRAMS

- Software Development (161)
- Business Administration (159)
- Industrial Processes (56)
- Health Administration (18)
- Tourism (17)

## Graduate Programs

18 PROGRAMS

### Specializations: 3 programs

- Finance (208)
- Innovation (170)
- Human Resources (75)

### Master's Degrees: 11 programs

- Business Administration in Finance (3,854)
- Business Administration in Quality and Productivity (2,688)
- Business Administration in Logistics (1,279)
- Business Administration in Human Resources (1,112)
- Business Administration in Marketing (1,029)
- Information Technology Management (833)
- Education (808)
- Positive Leadership (227)
- Human Capital Management (179)
- Digital Marketing (168)
- Positive Education (88)



### Masters (non-schooled): 4 programs

- Artificial Intelligence (224)
- Automation and Robotics (73)
- Digital Marketing (46)
- Human Capital Management (19)



# TECMILENIO IN NUMBERS

## NUMBER OF GRADUATES AND EMPLOYABILITY RATE

89.5%

### ANNUAL EMPLOYABILITY

(August - December 2023 and  
January - May 2024):

16,034

### STUDENTS COMPLETED A DEGREE PROGRAM IN 2024

- 5,711 High School
- 4,494 Undergraduate (semester, executive, and  
associate programs)
- 5,669 Master's Degrees
- 160 Specializations

## CO-CREATED PROGRAMS WITH COMPANIES

47

**NEW PRODUCTS:** credentials, microcredentials, learning  
pathways, partnerships, courses, and certificates

11

**COMPANIES OR PARTNERS:** Vitro, GEPP, Alamo, Juan  
Valles, Berel, Oxxo-GAS, Banorte, Cemex, Bachoco, Armur,  
Siemens, Indi, Omron, Universal Robots

## NUMBER OF LEARNERS AT THE SKILLING CENTER

57,549

### ACTIVE LEARNERS IN THE LAST TWELVE MONTHS

## NUMBER OF TEACHERS AND COLLABORATORS

5,032

### TEACHER WITH MORE THAN 90 ACADEMIC LEADERS NATIONWIDE

(48% women y 52% men)

2,748

### COLLABORATORS

61.5% women y 38.5% men

## NUMBER OF PARTICIPANTS IN VIVE WORKSHOPS

8,260

### HIGH SCHOOL AND UNDERGRADUATE

(21% participation out of 39,334)

9,406

### EXECUTIVE AND GRADUATE

(38% participation out of 24,755)

17,666

### STUDENTS VOLUNTARY PARTICIPATION

engaged in a VIVE activity during the last semester





# TECMILENIO

## EDUCATION MODEL

Through accessible and high-quality academic programs, Tecmilenio develops both technical and human skills, preparing students to achieve their professional and personal goals. Its quality educational model is distinguished by an innovative approach that shapes positive leaders, guides them in discovering their life purpose, and fosters societal impact.



### High School Level

Prepa Tecmilenio's educational model places students at the center of learning through an approach based on positive education. This model develops key competencies and social-emotional skills, highlighting character strengths and helping students discover and pursue their life purpose. These tools enable them to build a solid foundation for personal, academic and professional growth. This commitment to excellence is reflected in outstanding academic performance, with an average grade of 89.23 and a passing rate of 98.8%. In addition, innovations such as artificial intelligence, personalized platforms and exploratory career paths are incorporated, aligning academic training with the demands of a dynamic global environment.



### Key initiatives in high school include:

- Appreciative Coaching, a methodology that drives meaningful conversations focused on students' achievements and strengths.
- Wellness workshops that explore elements such as positive emotions, healthy relationships, life purpose, physical well-being, achievement and mindfulness.

### Undergraduate Level

At the undergraduate level, Tecmilenio is characterized by personalized and flexible education, allowing students to design up to 40% of their study plan according to their interests and life purpose. The model is organized into eight-week blocks, facilitating the attainment of specific certifications and modular learning adaptation. This approach promotes experiential learning through techniques such as flipped classrooms and is complemented by a strong network of academic and personal support. In 2024, more than 29,762 students participated in semester and executive programs, reaffirming Tecmilenio's commitment to developing professionals ready to meet labor market demands.

### Graduate Level

Tecmilenio's graduate programs stand out for their focus on technical and human skills tailored to the demands of the professional environment. In 2024, enrollment reached 13,080 students, who found in these programs the opportunity to continue their education with a practical vision and an orientation toward solving real-world challenges.





# TECMILENIO

## EDUCATION MODEL

### Skilling Center

The Skilling Center is a space dedicated to open and lifelong education, impacting more than 65,734 learners in 2024. The most important initiatives are:

- Personalized memberships: with 6,380 active users accessing specific content.
- Competency assessments: with 9,858 assessments conducted and a 91% satisfaction rate.
- Skilling in a Box: implemented in 39 locations across campuses and Connect spaces, reaching 9,515 learners.



Additionally, 1,164 topics were developed in partnership with companies such as Afirme, Bachoco, BBVA, and Vitro, solidifying Tecmilenio as a benchmark in lifelong education.

### Awards and Recognition

In 2024, Tecmilenio received important awards:

- UPCEA International Program of Excellence or Innovative Practice Award, granted for its focus on global nursing education.
- Technical Academic Opinion (OTA) granted to the nursing program, advancing towards the Recognition of Official Validity of Studies (RVOE) at the Las Torres Campus.
- The International Nursing Pathway program, developed in collaboration with Alamo Colleges District and Methodist Healthcare System, received the prestigious UPCEA International Program of Excellence or Innovative Practice Award 2025. Additionally, the Las Torres Campus Nursing program obtained the Academic-Technical Opinion (ATO), a key opinion to move toward official recognition of the program.
- QS Stars, with a rating of 4 stars overall and 5 stars in categories such as teaching, employability, online education, social responsibility and inclusion.
- EQUAA Awards, for the Design Driven Education project, consolidating its leadership in educational innovation in Latin America.

- FSO Ranking, ranked 11th globally and number 2 in Mexico in online higher education.
- GEURS Radar, for its focus on global employability and its connection with the labor market.

### VIVE

Student life at Tecmilenio goes beyond the classroom through sports, artistic, recreational, and civic events that enrich the comprehensive development of students. These activities strengthen individual talents, promote collaboration, and build a committed and dynamic community.

### Artistic

- ARTFest: the first national dance, singing, painting, photography, and short film competition, bringing together more than 200 students from 16 campuses, excelling in various artistic disciplines.
- Tecmilenio Musical Review: presented for the first time with a cast made up of students from the four Monterrey campuses. The performance, held at the Luis Elizondo Auditorium, attracted over 1,700 attendees, demonstrating Tecmilenio's commitment to artistic expression.

### Sports

The National Interhalcones event gathered 1,431 participants, marking a milestone in Tecmilenio's sports events.

In its third edition, a new qualifying format was implemented across three simultaneous venues in October, where 1,300 students competed for a spot in the national competition scheduled for April 2025.





# TECMILENIO

## EDUCATION MODEL

### Recreational and Esports

Esports have established themselves as a key activity within the student community. The Esports League held four virtual tournaments throughout the year, involving 5,821 students in high-level competitions. Additionally, the Alienware Halcones Esports Arena was inaugurated at the Las Torres campus, providing a dedicated space for professional video gaming. The event, attended by over 300 people, featured a panel of experts and a show match between Halcones Esports and Chivas Esports. This innovative project was developed with Dell Technologies, Intel, and Grupo JAR to foster skills such as teamwork and problem-solving. It also offers workshops in key Esports areas, such as refereeing and narration, reaffirming Tecmilenio's leadership in promoting emerging trends.

### Civic Engagement and Student Leadership

In a significant milestone, the first generation of the Student Federation was elected through a democratic process involving more than 3,000 student voters. In addition, the First Forum with Candidates, developed by the Monterrey FETECMIs, was organized, with an attendance of 800 people and the participation of 11,000 students in the Citizen Curriculum program, promoting civic engagement among the university community.

The Capitanes Encounter (June) and the Student Groups Encounter (May) brought together 574 high school and professional student leaders, who designed work plans to positively impact student life on their campuses.

The 10th Wellbeing Forum, organized in collaboration with the Instituto de Ciencias de Bienestar Integral, reaffirmed the institution's work in promoting wellbeing and integral health.



### INTERNATIONALIZATION

Internationalization is a strategic pillar at Tecmilenio, designed to **enrich academic training through global experiences that foster learning, diversity, and cultural connection**. In 2024, the institution implemented innovative programs and strengthened its international collaboration network, enabling students at all levels to broaden their horizons and engage in transformative initiatives.



### International Experiences at all Levels

At the high school level, 341 students participated in internationalization activities. Among the most notable initiatives was the creation of a new summer program in Japan, offering participants an immersive educational experience in a different cultural setting.

At the undergraduate level, 273 students took part in in-person international programs such as exchanges, dual degrees, language courses, academic summers, and study tours. One of the standout experiences was Work Abroad, where students completed internships at Disney in Orlando, Florida. Additionally, two flagship study tours were conducted:

- Study Tour with a Cause in Costa Rica, which included a week of volunteer work in underserved communities.
- New York Study Tour, in which 22 students participated in a program featuring academic, business, and cultural visits.

At the executive and graduate levels, 21 executive program students and 20 master's degree students participated in international experiences, totaling 33 face-to-face and eight virtual activities. At the local level, 14 internationalization activities were carried out at home, which included mirror classes, virtual teaching exchange and visits from international professors, impacting more than 270 students and counting with the participation of 13 foreign professors.



# TECMILENIO

## EDUCATION MODEL

For the first time, Tecmilenio organized a Study Tour for international students, hosting 16 students from Universidad Santo Tomás in Chile. Together with five students from executive and graduate programs, they participated in an academic and cultural program in Mexico City, strengthening the exchange of global perspectives and learning.

### Strengthening Strategic Partnerships

In 2024, Tecmilenio expanded its international collaboration network through the signing of eleven academic agreements, creating new opportunities for students and faculty. Key agreements included:

- Government of Granada, Spain: implementation of dual-degree master's programs
- Millersville University, Pennsylvania: promotion of study tours for executive and graduate programs
- VIVES Universities in Belgium, IAE Clermont School of Management in France, and UDIT in Spain: partnerships focused on academic exchanges and collaborations at the undergraduate level

Additionally, the institution strengthened its cooperation through a partnership with Arizona State University, aimed at promoting joint research and developing the semiconductor industry, considered key to the economies of Mexico and the United States.



### STUDENT WELL-BEING

Well-being and holistic development are essential pillars at Tecmilenio, where innovative programs positively impact students, companies, and society at large. This comprehensive approach addresses mental, physical, and emotional health, promoting education based on positive psychology and life purpose.

## WELL-BEING AND HOLISTIC DEVELOPMENT ARE ESSENTIAL PILLARS AT TECMILENIO

### Well-being at the High School Level

At the high school level, Tecmilenio implemented key programs that strengthen the wellbeing and integral development of its students. A highlight was the Wellness Workshop on Skills and Values, a space that allowed us to deepen our understanding of the pillars of Tecmilenio's wellness model:

- Positive emotions
- Positive relationships
- Life purpose

- Achievement
- Physical well-being
- Full attention

Additionally, Appreciative Coaching was reinforced, promoting their personal and academic development.

### Outstanding Achievements in Mental Health and Physical Well-being

In 2024, Tecmilenio consolidated its mental health care protocols with the remodeling of nine of the 30 TecmiMed spaces, with plans to expand to five additional centers in 2025. In the area of physical wellness, eight cabins were installed on various campuses, offering privacy for students to access the Tu Red de Bienestar (Your Wellness Network). Key achievements in mental health and physical well-being.

### Factor Wellbeing

Factor Wellbeing, a methodology developed by the Institute of Comprehensive Well-being Sciences (ICBI), offers organizations tools to structure comprehensive well-being strategies.

- 55 companies participated, with 50 earning the distinction of Well-being Promoting Company in collaboration with Forbes México.
- Over 24,000 employees completed the well-being questionnaire.



# TECMILENIO

## EDUCATION MODEL

Since 2021, this initiative has involved more than 100 companies, impacting 86,000 employees. Among the recognized companies are BBVA, DeAcero, Scotiabank, Nestlé, and Walmart México-Centroamérica.

Additionally, Tecmilenio evaluated over 4,000 collaborators and faculty through the Well-being Index, resulting in 90% of its campuses earning the Positive Organization distinction. This achievement reflects the impact of the Factor Wellbeing initiatives, with a general score of 4.19 out of 5, reinforcing the institution's commitment to comprehensive well-being.

### Wellbeing 360

Wellbeing 360 has become one of the most influential initiatives in the field of well-being. In 2024, this series of events had a significant impact:

- 1,900 virtual attendees from 26 countries
- 462 in-person attendees in Mexico City
- Over 6,700 views on Wellbeing360.tv
- 4.5 million social media interactions
- 8.9 million reach, generated by over 230 published articles

The Institute of Comprehensive Well-being Sciences (ICBI), the driving force behind this initiative, presented the book Focus on Positive Leadership at FIL Monterrey and participated in high-impact events such as the 4th International Congress of Positive Psychology and the Wellness @Work Congress organized by COPARMEX Nuevo León.

### Community and Business Impact Projects

In 2024, Tecmilenio expanded its reach through strategic collaborations with companies and communities:

- **Healthy Minds Innovation:** over 2,000 students used this app, designed to strengthen well-being through pillars such as attention, kindness, clarity, and purpose
- **Bimbo Mexicali:** evaluation of future employee turnover intentions
- **Forbes:** collaboration to identify ethical companies and analyze the impact of absenteeism on productivity
- **FEMSA:** projects related to the management of ethical lines within the organization
- **DeAcero:** development of tools for leadership programs at the Celaya Plant
- **Afirme:** development of instruments focused on leadership circuits
- **Municipality of García, N.L.:** evaluation of social well-being variables to generate insights for the city council
- **General Directorate of Industrial Technological and Services Education (DGETI):** collaboration to assess well-being and school climate in various institutions, validating the psychometric model of the Educational Factor Wellbeing with 700 responses and developing a certification for positive practices in school well-being.

### WELL-BEING OF COLLABORATORS

Integral wellness is not only a central axis in student education, but also a priority for the development of Tecmilenio's teachers and collaborators. In 2024, several strategies were implemented to strengthen their quality of life and professional development, consolidating the institution as a benchmark in the creation of positive and healthy work environments.

### TQueremos Line

The TQueremos Line was relaunched as a free and confidential support program offering tools for the holistic well-being of collaborators and their families. This resource saw a 10% increase in usage compared to the previous year, with emotional and nutritional counseling being the most requested services, reflecting the institution's commitment to the emotional and physical well-being of its community.

### Training and Professional Development

The commitment to professional growth was translated into training programs that impacted hundreds of individuals:

- **MAPS Model:** 1,783 collaborators completed training related to this new educational model, ensuring alignment with the institution's pedagogical innovations.
- **Positive psychology:** more than 177 collaborators earned certification in this area, strengthening their ability to create positive work environments.





# TECMILENIO

## EDUCATION MODEL

—• Teachers in Action Certificate: this program covered topics such as artificial intelligence, classroom inclusion, and teaching service standards, impacting over 600 teachers and enhancing their educational practices.

### DIVERSITY AND INCLUSION

Tecmilenio reaffirms its purpose of fostering an inclusive and diverse community based on values such as empathy, respect, and human dignity. Throughout 2024, the institution implemented strategic initiatives that positively impacted students, collaborators, and faculty, strengthening its culture of inclusion and social awareness.

The commemoration of the International Day for the Elimination of Violence against Women involved 2,599 participants, fostering dialogue on key topics such as gender equality and the eradication of violence.

### Training in Diversity and Inclusion

Tecmilenio strengthened its diversity and inclusion training programs through initiatives such as REDEs and Persona Aliada:

—• REDEs (Educational Routes in Dignity and Empathy) provided collaborators and faculty with training spaces designed to reflect on diversity and respect for human dignity.

—• Persona Aliada, recognized as one of the ten outstanding national projects in the First Citizen Laboratory Contest: Innovation and Gender, aims to train change agents who promote inclusion both inside and outside the institution.

Through these initiatives, Tecmilenio reaffirms its purpose in promoting values that foster inclusive communities, contributing to the creation of an environment where diversity is celebrated as a strength and mutual respect drives social change.

## TECMILENIO REAFFIRMS ITS PURPOSE IN PROMOTING VALUES THAT FOSTER INCLUSIVE COMMUNITIES

### Commitment to equality and human rights

In partnership with HeForShe, a global initiative by UN Women, Tecmilenio consolidated its leadership in promoting gender equality. Among the most notable activities was the First National Student Group Meeting, organized in collaboration with UN Women and the Center for Human Dignity Recognition. This meeting included the Women's Forum, a transformative experience that raised awareness among over 2,129 collaborators and faculty on the importance of creating equitable and respectful environments.

### Inclusive Initiatives and Awareness Campaigns

Throughout the year, Tecmilenio carried out campaigns to raise awareness of diversity and promote inclusion within its community:

- During LGBTIAQ+ Pride Month, more than 280 collaborators from 15 campuses participated in activities highlighting the importance of respect for all identities.
- In October, the Pinktober campaign, focused on breast cancer prevention, impacted over 3,289 members of the university community.
- The International Day for the Elimination of Violence against Women engaged 2,599 participants, fostering dialogue on key topics such as gender equality and violence prevention.





# TECMILENIO

## LIFE PURPOSE

Life purpose serves as a transformative axis in the educational experience at Tecmilenio, providing students with tools to make decisions aligned with a meaningful vision of their future. In 2024, specific strategies were implemented for each educational level, emphasizing a holistic approach oriented toward personal development, well-being, and self-fulfillment.

### High School Level

At Prepa Tecmilenio, life purpose was integrated as a central element in student development through initiatives tailored to each formative stage:

- **Identification of character strengths:** using positive psychology tools, students reflected on their values and skills to apply them in various contexts.
- **Life purpose formulation:** a specific course guided students in developing a meaningful statement reflecting their values, strengths, and aspirations.
- **Vocational alignment:** ongoing mentorship helped students connect their purpose with career choices, leading to academic decisions aligned with their personal goals.
- **Academic closure with purpose:** as part of the graduation ceremony, students publicly shared their life purpose, marking a milestone in their educational journey.

### Undergraduate Level

New students participated in the Global Life Purpose Certificate, a self-guided course that helped them formulate a personal statement. This process incorporated essential elements such as integrity, goals, transcendence, and determination, contributing to a solid vision for their future.

### Graduate Level

For graduate students, Tecmilenio designed the Well-being and Life Purpose Journey, a methodology structured in five stages:

- **Self-concept:** initial reflection on holistic well-being through the Integral Well-being Tool (BINI).
- **Purpose:** creation of a personal statement supported by the Meaning in Life Questionnaire and an AI-based evaluator.
- **Connection:** linking purpose with decisions focused on personal growth.
- **Growth:** evaluation of holistic well-being through longitudinal BINI measurements.
- **Transcendence:** validation of purpose as a key element in personal and professional development.

The integration of artificial intelligence in this process provided precise and personalized feedback, enhancing the quality of the statements.

### Key Results

Life purpose generated outstanding results, particularly at the high school level:

- **Strengthening student potential:** students identified and enhanced their abilities, enabling them to face challenges with confidence.
- **Purpose aligned with values and strengths:** through workshops, activities, and mentoring, students successfully articulated a personal purpose consistent with their aspirations.
- **Positive impact on emotional and family well-being:** tools focused on fostering gratitude, resilience, and empathy led to transformative outcomes for both students and their families.

LIFE PURPOSE REPRESENTS A TRANSFORMATIVE AXIS IN TECMILENIO'S EDUCATIONAL EXPERIENCE





# TECMILENIO

## EMPLOYABILITY

Employability is at the core of Tecmilenio’s educational model, aimed at preparing students for the demands of the labor market and generating a positive impact on their professional trajectories. Through innovative strategies, strategic alliances, and practical programs, the institution ensures that its graduates possess key skills and professional experience.

More than 6,500 undergraduate students benefited from industry linkage agreements, contributing to a 1% increase in the employability rate, reaching 89.5%. This result reaffirms Tecmilenio’s commitment to developing highly qualified professionals ready to meet market demands.

At the high school level, Tecmilenio implemented advanced tools that align academic development with global trends. The integration of artificial intelligence, personalized educational platforms, and exploratory professional pathways enables students to acquire essential competencies to face future challenges.

On the other hand, at the undergraduate level, the co-creation of certificates in collaboration with companies and specialists stood out, ensuring that students develop both technical and human skills aligned with labor market needs. Additionally, the model promotes experiential learning based on challenges and projects through methodologies such as the flipped classroom, fostering self-management and meaningful learning.

A key milestone this year was the implementation of the MAPS educational model (Modular, Stackable, and Customizable). This approach, fully based on certificates designed in collaboration with companies, offers students

the opportunity to build learning pathways that combine job-related competencies and life skills. Currently, three programs operate under this model: Software Development Engineering, Law, and Graphic Design. By 2025, all formal education programs will incorporate this innovative approach.

As part of its international strategy, Tecmilenio established an agreement with Arizona State University (ASU), strengthening international educational relations. This partnership promotes the development of the semiconductor industry and joint research, aiming to create new job opportunities for its graduates.

A key differentiator is the Business Semester, an experience that allows students to work full-time in companies or develop their own ventures. This program is designed to strengthen both human and professional competencies, facilitating their entry into the labor market. Its components include coaching support, a focus on foresight and innovation, and participation in positive organizations.

In the most recent assessment of this initiative, conducted with 2,623 students and 730 companies from sectors such as manufacturing, technology, retail, tourism, and automotive presented outstanding results:

- 65% of students secured job opportunities aligned with their life and career purpose.
- Companies rated students’ technical competencies with an average score of 4.5/5, highlighting skills such as teamwork, problem-solving, and communication.

Over 3,000 students earned the Living Consciously Certificate, recognized by 97% of participating companies as a key tool for improving interpersonal skills, conflict resolution, and communication.

Another key event was the Innovation Meetup, which brought together over 900 students and 10 partner companies, including FEMSA, Banorte, and John Deere. Students worked on solving real challenges proposed by these organizations, strengthening their connection to the job market and enhancing their practical competencies.

Thanks to these initiatives, 90% of graduates are able to get formal employment, and 60% continue working at the companies where they completed their professional internships, positioning Tecmilenio as a leading institution in employability.

Tecmilenio stands out for its educational model that connects personal aspirations with unique learning experiences, aimed at preparing graduates for professional challenges and creating a positive impact in their communities. Through strategic partnerships, innovative programs, and a vision focused on continuous development, Tecmilenio ensures its students are prepared to thrive in a dynamic world.

90% OF THE GRADUATES ARE ABLE TO GET FORMAL EMPLOYMENT







# INSTITUTIONAL GOVERNANCE: LEADERSHIP AND GOVERNANCE FOR A TRANSFORMATIVE FUTURE



# INSTITUTIONAL GOVERNANCE

The institutional governance of Tecnológico de Monterrey is guided by an ethical and strategic framework that ensures transparent and responsible decision-making, aligned with the purpose of transforming lives through education. This model promotes the active participation of its collegiate bodies and leaders, ensuring consistency between institutional objectives and the needs of the communities it serves.

In 2024, institutional governance efforts focused on the approval of Plan 2030, the evolution of the Campus model, and the formation of the Education Group Tecnológico de Monterrey towards 2025, consolidating the strategic integration of its three institutions: Tecnológico de Monterrey, Tecmilenio, and TecSalud.

## Assembly of Associates

The Ordinary Annual Assembly of Associates 2024 was held on February 19, 2024. This event brought together active, honorary, and benefactor associates, members of the Board of Directors, the Leadership Team, and special guests.

During the assembly, there were several important appointments, like the incorporation of Mariana Garza Lagüera Gonda as a new member of the Institutional Governance Committee.

## Advisors' Meeting

The Advisors' Meeting 2024 took place on February 19th and 20th, 2024, at the Congress Center on Campus Monterrey. This event gathered 550 attendees in a mix of 431 in person and 119 online attendees.

The main topics of the meeting included discussions about the future of education and new technologies, leadership, and research and development in Mexico. Also, there were internal topics addressed, such as the progress and status of the institutions that will form the Education Group.

Among the guest speakers at the event were Santiago Levy, economist and non-resident senior fellow at the Brookings Institution, and Carlos Elizondo, professor at the School of Government and Public Transformation, who discussed the prospects and opportunities for Mexico towards 2030. Bob Chapman, president of Barry-Wehmiller, shared his vision on human leadership, and Sebastian Thrun, pioneer of autonomous driving technology and artificial intelligence, presented a reflection on the future of AI in education.

# TRANSFORMING LIVES THROUGH EDUCATION





# INSTITUTIONAL GOVERNANCE

Assembly of Associates ITESM, EISAC, ITESMAC

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# INSTITUTIONAL GOVERNANCE

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David Alejandro Garza Salazar  
Eduardo Bernabé de la Garza Zamarrón  
Kelly Lee Kroger  
Hernán García González (Non-member secretary)

TecSalud Council

Tomás Milmo Santos (President)  
Alejandra Clariond Rangel  
Alejandro Alfonso Díaz  
Bernardo Garza de la Fuente  
David Alejandro Garza Salazar  
Eva Fernández Garza Lagüera  
Ian Armstrong Zambrano  
José Germán Coppel Luken  
Mimi Guarneri  
Guillermo Torre Amione (Non-member secretary)

Tecmilenio University Council

Arturo Zapata Guizar (President)  
Blanca Avelina Treviño de Vega  
César Augusto Montemayor Zambrano  
David Alejandro Garza Salazar  
Fernando Ángel González Olivieri  
José Antonio Fernández Garza Lagüera  
Miguel Eduardo Padilla Silva  
Roland Loehner Niebuhr

Salvador Alva Gómez  
Simón Cohen Shamosh  
Bruno Felipe Zepeda Blouin (Non-member secretary)

Leadership Team

David Alejandro Garza Salazar | *President*  
Juan Pablo Murra Lascurain | *Rector of Tecnológico de Monterrey*  
Bruno Felipe Zepeda Blouin | *Rector of Tecmilenio University*  
Guillermo Torre Amione | *Rector of TecSalud*  
Feniosky Avelhermi Peña-Mora | *Vice President of Research*  
Victor Eduardo Gutiérrez Aladro | *Vice President of Lifelong Learning*  
Inés Sáenz Negrete | *Vice President of Inclusion, Social Impact and Sustainability*  
Alejandro Alfonso Poiré Romero | *Vice President for Outreach and Engagement*  
Jessica González de Cosío Contreras | *Vice President of Integrity and Compliance*  
Hugo Armando Garza Medina | *Vice President of Strategy*  
Carles Abarca de Haro | *Vice President of Digital Transformation*  
Hernán García González | *Vice President of Talent*  
Miguel Valle Herrera | *Vice President of Administration*

Presidents of the Council and Campus Directors

Aguascalientes

Oscar Humberto Lomelín Ibarra | *President of the Council*  
Roberto Soto Soto | *Campus Director*

Chiapas

Carlos Gutiérrez Cerdio | *President of the Council*  
Manuel de Jesús Villalobos García | *Campus Director*

Chihuahua

Alberto Federico Terrazas Seyffert | *President of the Council*  
Armando Bahena Vigna | *Campus Director*

Ciudad de México

Eduardo Osuna Osuna | *President of the Council*  
Eugenio Aguilar Ibarra | *Campus Director*

Ciudad Juárez

Jorge Luis Contreras Fornelli | *President of the Council*  
Judith Marcela Soto Moreno | *Campus Director*

Ciudad Obregón

José Gerardo Robinson Bours Castelo | *President of the Council*  
Baltazar Ernesto Alvarado Zamora | *Campus Director*

Cuernavaca

Jens Hagedorn Hermann | *President of the Council*  
José Antonio Moya Peredo | *Campus Director*



# INSTITUTIONAL GOVERNANCE

Guadalajara

María Isabel Lazo Corvera | *President of the Council*  
Jorge Francisco Rocha Orozco | *Campus Director*

Hidalgo

Romualdo Tellería Beltrán | *President of the Council*  
Octavio Díaz Barriga Guizar | *Campus Director*

Irapuato

Salvador Cayón Ceballos | *President of the Council*  
Luis Miguel Villarreal Contreras | *Campus Director*

Laguna

Alberto Francisco Allegre Del Cueto | *President of the Council*  
Agustín Hernández Castro | *Campus Director*

León

Mario Orozco Arena | *President of the Council*  
Alfredo de Alba Ramírez | *Campus Director*

Morelia

Eduardo Ramírez Díaz | *President of the Council*

Puebla

Luis Contreras Olavarrieta | *President of the Council*  
Viviana Ortiz Meillón | *Campus Director*

Querétaro

Helmut Fernando Huber Herrera | *President of the Council*  
Pascual Alcocer Alcocer | *Campus Director*

Saltillo

Luis Arizpe Jiménez | *President of the Council*  
Adrián Fernando González Zambrano | *Campus Director*

San Luis Potosí

Miguel Hidalgo Olvera | *President of the Council*  
Marco Edgar Vargas Herrada | *Campus Director*

Sinaloa

Jorge Samuel Ritz Habermann | *President of the Council*  
Richard David Huett | *Campus Director*

Sonora Norte

Jorge Horacio Mazón Rubio | *President of the Council*  
Lucía Guadalupe Canseco Campoy | *Campus Director*

Tampico

Rafael Gerardo González Acuña | *President of the Council*  
Oscar Alfonso Flores Cano | *Campus Director*

Toluca

José Francisco Monroy Carrillo | *President of the Council*  
Claudia Gallegos Cesaretti | *Campus Director*

Zacatecas

Pablo Yaco Reimers Campos | *President of the Council*  
José Luis Sosa Rodríguez | *Campus Director*

Presidents of the Council of National Schools and Deans

Council of the School of Architecture, Art, and Design

Gilberto Leonardo Rodríguez Martínez | *President of the Council*  
Alfredo Henry Hidalgo Rasmussen | *National Dean*

Council of the School of Social Sciences and Government

Gabriel Sod Hoffs | *President of the Council*  
Edna Camelia Jaime Treviño | *National Dean*

Council of the School of Humanities and Education

Carmen Junco de la Vega González | *President of the Council*  
Judith Aurora Ruiz Godoy Rivera | *National Dean*

Council of the School of Engineering and Sciences

Leopoldo Cedillo Villarreal | *President of the Council*  
Feniosky Avelhermi Peña-Mora | *National Dean*

Council of the Business School

Carlos Salazar Lomelín | *President of the Council*  
Horacio Arredondo Villalba | *National Dean*

Presidents of Advisory Councils and Subcommittees

Financial Assets Subcommittee – Finance and Investment Committee

Francisco Javier Fernández Carbajal (President)

Real Estate Assets Subcommittee – Finance and Investment Committee

Francisco Xavier Toussaint Elosúa (President)



**CROSS-FUNCTIONAL  
AREAS:  
WORKING TOGETHER  
TOWARDS THE SAME GOAL**





# INTEGRITY AND COMPLIANCE

As part of the institutional transformation process, the vice presidencies of Tecnológico de Monterrey will enter a new phase, becoming cross-functional service areas for the Tecnológico de Monterrey Education Group. While this year, most of their efforts have been directed toward Tecnológico de Monterrey, next year they will begin incorporating activities to align the efforts of the three institutions—Tecnológico de Monterrey, Tecmilenio, and TecSalud—enhancing their ability to operate in a coordinated and efficient manner.

This chapter presents concrete examples of how these areas have translated their vision into measurable actions, reinforcing Tec's commitment to cutting-edge education and human development.

## Integrity and Compliance

The **Vice Presidency of Integrity and Compliance** aims to provide Tecnológico de Monterrey community with a reliable, safe, and resilient environment that fosters the development of its members through integrity, impact, excellence, and a strong commitment to service.

- **International certification:** obtained the ISO 31000 certification for security risk management, standing out as the first university in Latin America and the first organization in Mexico to receive this recognition.
- **Digital transformation:** implemented digital identification and mobile access control across all campuses nationwide.

- **Audits and prevention:** conducted preventive audits on strategic institutional projects, contributing to operational efficiencies and meeting established objectives.
- **Security playbooks:** developed seven preventive action manuals designed to strengthen campus security.



## Strengthening the Culture of Integrity

- **Ethics ambassadors:** expansion of the ambassadors program focused on promoting integrity through workshops, listening sessions, and support in investigations.
- **Ethics training:** development of courses such as "My Commitment to Integrity" for high school and university students, achieving high community participation.
- **Integrity Week:** organization of an institutional space to discuss topics such as conflicts of interest, academic integrity, and human dignity.
- **Updated Integrity Code:** collaborative review of the code with the participation of over five thousand students.

## Regulatory and Compliance Management

- **Regulatory management:** consolidation of over 400 documents into a single institutional regulatory site and the implementation of standardized formats for internal policies.
- **Civil protection and security:** national accreditation of comprehensive civil protection plans and the execution of drills for natural disaster preparedness.
- **Artificial intelligence:** creation of ethical guidelines for the use of artificial intelligence, applied in activities involving students and faculty.

## External Recognition and Partnerships

- **Campus of Integrity Award:** granted by the International Center for Academic Integrity, highlighting the promotion of a culture of integrity.
- **Certification as a Health-Responsible Organization:** the first educational institution to reach a high standard of health and wellness.
- **Strategic collaborations:** participation in international conferences and alliances with organizations such as the Overseas Security Advisory Council (OSAC) and the Ethics and Compliance Committee of the Internal Control Institute of Nuevo León.

This cross-functional area consolidates the commitment of Tecnológico de Monterrey to integrity, driving initiatives that strengthen institutional values, security, and the well-being of the educational community.





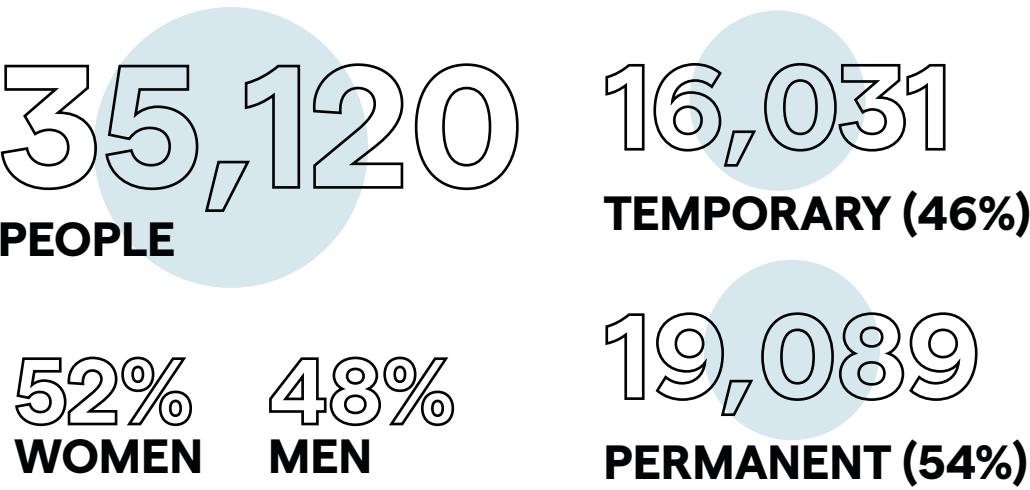
# TALENT

The talent of our community is the driving force behind the growth, innovation, and excellence of Tecnológico de Monterrey. The Vice Presidency of Talent, through various initiatives and programs, works to strengthen the personal and professional development of our collaborators, promoting an inclusive environment committed to well-being and aligned with institutional values.

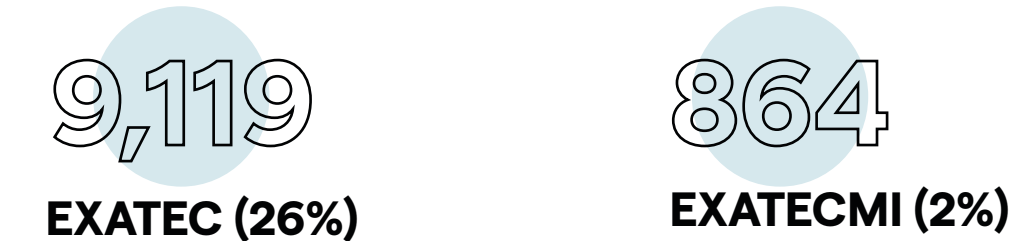


## Our Collaborators

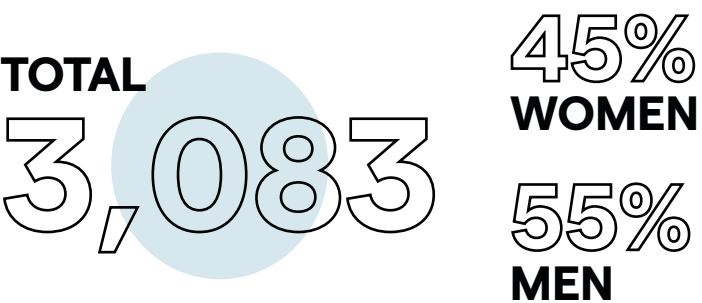
The talent of our community is essential to consolidate the excellence of Tecnológico de Monterrey.



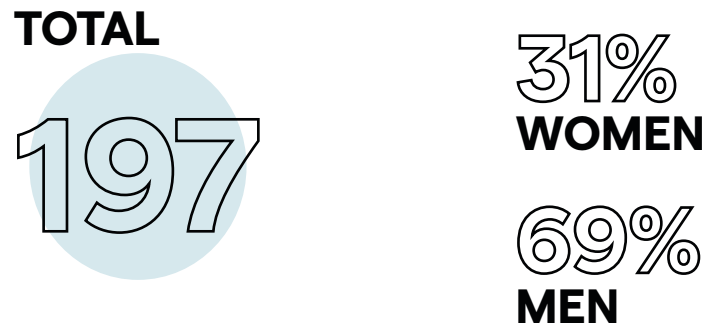
### Faculty affiliation with the institution:



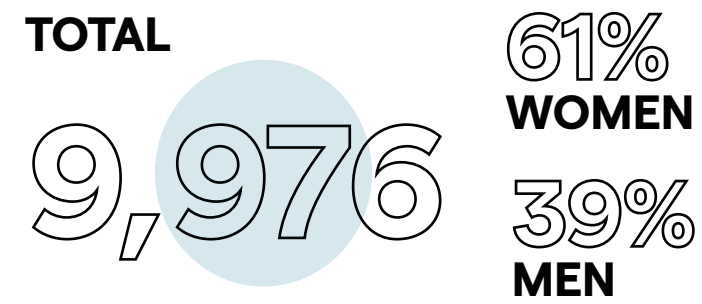
### Full-time professors:



### Executives:



### Middle management:



### Distribution by years of service:

- 0-5 years: 73%
- 6-11 years: 11%
- 12-19 years: 8%
- 20-29 years: 6%
- 30+ years: 2%

### Distribution by age:

- Under 30 years: 16%
- 30-39 years: 34%
- 40-49 years: 29%
- 50-59 years: 18%
- 60-64 years: 2%
- 65+ years: 1%



# TALENT

## Organizational climate

This year, we listened to over 25,800 people through the Organizational Climate Survey (ECO), identifying key aspects such as the value of being treated with respect and having opportunities to excel in what they do best.

We achieved a significant improvement in trust toward our leaders, enhancing team progress visibility and the sense of recognition.

Although we have made progress, there is still work to be done in strengthening change processes, generating greater enthusiasm for the future, fostering more direct communication, expanding learning and growth opportunities, and fully living our institutional values, with special emphasis on integrity and the austere use of resources.



## Well-being

We have implemented initiatives that promote a culture of prevention in emotional well-being, health, and finances among our collaborators, achieving:



## Growth Opportunities

This year, 37% of growth opportunities were filled with internal talent, strengthening the professional development of our community.

## Gender Equity

In 2024, we made progress in the growth of women in leadership positions:



## Young Talent



## Fostering a Sense of Belonging and Recognition

- This year, we promoted moments of recognition and engagement:
- **53 Family Day events** with the participation of **+30,000 attendees**, including collaborators and their families.
- **3,313 recognitions** warded in 55 ceremonies for years of service to the institution.

In 2024, Tecnológico de Monterrey strengthened its commitment to the development, well-being, and equity of its community, recognizing talent as the driving force behind its excellence. Through inclusive initiatives and growth programs, it reaffirms its vision of developing leaders who transform realities.





# INCLUSION, SOCIAL IMPACT, AND SUSTAINABILITY

Tecnológico de Monterrey, through the **Vice Presidency of Inclusion, Social Impact, and Sustainability**, seeks to direct its efforts toward building a more just, equitable, and sustainable world, prioritizing human development, community transformation, and environmental care as part of its understanding of human well-being.

## Inclusion

Diversity and equity are essential to building an inclusive and representative community at Tecnológico de Monterrey. Through the five Advisory Committees on Diversity, Equity, Inclusion, and Belonging—Gender Equity, Sexual Diversity, Interculturality, Accessibility, and Socioeconomic Diversity—concrete actions are promoted to ensure the representation of diverse groups. These initiatives, along with the 2021-2025 Equality Plan, have strengthened measures to prevent and address gender-based violence, leading to Tecnológico de Monterrey receiving, for the fifth consecutive year, the recognition as the **“Best Place to Work for LGBTQ+” by the Human Rights Campaign Foundation (HRC) in the eighth edition of the HRC Equidad MX program.**

Aligned with this commitment, a representative analysis of the student community concluded that at least 6% of students of legal age live with a disability. This result, with a confidence level of 95% and a margin of error of 3.8%, reinforces institutional efforts to ensure accessibility and the creation of safe spaces that respond to the needs of all people.

In the academic field, over 8,100 teachers have been made more sensitive to human dignity, ensuring that inclusion is a fundamental axis in the educational process and that each student can develop his or her potential in an environment that celebrates diversity.



## Social Impact

The programs developed in terms of social impact within Tecnológico de Monterrey aim to change lives and transform communities. The **Prepanet** program has expanded access to education for more than 2,900 active students and has over 6,500 graduates, providing tools to transform their environments. Initiatives such as **Sponsor a School** benefited 121 educational centers in 2024, mobilizing more than 5,100 volunteers. Additionally, **Voluntariado Tec** connects students, families, strategic partners, and EXATEC alumni, strengthening collaboration with civil organizations to maximize community impact.

## Sustainability

Tecnológico de Monterrey reiterates its commitment to sustainability through strategic actions that reflect its leadership in the environmental field. This commitment is supported by the achievement of the **STARS Oro** distinction for the Monterrey Campus, an international recognition granted by the Association for the Advancement of Sustainability in Higher Education (AASHEE), which evaluates the sustainable performance of higher education institutions and positions the campus with the highest score in Latin America and Mexico. Moreover, the institution advanced to 67th place in the **THE Impact Ranking**, with an improvement of 25 positions, and to 292nd place in the **QS World University Rankings**, which measures our progress in terms of the Sustainable Development Goals, being the 8th in Latin America.

Blue Route, a strategic framework that promotes innovative projects focused on combating the climate emergency, stands out among its initiatives. As part of this call, five projects were selected that use campuses as living laboratories to develop sustainable solutions. These actions have also led to significant advances, such as the elimination of single-use plastics on campuses and at events.

In the academic field, publications in the Stanford Social Innovation Review, with a reach of more than 100,000 global readers, highlight Tec's impact on the generation of sustainable knowledge. Finally, the presentation of the third report on sustainable initiatives consolidates our institutional leadership in promoting a more equitable and environmentally friendly future.





# INCLUSION, SOCIAL IMPACT, AND SUSTAINABILITY

## Innovation and Education

Enriching academic programs with principles of sustainability, inclusion, and human dignity reflects Tecnológico de Monterrey’s commitment to develop individuals capable of innovating and transforming realities. The 2026 curricula, which is currently being designed, include 15 credits in sustainability, while more than 12,000 university students and 25,000 high school students have been trained in topics related to human dignity.

Additionally, Tec developed the Entorno para florecer platform, an innovative tool offering materials and studies designed to promote well-being within its community.

## Partnerships and Multi-sector Collaboration

Through strategic collaborations, Tecnológico de Monterrey reinforces its commitment to the Sustainable Development Goals by promoting joint solutions to global challenges. In collaboration with UNAM, it co-coordinates the Mexican chapter of the Sustainable Development Solutions Network (SDSN México) and represents the academic sector on the Monitoring and Evaluation Committee of the National Council for the Implementation of the 2030 Agenda.

Moreover, its active participation in the Network of Alliances for Local Action has facilitated dialogues with the Ministry of Economy, UN Mexico, and various social organizations, fostering multisectoral initiatives to combat inequalities, eradicate hunger, and improve access to education.

Through its efforts in inclusion, social impact, sustainability, and strategic alliances, Tecnológico de Monterrey consolidates its mission to transform realities. Each of these achievements reinforces its commitment to building a more just, equitable, and sustainable world, in alignment with the Sustainable Development Goals and the institution’s strategic values.





# OUTREACH AND ENGAGEMENT

Through the **Vice-Presidency of Outreach and Engagement**, we continuously work to consolidate our position through innovative strategies of communication, networking, and generosity, strengthening our identity as a platform for the transformation of realities. During this year, key initiatives were promoted by the various departments that are part of this office to strengthen the institutional narrative, consolidate strategic alliances and showcase the institutions of the Grupo Educativo Tecnológico de Monterrey as a group of institutions that encourage their community to have a positive impact on society.

## Institutional Communication Narrative and Projection Model

With over eight decades of experience, a strategic process of in-depth analysis on perception and identity was carried out for Tecnológico de Monterrey, Tecmilenio and TecSalud. This effort enabled the development of a new institutional narrative that defines the Education Group and establishes the conceptual narrative framework for the three institutions, replicating a projection model in communication and marketing to strengthen their reputation and connect more effectively with their strategic audiences.

Integrating the institutional narrative as a central axis, **the projection model has evolved the communication and marketing** processes through comprehensive strategies, interdisciplinary accompaniment, service optimization and technological tools such as artificial intelligence for the design and production of materials.

Designed collaboratively with the key areas of Marketing and Transformation, this initiative began operations in September

2024 and is currently in the implementation stage with a focus on continuous improvement to ensure its long term effectiveness.

## Marketing Positioning Campaign for Tecnológico de Monterrey

Launched at the end of 2024, this campaign is based on the question **'Why not?'**. A question that invites us to challenge limits and make the extraordinary possible. Its purpose is to inspire young people to rethink ideas, find cures, redefine learning and allow the brightest minds to find and develop solutions to the great challenges of humanity.

With this initiative, Tec de Monterrey consolidates itself as a platform for transformation, where the future is built together, through collaboration and with a common purpose: to transform reality for the benefit of humanity.



## Advances in the digital marketing strategy

During 2024, there was significant progress in the digital marketing strategy through the incorporation of tools such as Marketing Cloud and AI. These technologies optimize key processes such as personalizing interactions with prospects and validating leads, significantly improving audience segmentation.

These developments helped to strengthen digital campaigns by increasing conversion rates and consolidating an innovative approach to student recruitment.

## Audience Intelligence

The audience intelligence area developed key studies that strengthened strategic decision-making. Among them, the **Generosity Study**, identified barriers and perceptions within the culture of giving, guiding the Súmate 2024 campaign, while the **Talented Women** explored the needs of women interested in postgraduate programs, improving the design of personalized programs.

Additionally, the **Market Potential Analysis for New** estimated the real market size for new academic programs. Finally, the **TecSalud Call Center Audit** evaluated the quality of phone service in hospitals, enhancing the experience for both patients and doctors.

## Generosity: Results and Historic Figures

In 2024, thanks to the generosity of more than **19,000 donors**, significant progress was made in more than **100 causes** that reinforce our institution's commitment to education, innovation and research. The inauguration of **Expedition FEMSA**, stands out, an emblematic space that promotes the development of the **Innovation District in Monterrey**.

The **generosity of our community allowed us to achieve a historic fundraising of more than 738 million pesos**. These resources made it possible to finance various initiatives, including **\$402 million pesos** for scholarships, of which more than **\$286 million pesos** benefited the Leaders of Tomorrow program, representing more than **480 perpetual scholarships awarded**. **Lorenzo Servitje Montull's** contribution ensures **20 additional scholarships in perpetuity** and is added to the support of students, collaborators, EXATEC, companies and foundations that make up a network of more than **14,000 donors** committed to this transformative effort. On the other hand, the **Red de Generosidad Chihuahua** raised more than **\$71 million pesos**, guaranteeing a perpetual scholarship for the Leaders of Tomorrow program.





# OUTREACH AND ENGAGEMENT

In addition, our **Institutional Awards** continue to recognize people, organizations and projects that generate a positive impact in the social, academic and research fields. The **Eugenio Garza Sada Award** distinguished **José Francisco Arteaga Niepmann, APAC, I.A.P.**, and the **Yeex-Kukulmat** project, for their humanistic leadership, support for people with cerebral palsy, and the promotion of education and cultural identity in indigenous communities, respectively.

For its part, the **Rómulo Garza Award** highlighted excellence in research and innovation, recognizing **Arturo Molina**, **José Ernesto Amorós**, **Edgar Ramón Raygoza** and, within the student categories, **José María Salvador Martínez** from PrepaTec, for his cybersecurity project; **María Paula García García** as a professional, for her work in nanomaterials; and **Fernanda Estibalíz Ibarra Esparza**, graduate, for her project to use organic waste in Guadalajara. These recognitions, supported by the **Xignux** fund, underline Tec's leadership in generating cutting-edge knowledge and solving global challenges.



## EXATEC: Strengthening our Tec community

The EXATEC network continued its growth and consolidation, reaching over 470,000 members worldwide. During 2024, initiatives such as **#YaSoyEXATEC**, connected with 92% of new graduates, reinforcing their sense of belonging through exclusive benefits and meaningful moments. Additionally, the Generation Leaders Incubator was created, providing a space to develop leadership skills among more than **2,900 generation leaders**, with **75** actively participating.

In addition, a Culture of Generosity was promoted with students, resulting in the awarding of the **first scholarship for Leaders of Tomorrow**, sponsored by FETEC from 18 campuses. We also held events such as the **Encuentro EXATEC Escuela de Negocios**, which brought together more than 2,600 graduates at various campuses, reinforcing their sense of community and commitment, and the **incMTY Summit**, where more than 670 EXATEC participated in exclusive experiences that strengthened their ties with Tec, generated strategic networks, and fostered business opportunities.

In addition, the **Premios EXATEC 2024** stood out, recognizing 25 graduates for their impact and commitment to their communities. Also, we held meetings in cities such as Austin, Arizona, Panama and Madrid, with more than 200 graduates who shared experiences and generated valuable synergies on topics such as digital transformation, artificial intelligence and sustainability.



## Corporate and Government Relations

Tecnológico de Monterrey strengthened its impact through strategic collaborations with both public and private sectors. In partnership with institutions such as UNAM and IPN, key projects were promoted, resulting in the generation of four intellectual property registrations and the funding of **eleven initiatives** aimed at fostering technology transfer and addressing **strategic challenges**, with a total investment of over **\$20 million pesos**.

In partnership with the **National Electoral Institute**, we facilitated the counting of votes of Mexicans abroad, and conducted audits in local electoral processes, promoting transparency and impartiality. This effort included simulations and training, reaching more than 42,000 in-person and virtual attendees.

Additionally, through **Actúa MX**, we organized citizen panels with presidential candidates, promoting informed dialogue and civic engagement.

In the governmental sphere, the Mayors' Seminar was organized, bringing together representatives from 34 municipalities to promote links between regions, campuses, and local governments.

In the business environment, agreements were consolidated with institutions such as **BBVA**, **Grupo México** and **Citi Banamex**, promoting strategic projects and achieving a reduction of **\$55.2 million pesos** in local taxes in Mexico City.



In 2024, Tecnológico de Monterrey consolidated its leadership by strengthening its strategic ties and commitment to social transformation in order to consolidate its position as an institution that transcends education to generate a lasting impact on the lives of its students and society.



# DIGITAL TRANSFORMATION

The **Vice Presidency of Digital Transformation** at Tecnológico de Monterrey leads the technological strategy and coordinates digital initiatives aimed at optimizing processes, increasing operational efficiency, and enhancing its competitiveness in the digital era. Its primary purpose is to deliver cutting-edge digital services through integrated, secure, and innovative systems that provide extraordinary experiences to the entire community while efficiently utilizing institutional resources.



## Key Contributions

In 2024, the Vice Presidency developed **Skill Studio**, an innovative platform based on AI that enhances teaching and learning by simplifying the creation of interactive components. This resource enables more than **13,000 professors** to design activities, evaluate strategies, and plan teaching processes in a collaborative and secure manner. Additionally, Skill Studio promotes the use of accessible educational technologies, fosters interdisciplinary collaboration, and transforms academic experiences.

## Main Achievements

Among the main achievements of the year, there were awards that reinforce Tecnológico de Monterrey's position as a leader in digital innovation:

- **Ellucian Impact Award:** award received in the **Student Success** category for the implementation of Ellucian Banner 9 (March 2024).
  - **Net Media:** special mention of the **Skill Studio** project in its list of "The Most Innovative" (October 2024).
- Additionally, the leadership of key members of the Vice Presidency of Digital Transformation was recognized in various areas:
- **CUMBRE 200, The Most Important Women in Mexico:** **Carmen Isabel Reyes**, director of Software Engineering, was recognized in the Technology category for her leadership in the development and implementation of technological solutions (March 2024).

- **Hispanic Technology Executive Council:** **Guillermo Garrido**, director of Development – Techvolution 2.0, was distinguished as one of the 50 most influential Hispanic executives in the technology industry in Ibero-America (May 2024).
- **Leaders in AI in Mexico 2024:** **Carles Abarca** was included in the list of the 35 AI Leaders in Mexico, compiled by Forbes México and NTT Data (October 2024).

## Technological Innovation and Infrastructure

The Vice Presidency of Digital Transformation promoted technological innovation through the implementation of key tools, achieving significant progress:

- **TECgpt Portal:** A solution based on generative artificial intelligence, designed to optimize processes, and personalize the digital experience. This tool is available to **more than 32,000 collaborators**, facilitating their interaction with institutional services.
- **Mitec App:** Actively used by students and collaborators, the Mitec App saw massive adoption during 2024:
  - **Students:** more than **125,000 downloads** among **85,000 students**, with a monthly average of **161,000 log ins**, equivalent to **1.45 sessions per user per day**.
  - **Collaborators:** **31,000 downloads** among **32,000 collaborators**, with a monthly average of **27,000 log ins**, equivalent to **1.39 sessions per user per day**.

- **Hybrid cloud infrastructure:** The consolidation of technological infrastructure in Microsoft Azure's public cloud ensured:
  - **100%** infrastructure availability.
  - **99.96%** availability of critical services.
- **Efficient distribution of computing power:** **80% in the public cloud and the remaining 20% in the data center at Campus Monterrey**, ensuring scalability and high reliability of digital services.





# DIGITAL TRANSFORMATION

## Techvolution: Enabling Digital Transformation

In 2024, the **Techvolution** initiative consolidated its **Techvolution 2.0 - Tec Agile Model**, focused on optimizing planning, development, and delivery of digital products. This approach enabled the creation of a **standardized catalog of metrics and key results**, aligning technology initiatives with institutional objectives.

Techvolution's strategy is structured in teams called **Product Lineups**, designed to develop comprehensive digital solutions that respond to the needs prioritized by the different audiences. These teams work collaboratively to create extraordinary digital experiences and maximize the impact of technology products in the Tec de Monterrey community.

## Artificial Intelligence and Automation

Tecnológico de Monterrey strengthened its leadership in digital innovation through the deployment of technologies like **TECgpt and Skill Studio**, positioning itself as a national and regional benchmark. These tools drove digital transformation by integrating artificial intelligence into key institutional processes.

Additionally, there was significant progress in process automation including:

- **Advanced monitoring**: real-time supervision of the health status of essential technological enablers at Tecnológico de Monterrey and its institutions.

- **Automated configurations**: efficient integration of network equipment with the CMDB to ensure consistency and agility.
- **License management**: optimization of measurement processes on platforms like Salesforce.
- **Integral workflows**: validation of obsolescence and code quality, database optimization, and automation of internal project audits.

## Strategic Collaborations

In 2024, Tecnológico de Monterrey strengthened its commitment to educational and technological innovation through its collaboration with **Microsoft Mexico**. This collaboration stood out for promoting high-impact projects focused on human, social and environmental dimensions, consolidating a comprehensive framework to move forward in initiatives that transform the educational and operational experience.

Tec de Monterrey consolidated its leadership in digital transformation through innovative initiatives and strategic collaborations that drive a more advanced and accessible educational and technological future.





# LIFELONG LEARNING

On October 2, 2024, the **Vice Presidency of Lifelong Learning** was created with the goal of expanding access to high-quality education through non-degree programs that contribute to the education of learners. Recognizing education as a continuous formative process and the potential of emerging technologies, such as artificial intelligence, this vice presidency seeks to impact the acquisition of knowledge and the development of skills for millions of Spanish-speaking people at different stages of their lives.

## Strategic Agreements and Collaborations

To promote continuous learning and generate transformative impact, Tecnológico de Monterrey has established strategic collaborations with leading companies, institutions, and networks. Some of the most important are:

- **Panama Canal:** leadership training for 200 of the 400 leaders and foremen projected in the first phase.
- **Columbus:** development of the proposal "Lifelong Learning for All" presented to the European Union.
- **Technology companies:** IBM, Microsoft, Cisco, AWS, Google, Salesforce, Henry, and LinkedIn.
- **Networks and institutions:** Network of Continuing Education for Latin America and Europe (RECLA), Iberdrola.

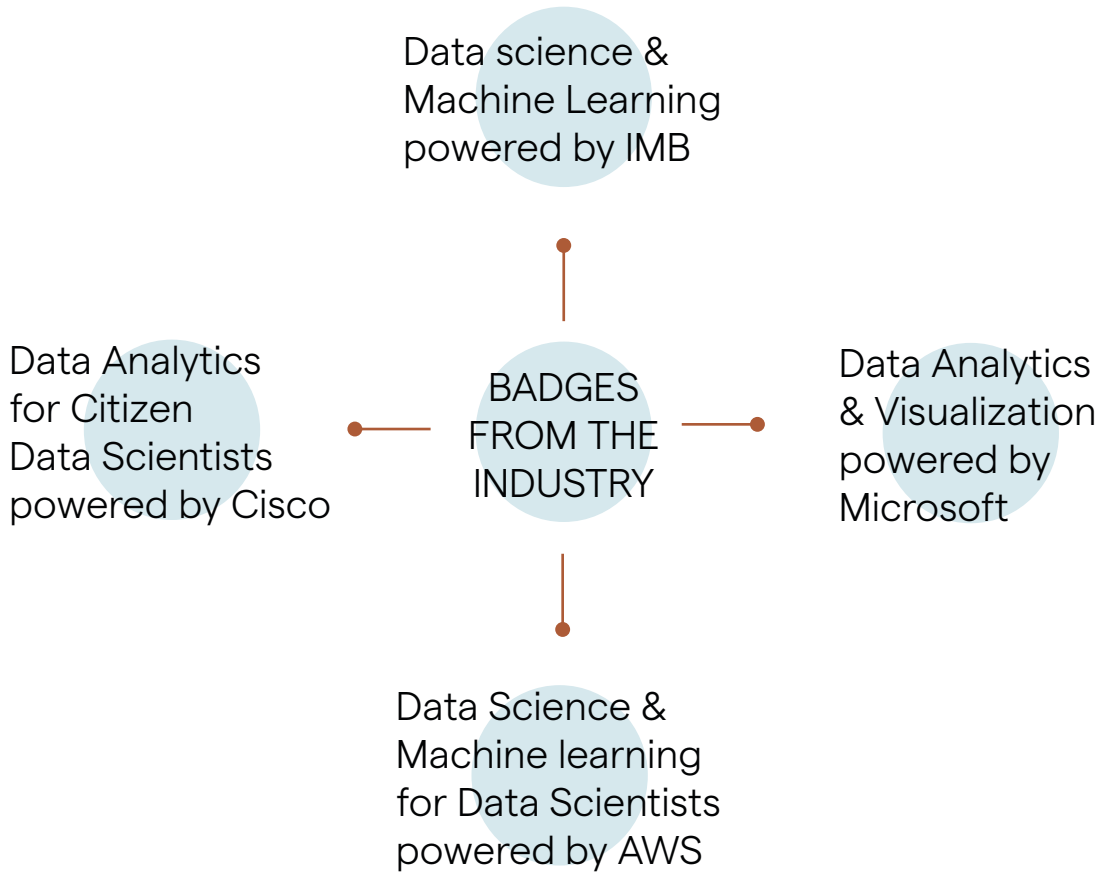


## Impact of Agreements and Collaborations

The results of these partnerships are reflected in key initiatives such as:

- **The Learning Gate:** Four Industry Badges were developed in collaboration with IBM, Microsoft, Cisco, and AWS, complementing the educational offering in data science:

- Data Science & Machine Learning powered by IBM.
- Data Analytics & Visualization powered by Microsoft.
- Data Analytics for Citizen Data Scientists powered by Cisco.
- Data Science & Machine Learning for Data Scientists powered by AWS.



- Awards:
- **Bronze E-Learning Experience** awarded by the International E-Learning Award (IELA) in New York.
- Finalist in the **QS: Reimagine Education Awards 2024** in the United Kingdom.
- **Liderly**
- High-quality educational content was created with Salesforce, Microsoft, AWS, and Google. Talent connection with job opportunities was enabled through platforms like Henry and LinkedIn. Experts such as TestGorilla, eConsulo, Lapzo, and 1Mentor were also integrated to enrich the educational ecosystem.

## Free Educational Resources

The **Virtual Learning Center (CVA)** offers educational opportunities with a social focus for Latin America and Spanish-speaking communities in the United States. Its key areas include:

- Reducing the digital divide
- Inclusion and entrepreneurship
- Sustainability

This year, the program registered **10,263 participants** in its training activities.



# LIFELONG LEARNING

## Public Events

To promote continuous and accessible learning, the following events were held:

- **Lifelong Learning Track at the IFE Conference** a program designed to promote skills through microcredentials and vocational training.
- **Shared Experiences:** a virtual conference series initiated in 2022. To date **32 conferences** have been held with a total audience of **7,599 attendees**.

## Innovations in learning

In 2024, Tecnológico de Monterrey implemented a series of innovative initiatives to transform continuous education:

- **Profiling tool:** using advanced algorithms, it assesses key user skills and provides personalized recommendations to integrate them into learning paths, especially in data science.
- **Virtual assistant:** real-time guidance to advise on courses and educational options in data science programs.
- **Portfolio U4O:** a generative artificial intelligence platform that designs training and organizational development proposals, validated by industry experts.

- **Machine learning models:** two AI models analyze variables to generate personalized recommendations that encourage learning recurrence and continuity.
- **ATV methodology:** a tool that defines the value proposition and the launch strategy for the "Lifelong Learning" concept.



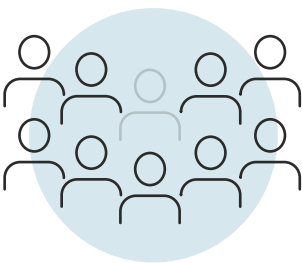
## Evolution of the Educational Offering

In 2024, the educational offering at Tecnológico de Monterrey evolved to meet future labor demands through:

- **Launch of alternative credentials:** flexible programs that allow specialization in key areas.
- **Implementation of microcertificates and certificates:** through The Learning Gate to credit semana Tec and elective courses.

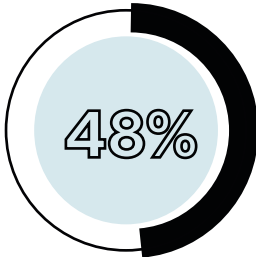
## Generated Reports

The Vice Presidency of Lifelong Learning generated reports demonstrating its impact:



### IMPACT REPORT FOR PEOPLE (U4P)

9 out of 10 participants reported significant impact after completing a program.



### IMPACT REPORT FOR ORGANIZATIONS (U4O)

48% of co-created solutions generated tangible results.

Economic impact: **\$15 million USD** in direct value and **\$230 million USD** in developed initiatives.

In 2024, Tecnológico de Monterrey expanded access to continuous education through innovative initiatives and strategic alliances, highlighting its commitment to lifelong learning.



# ANNUAL REPORT 2024

## ANNUAL REPORT 2024

By 2025, the constitution of Grupo Educativo Tecnológico de Monterrey will mark a milestone in institutional evolution, consolidating the efforts of three entities- Tecnológico de Monterrey, Tecmilenio and TecSalud-under a single purpose: to transform lives and communities through education. During 2024, the institutions that will make up the Group reaffirmed their commitment to academic excellence, innovation, research, and social impact, promoting strategic projects that respond to the most pressing global challenges. By adopting sustainable initiatives, digital transformation, strengthening interdisciplinary research and training talent with a global focus, the Education Group will position itself as a reference in the generation of knowledge and solutions that go beyond borders. This report reflects a year of significant progress that consolidates the mission of leading the future of education, inspiring new opportunities and expanding the scope of its positive impact in Mexico and the world.





The information presented in this report has been provided by the different entities that are part of Tecnológico de Monterrey Education Group. There were different consultations to the National and Graduate Schools, Vice Rector's Offices and Vice-Presidencies of Tecnológico de Monterrey, as well as the rector's offices of Tecmilenio and TecSalud. We are deeply grateful for the collaboration and commitment of all the areas involved in the preparation of this report. Their contribution has been cornerstone to comprehensively reflect the achievements and progress of the educational group in 2024.





Instituto Tecnológico  
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de Monterrey



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