

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 Evía



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**OUR
INSTITUTIONAL
EVOLUTION**

PRESENTATION OF THE EDUCATION GROUP

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

“ EDUCATION MAKES EVERYTHING POSSIBLE ”

We have grown and diversified our initiatives, tools, and institutions to expand and improve educational opportunities nationwide.

As a significant step in the institutional trajectory, the Tecnológico de Monterrey Education Group will be consolidated at the beginning of 2025, bringing together three institutions and various strategic initiatives under the mission of transforming 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.

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.

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



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

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 Salazar
Executive Director, Tecnológico de Monterrey



David Garza Salazar |
Executive Director
Tecnológico de
Monterrey

TECNOLÓGICO DE MONTERREY

TECNOLÓGICO DE MONTERREY IN NUMBERS

PRESENCE IN MÉXICO:



20
STATES

20
CAMPUSES

32
MUNICIPALITIES

87,554

STUDENTS IN HIGH SCHOOL,
UNDERGRADUATE, AND
GRADUATE PROGRAMS

47%
WOMEN

53%
MEN

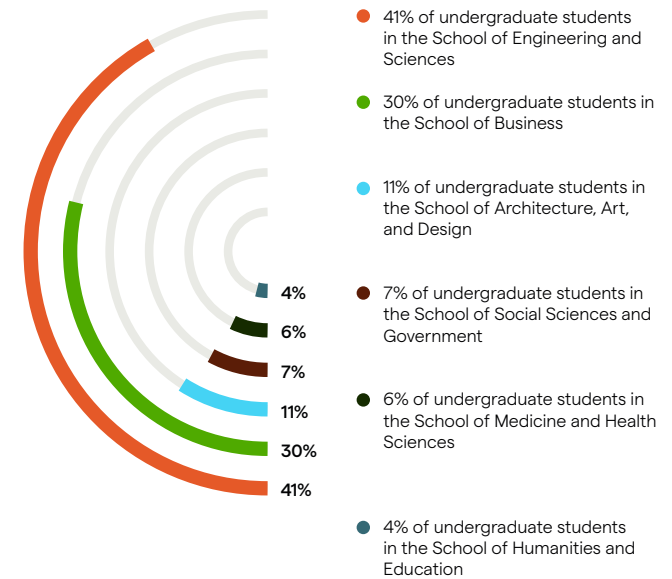
• 51,998 undergraduate students

• 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


7,971
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

THE GLOBAL Employability University Ranking and Survey (GEURS) 2025

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

Times Higher Education Latin America University Rankings 2024

- #7 in Latin America
- #1 in Mexico

U.S. News Best Global Universities 2025

- #655 in the world
- #12 in Latin America
- #2 in Mexico

Times Higher Education Impact Ranking 2024

Globally measures the positive impact that universities around the world have in contributing to the Sustainable Development Goals (SDG)

- #67 in the world
- #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

The Princeton Review:

Top Undergraduate Schools for Entrepreneurship Rankings 2025 & Entrepreneur Magazine

- #9 of the universities published

TECNOLOGICO DE MONTERREY

TECNOLOGICO DE MONTERREY IN NUMBERS

STUDENT TALENT RECRUITMENT

New Admission to PrepaTec

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

10,339

NEW STUDENTS ENTERED

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

New Admission to Undergraduate Programs

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

11,827

NEW STUDENTS ENTERED

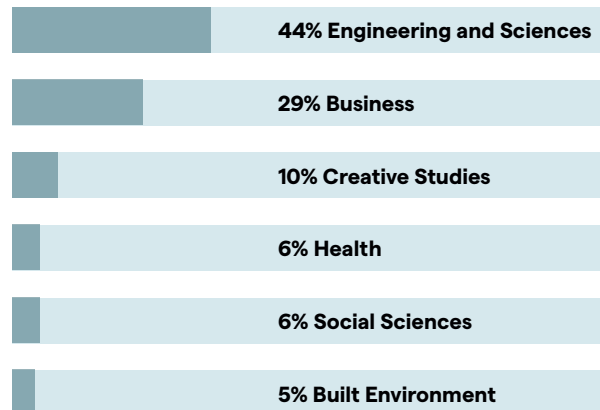
- 91.1 average admission score
- 55% of new undergraduate students receive scholarships or financial support
- 10% are the first generation in their family to attend university

Coming from:



- 32 states
- 427 cities or towns
- 40 countries

Enrollment Distribution by area:



New Admission to Graduate Programs

2,961

FIRST-TIME GRADUATE STUDENTS

IN ALL PERIODS THAT STARTED DURING 2024

69

GRADUATE PROGRAMS OPEN FOR FIRST ADMISSIONS

TECSALUD

TECSALUD IN NUMBERS

122,228

PATIENTS TREATED AT ACADEMIC MEDICAL CENTERS



CLINICAL RESEARCH PROTOCOLS



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 Hospital #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

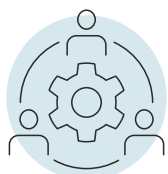
64,089

STUDENTS

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

83%

of students with educational support or scholarship at Tecmilenio



12 CONNECT SPACES



1 ONLINE CAMPUS



5,032

PROFESSORS



16,034

GRADUATES

90%

employability rate of graduates

A woman with dark hair, wearing safety glasses and green work gloves, is focused on working with a large, circular metal component. She is wearing a green long-sleeved shirt. The background is a dimly lit industrial or laboratory environment with various pieces of equipment and machinery. The lighting is dramatic, with a strong blue tint on the left side of the image and a warmer, yellowish light on the right side where the woman is working.

**TECNOLÓGICO
DE MONTERREY:**
EXCELLENCE, INNOVATION
AND TRANSFORMATION



Juan Pablo Murra Lascurain
Rector of 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.

OUR COMMUNITY IS THE ENGINE THAT DRIVES OUR PURPOSE

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.

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

TECNOLÓGICO DE MONTERREY

TECNOLÓGICO 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)

Undergraduate

51,998

UNDERGRADUATE STUDENTS
DISTRIBUTED AS FOLLOWS:

Graduate

6,505

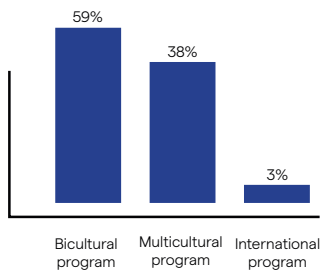
GRADUATE STUDENTS
(39% F, 61% M) DISTRIBUTED
AS FOLLOWS:

PrepaTec

29,051

PREPATEC STUDENTS

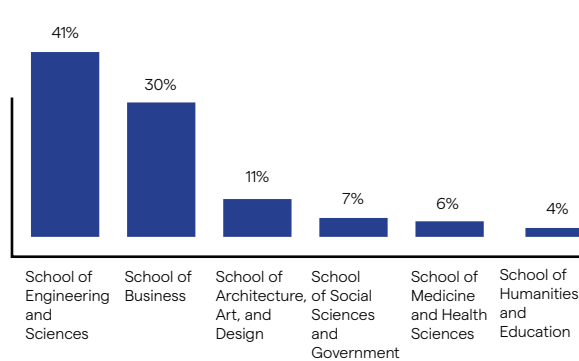
Enrollment Distribution by program:



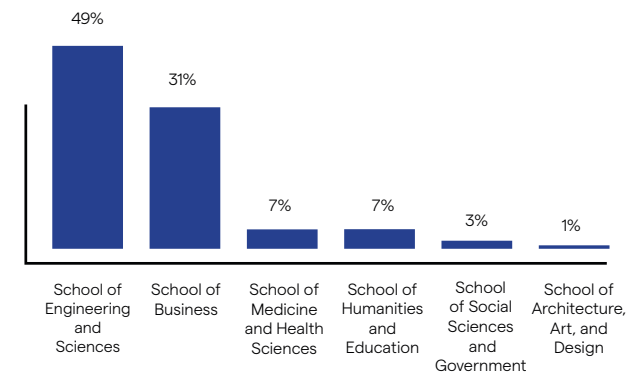
49%

of PrepaTec students receive some type of financial support or scholarship

Distribution by school:



Distribution by schools:



55%

of students receive some type of financial support or scholarship

32%

come from other states

1,617

international students

92%

of students receive educational support

TECNOLOGICO DE MONTERREY

TECNOLOGICO 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 PROGRAMS (40% F y 60% M)

PROFESSORS IN UNDERGRADUATE AND GRADUATE PROGRAMS

- 25% are full-time / 75% part-time
- 63% of full-time professors have a doctorate
- 705 professors are members of the National System of Researchers (SNI)
- 678 professors are foreigners

Of the incorporations for full-time faculty:

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

15

PROFESSORS JOINED THE FACULTY OF EXCELLENCE LAST YEAR.

705

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



RESEARCH

1,176

RESEARCHERS

- 705 professors are members of the National System of Researchers (SNI)
- 387 professors participated in the Professor Researcher Model
- 123 research and development projects financed with external funds
- 16 technology-based companies created at Tec with links: spinoffs, co-developments / equity
- 2,306 Scopus* publications in the year (*Index of international scientific journals)
- 49% publications with international collaboration

TECNOLOGICO DE MONTERREY

TECNOLOGICO DE MONTERREY IN NUMBERS

CONTINUING EDUCATION

120,764

CONTINUING EDUCATION LEARNERS

(without Education for Development).

104,451

CONTINUING EDUCATION LEARNERS IN SOCIAL PROGRAMS AND EDUCATION FOR DEVELOPMENT



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

GENEROSITY

+738M

DONATIONS RECEIVED

(+250M* Committed = 988M

*Gap in income for the beginning of 2025).

+19,000

DONORS



+505 million pesos raised by donations.



+232 million pesos raised by other efforts.

EXATEC

+477,000

EXATEC MAKE UP THE ALUMNI COMMUNITY (including high school, undergraduate, and graduate levels).

373,923

EXATEC FROM UNDERGRADUATE AND GRADUATE PROGRAMS

89%

EMPLOYED 3 MONTHS AFTER GRADUATION

15%

PARTNER AND OWNER RATE

5%

INTERNATIONAL PLACEMENT

9%

IN A GRADUATE DEGREE



TECNOLOGICO DE MONTERREY

TECNOLOGICO DE MONTERREY IN NUMBERS

INTERNATIONALIZATION

743

FROM 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
- 1000 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 temporary international students at Tec

EDUCATIONAL MODEL

18,755

STUDENTS GRADUATED THIS YEAR UNDER THE TEC 21 EDUCATIONAL MODEL.

+2,800

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

89%

EMPLOYED 3 MONTHS AFTER GRADUATION



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

Times Higher Education Impact Ranking 2024

Globally measures the positive impact that universities around the world have in contributing to the Sustainable Development Goals (SDG)

- #67 in the world
- #2 in Latin America
- #2 in Mexico

The Princeton Review:

Top Undergraduate Schools for Entrepreneurship Rankings 2025 & Entrepreneur Magazine

- #9 of the universities published

THE GLOBAL Employability University Ranking and Survey (GEURS) 2025

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

U.S. News Best Global Universities 2025

- #655 in the world
- #12 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 cross-cutting 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.

Over the years, the model has evolved 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.

Achievements and progress of the Educational Model in 2024

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

- 1. Implemented strategies to ensure students from pre-2019 programs successfully completed their studies.
- 2. Significant improvements to the 2019 curricula.
- 3. Design of the 2026 educational programs, including graduate profiles, disciplinary and cross-cutting competencies, curricular structure, and course analytics.

FACULTY: DRIVING ACADEMIC EXCELLENCE

The faculty of the Tecnológico de Monterrey is recognized for being highly trained, innovative, and committed to the comprehensive development of their students. Its integration into global academic

networks and the generation of relevant research outputs establish Tec as a reference in educational excellence.

Composed of **7,971 educators**.

Incorporation of **165 full-time professors and 887 part-time professors**.

Semana e: allowed faculty members to collaborate with companies and social organizations in real-world scenarios.

Award for Inspiring Professors: recognized 37 faculty members at campus level and 7 at national level for their teaching excellence, leadership, and impact.

External Recognitions: faculty members received distinctions from Forbes, the Federal Judiciary Council, Universitas 21, the Royal Society of Chemistry, and the XXII Morelia International Film Festival, among others.

Faculty of Excellence: program to attract exceptional talent. This year, 15 professors joined the program, driving outstanding projects such as:

- “A Futuristic Perspective for Water Security in Mexico” (Manish Kumar, EIC).
- “Analysis of Nearshoring Impact in Mexico” (Ernesto Stein, ECSG).
- “Development of a CAR-T Cell Preclinical Discovery and Validation Platform” (Alejandro Madrigal, EMCS).

- “Civic Wealth Creation for Social Entrepreneurs in Mexico” (Jill Kickul, EN/EGADE).
- “Soundmasters Festival” (Allan Tucker, EHE).



TEC SEMESTER: CREATING EXPERIENCES

Tec Semester offers diverse educational experiences in professional internships, international exchanges, concentrations, and training units.

Student Participation in Tec Semester
(During the FJ24 and AD24 periods)

16,731 STUDENTS ENROLLED

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

Outstanding projects included initiatives such as cell therapy, AI-driven optimization, electric motorsports, strategic communication, and nationally adopted advertising campaigns.

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. These institutions enrich the educational experience, as **they provide real-world work scenarios** where students can apply their knowledge, develop practical skills, and solve challenges.

This collaborative effort promoted a greater sense of social responsibility within organizations, encouraging them to strengthen their commitment to initiatives that **create a lasting positive impact** in their communities.

EDUCATION

EDUCATIONAL MODEL: LOOKING TOWARDS THE FUTURE

IN 2024, TECNOLÓGICO DE MONTERREY COLLABORATED WITH MORE THAN 2,800 EDUCATIONAL PARTNERS.

Some of the key partners include:

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

- **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.



66% of Mexico's leading employers participate as Educational Partners, and the goal is to collaborate with all of the country's top 100 employers in the future.

SCHOOLS OF TECNOLÓGICO DE MONTERREY

The schools of Tecnológico de Monterrey offer academic programs of excellence that integrate educational innovation, high-impact research, and a practical approach. These initiatives drive the development of leaders who create a significant impact in their communities and contribute to transforming realities.

The following are the most outstanding achievements and initiatives per school, reflecting their commitment to train professionals who are prepared to face the challenges of the present and build a sustainable future.

SCHOOL OF ARCHITECTURE, ART AND DESIGN (EAAD)

The School of Architecture, Art, and Design (EAAD) reaffirmed its leadership in the creative industry through its focus on innovation, research, and interdisciplinary collaboration.

5,751

STUDENTS

191

PROFESSORS
(84 women)

745

PART-TIME PROFESSORS
(289 women)

1,311

GRADUATES
(829 women)

1,616

COURSES SCHEDULED
to connect with
Educational Partners

Outstanding achievements

- **CUMULUS Conference 2024:** host under the theme 'Design Across Borders,' with 215 participants from 31 countries.
- **ACSA Meeting:** host of discussions on the future of architectural education, with 192 attendees, 74 presentations, and collaborations such as the UNESCO/UNTWINNS project with the University of Hong Kong.
- **Water Adaptation Symposium with Harvard GSD:** focus on climate resilience in Monterrey.
- **World Urban Forum in Cairo:** participation of Dean Alfredo Hidalgo, Emanuele Giorgi, Zaida Muxí, and other distinguished faculty members.

Laboratories and Technological Innovation

C+Lab (City Laboratories): 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 research, innovation, and entrepreneurship ecosystems. 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. Execution of practical workshops to generate actionable urbanization project proposals, aiming to explore how to create sustainable, healthy, and equitable cities that prioritize the care of vulnerable populations.

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

Progress in graduate education

Launch of the **Master's in Digital Art and New Media**, in partnership with French universities.

SCHOOLS OF SOCIAL SCIENCES AND GOVERNMENT (ECSG)

The School of Social Sciences and Government (ECSG) strengthened its leadership through a critical approach and applied research to address current social, political, and economic challenges.

3,529

STUDENTS ACROSS THE COUNTRY

- **Professors: 817 professors** 640 part-time and 177 full-time
8 Faculty of Excellence
- **Graduates: 608 graduates**, (335 women and 273 men).
- **Educational Partners:** 236 Educational Partners, including important institutions such as BBVA, DIDI, HSBC, INAI, INE, INEGI, UNICEF, USAID, among others.
- **Presence: 15 campuses** with full degree programs offered in 9 campuses

IMPORTANT ACHIEVEMENTS

- The **ECSG Economics program** was ranked 101st in the QS Rankings by subject.
- **National and International Partnerships:** expansion of strategic partnerships with Educational Partners, offering new opportunities for professional internships and research stays.
- **Contribution to Public Policy Development:** together with the Mexican Chamber of Representatives, Tecnológico de Monterrey participated in the development of the "Legislative Strategy for the 2030 Agenda," aligned with the SDGs.

NATIONAL AND INTERNATIONAL EVENTS

- **International Congress La Triada:** "Inequities in Latin America: Diagnosis and Proposals for an Equitable Future," was held in Santiago, Chile, with the participation of scholars from Tecnológico de Monterrey.
- **Annual Political Science Conference:** held at the Puebla campus, promoted academic excellence.
- **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

The ECSG implemented a dual-degree program, allowing students to earn advantages such as increased competitiveness in the job market, higher employability, access to global opportunities, and comprehensive preparation.



SCHOOL OF GOVERNMENT AND PUBLIC TRANSFORMATION

239

TOTAL STUDENTS

- **Professors: 29 professors**
(5 women)
- **Graduates: 80 graduates**
(*Data from 23-24)
- **Educational Partners:**
CAPRES, World Bank, Global Peacemakers Program
- **Research:** the EGobiernoTP published 23 articles in Scopus, with 6 research faculty members and 7 research groups.

IMPORTANT ACHIEVEMENTS OF EGOBIERNOYTP

International Accreditation: it became the 39th member of the Association of Professional Schools of International Affairs (APSA), being the only school in Latin America within this global network.

Attraction of more top students: a rubric for public transformation competencies was implemented to attract students with outstanding profiles.

International opportunities: 23% of students participated in internships in Raisina Dialogue (India), Kinderenergy Inc (USA), and CONARE (Costa Rica).



SCHOOL OF THE HUMANITIES AND EDUCATION (EHE)

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



2,619

STUDENTS

- **Professors: 187 professors** (79 women and 108 men).
- **Graduates: 170 graduates** (86 women and 84 men).
- **Educational Partners: 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, offering 40% of general education courses and impacting 41% of students across all programs.

Implementation of key projects such as:

- **Xochimilco-Milpa Alta:** an initiative that integrates sustainability and experiential learning.
- **Mujeres de mi Región y Ecos del Recuerdo:** projects that leverage advanced digital tools to promote active and collaborative learning.

Monterrey International Book Fair (FIL Monterrey):

The School of Humanities and Education played a key role in the execution of FIL Monterrey, establishing it as a **transformative space with 315,440 participants**.

Highlighted Activities at the Festival:

- Discussion on the book "No soy un Robot" by Juan Villoro Digital Humanities roundtable with Texas-based librarians
- Presentation of Jem Bendell's book, "Deep Adaptation" in Spanish
- Conversation on artificial intelligence with Daniel Benichmol

FIL Monterrey strengthened relationships with institutions such as Uniandes, UAM, and UNAM, as well as sponsors like El País and Cinépolis.

315,440

PARTICIPANTS

PROGRESS IN THE IMPLEMENTATION OF THE EDUCATIONAL MODEL:

- Significant contribution through initiatives that promote ethical and social values, such as **Tec Weeks of Human Sense and Social Service**
- Interdisciplinary engagement through activities like **Eclipse Tec and Shakti Leadership Sessions**, which foster inclusive and mindful leadership.



SCHOOL OF ENGINEERING AND SCIENCES (EIC)

The School of Engineering and Sciences (EIC) at Tecnológico de Monterrey established itself as an international reference in education and research, leading strategic initiatives aligned with global challenges.

21,980

STUDENTS

(21,061 UNDERGRADUATE AND 919 GRADUATE).

- Professors: **886 professors** (217 women and 669 men).
- Graduates: **6,319 graduates**, (5,145 undergraduate and 1,174 graduate) 1,605 are women; 1,398 undergraduate and 207 graduate).
- Educational Partners: 538 Educational Partners.



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 en la Royal Society of Chemistry: Awarded to Professor Jürgen Mahlkecht 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.

SCHOOL OF MEDICINE AND HEALTH SCIENCES (EMCS)

The School of Medicine and Health Sciences (EMCS) continues to train healthcare professionals through academic excellence, educational innovation, and significant social impact.

3,789

STUDENTS

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.
- Professors: 164 professors (76 women and 88 men). 65 members of the National System of Researchers (SNI). Average H-index of 8 among researchers.
- Graduates: 131 professional program graduates (89 women and 42 men). 10 graduates from scientific graduate programs (5 women). 110 clinical graduate program graduates.

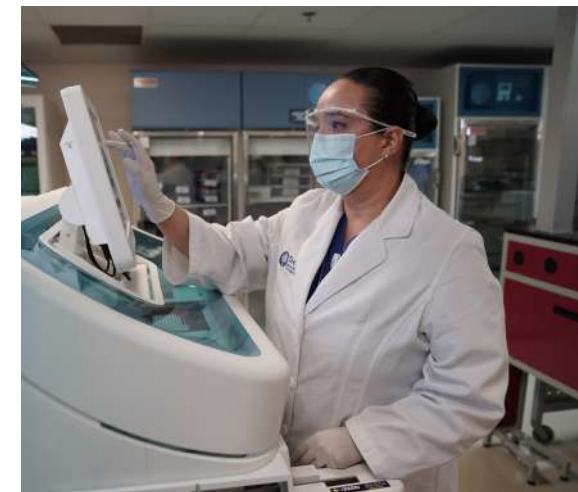
INTERNATIONAL RANKINGS:

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.

IMPORTANT ACHIEVEMENTS:

The outstanding performance of the EMCS in the **2023 National Exam for Applicants to Medical Residencies (ENARM)** placed its campuses in the national Top 5: Guadalajara in 2nd place, Monterrey in 3rd place, and Mexico City in 5th place.



EDUCATIONAL INNOVATION

In collaboration with **Johnson & Johnson**, the EMCS implemented a surgical **skills and techniques training** — first of its kind in Latin America—.

SCHOOL OF BUSINESS (EN) AND EGADE BUSINESS SCHOOL

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.

24,310

GRADUATES

- 12,780 women
- 11,530 men

15,410

STUDENTS

- 7,126 women
- 8,284 men

500

EDUCATIONAL PARTNERS

INTERNACIONAL RANKINGS:

QS World University Ranking by Subject 2024:

- Marketing: 20th place.
- Business & Management: 23th 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** program launched at the Guadalajara, Monterrey, and Santa Fe campuses to foster global talent development at the undergraduate level.

424

FULL-TIME PROFESSORS

- 217 women
- 207 men

1,906

PART-TIME PROFESSORS

- International Business Case Competition (IBCC)** third edition that brought together universities across Latin America with HP as Education Partner.
- QS Reimagine Education Awards 2024** three finalist projects:
 - GreenFlags, Hyperpersonalization of Learning with AI-RX.**
 - Conscious Enterprise Education:** focus on developing conscious leaders with an impact on people, the planet, and the economy.

- Virtual Reality and AI for Entrepreneurship:** integration of virtual reality and artificial intelligence to strengthen student resilience.
- Awareness for Mexico:** An initiative proposed by the Business School Council aimed to leverage academic spaces for students to get deep understanding of the country's realities among students and a commitment to its transformation.



SCHOOL OF BUSINESS (EN) AND EGADE BUSINESS SCHOOL

EGADE IN NUMBERS

1,912

ACTIVE STUDENTS

1,332 participants in EGADE Executive Education programs

Professors: 55 full-time professors (41 women and 15 men)

Graduates: 684 graduates, (233 women), bringing the total number of EGADE EXATEC to 20,655.

+1,000

COMPANIES PARTNERED

INTERNATIONAL AWARDS:

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.

Development of the Academic 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, with a focus on ESG and sustainable finance.

EGADE Business School Action Week 2024

This edition gathered over 500 participants and focused on business transformation for sustainable impact. It was also recognized by QS, AMBA, and BGA.

INNOVATIVE ACADEMIC STRATEGIES

New spaces opened in Monterrey, such as Learning Common and EXATEC Connect & Career Hub, to enrich the student experience and strengthen connections with companies.

FACULTY POSITIONING

More than 190 articles and faculty interviews in media such as CNN en Español and Forbes México reinforced their leadership of thought.



COLLABORATIVE INITIATIVES

The **Innovation Community**, the **UNESCO Chair**, and the **Philanthropy and Impact Investment Chair** stood out, focusing on accelerating innovation and promoting sustainability.

PROFESSIONAL CONNECTIONS AND EMPLOYABILITY

90% of graduates find employment within six months thanks to partnerships with companies such as Google, IBM, and Microsoft.



INTERNATIONALIZATION: A BRIDGE TO GLOBAL EXCELLENCE



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

Mobility, cooperation, and intercultural experiences:

162 new agreements for academic mobility and cooperation with foreign institutions, and a network of 1,054 active agreements with 743 educational institutions in 52 countries, fostering exchange opportunities and cultural learning.

Research stays:

Students collaborated with institutions such as Harvard Medical School, the Massachusetts Institute of Technology, and Massachusetts General Hospital. Additionally, partnerships with Purdue University, the University of Illinois – Urbana, the University of Notre Dame, Washington University in St. Louis, and the Australian National University strengthened research and academic mobility.

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, impacting 2,610 students, of which 1,548 were from Tecnológico de Monterrey and 1,047 were international students

Financial Support for Internationalization

“Mi experiencia internacional” Fund benefited 18 Tec de Monterrey students with support for transportation and living expenses during their exchanges.

Universidad Autónoma de Madrid (UAM)-Banco Santander provided six scholarships including monthly allowances, financial aid for expenses, and tuition fee waivers at UAM.

Trilateral Student Exchange (TSE) offered full scholarships to three Leaders of Tomorrow students to participate in summer courses in Las Nubes, Costa Rica.

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, Tec students received awards for the impact of their projects: CultivArte (promoting peace through art, benefiting 4,600 children) and Chinampac (a sustainable aquaponic system that saves 90% of water and feeds 15 families).

Additionally, two students received distinctions in the McCall MacBain program: the Finalist Award and the Regional Award.



EDUCATION

EMPOWERING YOUNG TALENT

Tecnológico de Monterrey promotes the development of young talent through educational support initiatives that facilitate access to an education of excellence, transforming lives and generating a positive impact on society.

LEADERS OF TOMORROW

Leaders of Tomorrow is the program designed to train transformative leaders with a social impact. Over its eleven years of existence, this program has granted 2,141 full scholarships and currently benefits 944 active students who stand out for their academic excellence and social commitment.

944

ACTIVE STUDENTS

- 44% students and 56% graduates are part of the initiative.
- 639 students have participated in international experiences across more than 45 countries.
- 39% of graduates develop social projects in their communities.
- 83% of graduates are employed, many thanks to opportunities derived from their education.

SCHOLARSHIPS AND EDUCATIONAL LOANS

Tecnológico de Monterrey offers scholarships that recognize talent and enables access to higher education for interested young individuals. Additionally, it provides educational loans that allow students to cover their tuition costs partially or fully, with the option to defer up to 25% of their tuition and repay it once they complete their studies.

HIGHLIGHTED FIGURES

Undergraduate:

- 55% of students received educational support.
- 26,018 students in FI'24 semester.
- 26,300 students in AD'24 semester.
- MXN 3,399.2 million in educational support (scholarships + loans), representing a +2.8% increase compared to 2023.
- 81% scholarships: MXN 2,744.2 million in scholarships, representing a +5.1% increase vs. 2023.
- 19% loans: MXN 655 million in loans, representing a -5.8% decrease compared to last year.

PrepaTec:

- 49% of students received educational support.
- 2,930 students in the JM'24 semester.
- 13,811 students in the AD'24 semester with educational support.

Graduate Programs:

- 6,344 students benefited from a scholarship, of which:
- 1,391 students received 100% scholarships.
 - 4,953 students received partial tscholarships.
 - 2,881 new postgraduate students received scholarships.



EDUCATION

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 cross-cutting competencies.

Student participation in LiFE activities

In 2024, 46,684 students participated in January-June and 52,338 in August-December in LiFE activities. Among the most popular classes were sports training, with 19,679 and 25,698 students enrolled in the two periods, and artistic training, with 15,786 and 18,399 students respectively.

Most representative sports and cultural events

- VibrArt** the largest cultural and artistic movement at Tecnológico de Monterrey, held its National Festival in Puebla. This event included 1,561 original works, the participation of 4,410 student artists, and over 34,000 visitors, both in-person and online.
- Universiada Nacional 2024** the most important sports event for higher education institutions, had the participation of 342 students from nine Tec de Monterrey campuses. The representatives won 71 medals: 26 gold, 23 silver, and 22 bronze, with Campus Monterrey standing out with 42 medals and a fifth-place national ranking for total medals won.



- Borregos Monterrey celebrated their home victory, achieving their third consecutive championship in ONEFA, solidifying their leadership in university American football.

Involvement in campus management and institutional life

19,217 students participated in LiFE activities, and 1,262 student groups were registered nationwide throughout 2024. Outstanding achievements include:

FETEC Scholarship - Leaders of Tomorrow:

Student Federations joined efforts to raise funds for a full-tuition scholarship through the Leaders of Tomorrow program, leading to the awarding of the first FETEC Scholarship.

Actúa MX

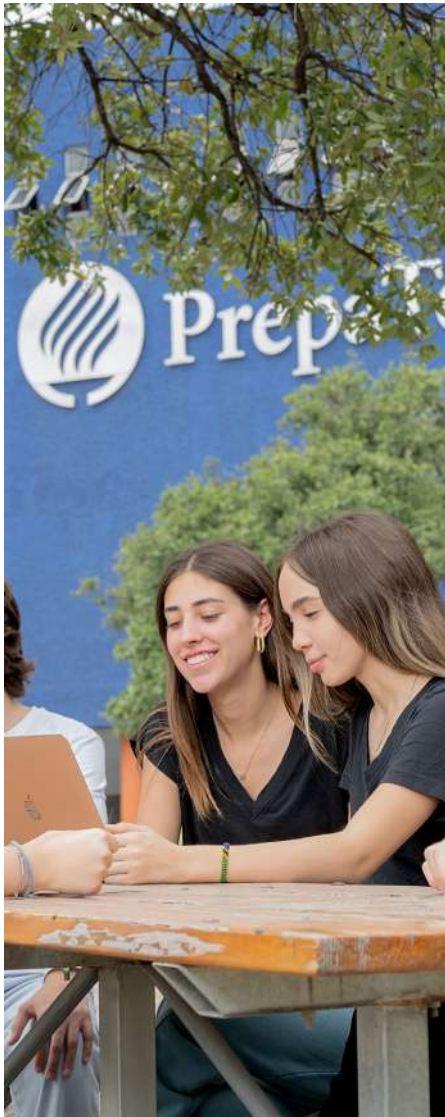
In the context of the 2024 federal election, a series of initiatives were implemented to promote civic participation and political dialogue.

- National forums: featured journalists, opinion leaders, presidential candidates, and campaign coordinators.
- Regional forums: featured candidates for government positions, heads of government and other political positions. There were over 60 events across campuses, creating spaces for interaction between students and key political figures.



EDUCATION

PREPATEC



PrepaTec aims 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.

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 methodology allowed for the integration of semester projects with a guiding axis that connects different subjects, develops cross-cutting competencies, and provides clear and purposeful feedback. Additionally, 171 seedbed courses were designed to include AI assistants, and pilots were implemented in 24 high schools.

Our faculty

PrepaTec has 2,779 professors committed to innovation, technology, and current realities. Among the most notable initiatives:

Talent increase

22 foreign professors were hired, increasing international representation from 5% to 7.5%, along with 80 professors with advanced teaching experience.

2,619
STUDENTS

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



EDUCATION

CONTINUING EDUCATION

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

MAIN INITIATIVES

The Learning Gate

A fully digital, flexible, customizable, and integral learning model designed to shape each person's development path. In 2024, the ecosystem was strengthened by integrating the Digital Transformation area with the existing six areas.

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, connecting organizations with specialized talent in information technologies and digital roles. This year, it registered 2,400 users and 270 active participants in the community.

Innovation and Intelligence Lab

A space for developing and operating value models based on artificial intelligence, impacting 36,863 individuals.

U4P (University for People)

Continuing Education programs focused on developing key skills and competencies for professional and personal growth. This year, 32,281 individuals were enrolled in open programs.

U4O (University for Organizations)

Training and consultancy projects for companies and organizations aimed at



generating a positive societal impact and developing key competencies among members to improve their KPIs. In 2024, 1,218 training and consultancy projects were carried out.

Postgraduate programs

Tecnológico de Monterrey's postgraduate educational model was strengthened in 2024 with the creation of 58 courses, update of 23 curricula, and new training units aligned with institutional strategies. It also stood out for global collaboration initiatives, such as the First National Postgraduate Meeting, and for achievements in national research competitions.

During the 2023-2024 academic cycle, 2,961 new students enrolled in postgraduate programs:

- 59% online mode
- 41% in-person mode

Total enrollment reached:
6,779 students in September 2023*
6,505 students in January 2024*
 *Figures for the 23-24 cycle

Additionally, 71 international agreements and contracts were signed, further strengthening the global scope of the postgraduate programs.



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.

SCHOOL OF ARCHITECTURE, ART, AND DESIGN (EAAD)

EAAD stands out as a reference in innovative and transformative design with social impact.

RESEARCH IN NUMBERS

- 11** RESEARCH PROFESSORS
- 2** RESEARCH GROUPS
- 75** AFFILIATED FACULTY MEMBERS
- 14** IMPLEMENTED RESEARCH PROJECTS
- 94** ANNUAL SCOPUS PUBLICATIONS
- 32** ANNUAL ORIGINAL PUBLICATIONS
- 243** FIVE-YEAR SCOPUS PUBLICATIONS

LINES OF RESEARCH

- Sustainable Territorial Development.
- Fair Cities.
- Regenerative Design.
- Socio-environmental Vulnerabilities.
- Advanced Processes for Sustainable Transformation.
- Studies of Architecture and Design.

MOST RELEVANT RESEARCH PROJECTS

- **Walking to School in Latin America: Mexico City, Medellin and Recife** Goal: to analyze and improve walkability and safety conditions for children in three Latin American cities: Mexico City, Medellin, and Recife.
- **Design for Vulnerables: Technology Challenge** Goal: to develop sustainable solutions through technology, participatory design, and community strategies to meet the needs of vulnerable communities.
- **Urban Logistics Networks Using Medium-Range Drones with a Circular Economy Perspective** Goal: to optimize urban logistics networks through the use of medium-range drones and the integration of circular economy principles.

SCHOOL OF SOCIAL SCIENCES AND GOVERNMENT (ECSG)

The ECSG conducts interdisciplinary research focused on transforming social, political, and economic realities.

RESEARCH IN NUMBERS

- 23** RESEARCH PROFESSORS FROM THE MODEL
- 40** RESEARCH-ORIENTED FACULTY (including the 23 from the model)
- 92** PARTICIPANTS IN RESEARCH GROUPS
- 159** SCOPUS PUBLICATIONS

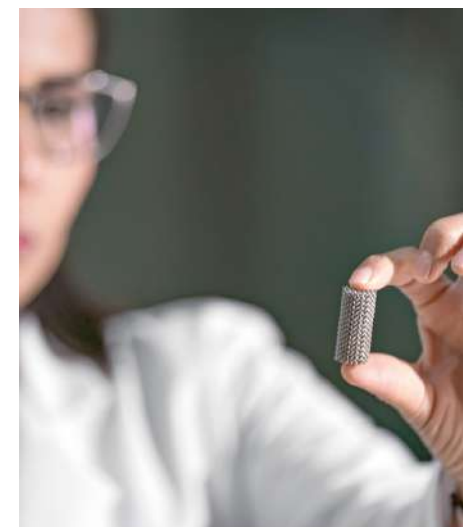
RESEARCH GROUPS

- Democracy and global affairs.
- Future economies.
- Innovation in legal systems.
- Government and public entrepreneurship.

MOST RELEVANT PROJECTS

- **Supporting a Robust Louisiana Comprehensive Climate Action**

- **(CARE) Plan:** strengthening climate actions with the Water Institute of Louisiana and the EPA.
- **Asking about Violence:** an ethical study on the measurement of partner violence in collaboration with Innovations for Poverty Action (IPA).
- **Obsolescence of Hydraulic Infrastructure in Mexico:** analysis of challenges and perspectives with the Water Center and Fundación Río Arronte.
- **Regulatory and Economic Sectoral Analysis (ARES) 2024:** evaluation of strategic sectors with CAF - Development Bank of Latin America and the Caribbean.



RESEARCH

SCHOOL OF GOVERNMENT AND PUBLIC TRANSFORMATION (EGobiernoTP)

The EGobiernoTP leads interdisciplinary research to address social, economic, and health-related challenges.

RESEARCH IN NUMBERS

7 RESEARCH PROFESSORS

7 RESEARCH GROUPS

4 AFFILIATED FACULTY MEMBERS

23 SCOPUS PUBLICATIONS

RESEARCH INITIATIVES AND MOST RELEVANT PROJECTS

- **Decision science**
Designs tools to optimize public policies in areas such as climate change and technology.
- **Regional development laboratory**
Promotes sustainable and inclusive strategies to strengthen local capacities.
- **Equity and quality education initiative**
Drives inclusive educational policies to reduce inequalities in Mexico.

- **Data science center**
Develops technological solutions to address social challenges through artificial intelligence.
- **LegalTec Lab**
Examines the impact of technology on legal systems and regulation.
- **EVIS center (equity and health)**
Focuses its research on improving population health and promoting public policies.



SCHOOL OF HUMANITIES AND EDUCATION (EHE)

The School of Humanities and Education (EHE) addressed educational, social, and technological challenges, standing out for research that strengthens digital literacy and combats disinformation.

RESEARCH IN NUMBERS

26 RESEARCH PROFESSORS AND 4 POSTDOCTORAL RESEARCHERS

3 RESEARCH GROUPS ORGANIZED INTO 12 SUBGROUPS

7 RESEARCH PROJECTS

118 SCOPUS PUBLICATIONS

LINES OF RESEARCH

- Digital humanities and artificial intelligence.
- Education, sustainable development, and indigenous communities.
- Educational innovation in underprivileged contexts.

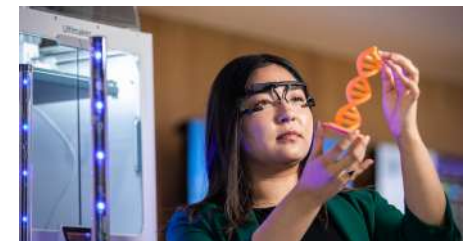
OUTSTANDING RESEARCH PROJECTS

- **Digital Media Observatory for Disinformation:** monitors digital narratives and exposes manipulation mechanisms.
- **Digital Humanities Laboratory:** analyzes social phenomena using digital tools and promotes media literacy.
- **Feminist AI Research & Innovation:** in collaboration with the IDRC, studies artificial intelligence applications with a gender perspective.

IMPACT AND RECOGNITIONS

These research initiatives positioned EHE as a reference in digital humanities and educational innovation in Latin America. Additionally, four researchers received Level 2 recognition from the National System of Researchers (SNI) of Conahcyt:

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



RESEARCH

RESEARCH

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.

27 **IMPLEMENTED RESEARCH PROJECTS**

8 **RESEARCH GROUPS** distributed across 3 research hubs and 2 strategic initiatives.

1,292 **SCOPUS PUBLICATIONS** (as of October).

64 **PROJECTS IMPLEMENTED** with the participation of 287 affiliated faculty members.

RESEARCH GROUPS

In 2024, EIC created three Research Hubs focused on:

- **Health**
- **Climate and sustainability**
- **Industrial transformation**

EIC also leads research in five strategic areas:

- **Health:** biomedical engineering, food security, artificial intelligence, and public policies on food systems.
- **Climate and sustainability:** circular technologies, resilient infrastructure, and circular economy.
- **Industrial transformation:** advanced mobility, circular manufacturing, and cybersecurity in 5G/6G environments.
- **Nanotechnology and semiconductors:** nanomaterials and devices, microfluidics, and quantum systems.
- **Artificial intelligence:** energy efficiency, ethical regulation, and human-AI collaboration.

HIGHLIGHTED INITIATIVES

The Sustainability and Climate Change Laboratory (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.

Additionally, EIC researchers have received awards for their contributions in health, industrial transformation, and artificial intelligence, thus enhancing its global reputation.

IMPACT AND RECOGNITIONS

The EIC has positioned itself as a reference in Latin America and continues to strengthen its leadership in interdisciplinary research.



RESEARCH

RESEARCH

SCHOOL OF MEDICINE AND HEALTH SCIENCES (EMCS)

Research has become a strategic pillar at the EMCS, focusing on innovative projects that transform the healthcare sector through national and international collaborations.

RESEARCH IN NUMBERS

20

RESEARCH PROFESSORS UNDER THE MODEL

5

RESEARCH GROUPS

10

RESEARCH PROJECTS IMPLEMENTED IN 2024

43

SCOPUS PUBLICATIONS

181

FIVE-YEAR H-INDEX (average 12.92)

KEY RESEARCH INITIATIVES

EMCS developed projects across four research groups:

- Child well-being and development:** 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:** establishment of 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.

INTERNATIONAL COLLABORATIONS

EMCS stood out for its partnership with the Ragon Institute (Harvard, MIT, and Massachusetts General Hospital), focusing on the training of five postdoctoral researchers and the development of projects in immunology and advanced therapies.



RESEARCH

RESEARCH

SCHOOL OF BUSINESS AND EGADE BUSINESS SCHOOL

The School of Business and EGADE Business School lead research initiatives with a direct impact on companies, organizations, and the education sector.

EN IN NUMBERS

- 150 Scopus publications.
- 150 research professors.
- 4 research groups.
- 107 affiliated faculty members.
- 11 research projects designed.

EGADE BUSINESS SCHOOL

- 49 Scopus publications.
- 26 full-time research professors with reduced teaching loads.
- 46 affiliated faculty member.
- 4 research groups (shared with the School of Business).
- 5 research projects implemented.

LINES OF RESEARCH

Research efforts focus on four strategic lines:

- Leadership and effective and efficient organizations.
- Development of conscious enterprises.

- Entrepreneurship and innovation with impact.
- Organizational strategy and industry transformation.

HIGH-IMPACT PUBLICATIONS

In 2024, significant research was published in Scopus Q1 journals, including:

- “Undocumented Immigrants at Work: Invisibility, Hypervisibility, and the Making of the Modern Slave”** (Humanities and Social Sciences Communications).
- “Entry Modes for Chinese Enterprises in Latin America”** (Thunderbird International Business Review).
- “Interaction of Home and Host Countries' Institutional Conditions: an Analysis of Greenfield Projects by Latin American Firms”** (Thunderbird International Business Review).

INTERNATIONAL COLLABORATIONS

The School strengthened its global impact through strategic partnerships in business innovation, entrepreneurship, and strategic management with:

- Pennsylvania State University**
- Babson College**
- Strategic Management Latin America**

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)

The Institute for the Future of Education (IFE) promotes educational transformation through research and innovation, improving the quality of higher education and lifelong learning.

KEY ACHIEVEMENTS

- Over 500 academic articles published, including 166 in international journals.
- Secured \$11.3 million MXN for research and innovation projects.
- Establishment of the Cyber-Physical Learning Alliance Summit (CPLA): a network of 145 researchers from 40 universities.

KEY FIGURES

- Scopus publications: 184 (2023) and 200 (2024).
- Researchers with reduced teaching load: 18 (2023) and 14 (2024).
- Researchers in SNI: 14 (2023) and 11 (2024).

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.
- DigiUGov: inclusive digital transformation in universities across Colombia, Mexico, and Europe.

COLLABORATIONS

- EcoEmprende Project:** collaboration with the Instituto Politécnico Nacional (IPN) to promote educational and sustainability initiatives.
- University of Texas at San Antonio:** development of STEM laboratories supported by VR.

RESEARCH

INSTITUTE OF ADVANCED MATERIALS FOR SUSTAINABLE MANUFACTURING (IAMSM)

IAMSM promotes sustainable solutions in materials and industrial processes, leading the transition to a carbon-neutral economy.

KEY ACHIEVEMENTS

- Publication of over 1,500 articles since 2020, with 22,500 citations.
- Funded by Fundación FEMSA for the Materials of the Future project.
- Managed 14 projects in 2024 with companies like Cemex and FRISA.

HIGHLIGHTED PROJECTS AND COLLABORATIONS

- Development of biodegradable materials, sustainable polymers, and nanomaterials.
- Partnerships with MIT, Southwest Research Institute, and the University of Alberta, focusing on manufacturing and sustainable materials.

KEY FIGURES

- **Scopus publications:** 226 (2023) and 128 (2024).
- **Researchers with reduced teaching load:** 22 (2023) and 21 (2024).
- **Researchers in SNI:** 20 (2023) and 19 (2024).



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.

KEY FIGURES

- Scopus publications: 159 (2023) and 108 (2024).
- Researchers with reduced teaching load: 23 (2023) and 25 (2024).
- Researchers in SNI: 19 (2023) and 21 (2024).



COLLABORATIVE RESEARCH

In 2024, the project Risk Culture in distritotec and Campana Altamira used Social Mapping (SM) to promote community participation in identifying risks and capacities in the Primavera 1st and 3rd sector neighborhoods.

IMPACT

The project demonstrated that efficient organization optimizes outcomes when addressing urban challenges.

Social Mapping allowed mapping threats and capacities, empowering communities to improve their environment.



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

In 2024, Tecnológico de Monterrey consolidated its digital education strategy and AI integration to transform learning and prepare its student community for the challenges of a digitized world.

Key achievements include the generation of general guidelines, the design of a framework to guide digital implementation, and its incorporation into 44 degree programs, impacting 43% of students with at least one digital training unit.

Innovations such as personalized learning, immersive experiences in virtual and augmented reality, and the enhancement of educational spaces were implemented:

- **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 professor:** 797 students across 11 campuses attended sessions delivered by professors projected via holograms.
- **TecVirtualCampus in the Metaverse:** engaged 14,130 students in academic activities.



AI tools like TECgpt, Skill Studio, and ChatTEC fostered the development of educational resources and institutional services, establishing AI as a pillar of personalization and efficiency.

Additionally, more than 3,400 faculty members participated in workshops, bootcamps, and events like the AI Summit, which gathered 181 teachers to develop innovative projects.

The publication of ethical guidelines ensured the responsible use of AI and promoted integrity and fairness.

At PrepaTec, AI and innovation strengthened key competencies such as logical-mathematical thinking, critical analysis, and effective communication.

Through PrepAppsTec, students developed 2,184 projects at the local stage, with 103 standing out at the national stage for solutions in health, sports performance, and laboratory safety. Additionally, 31 teachers participated in the AI Summit, where they designed projects to implement AI in the classroom.



INNOVATION AND ENTREPRENEURSHIP

EDUCATIONAL INNOVATION WITH ARTIFICIAL INTELLIGENCE ACROSS SCHOOLS

INNOVATION IN THE SCHOOL OF ARCHITECTURE, ART, AND DESIGN

EAAD has integrated artificial intelligence to transform teaching and learning processes. Highlights include personalized virtual assistants that provide immediate feedback and the use of generative AI to enhance creative and analytical tasks.

Collaborations with companies like Vizcom and Adobe strengthened the academic ecosystem, providing access to advanced technologies such as 3D renderings and optimized design processes.



INNOVATION IN THE SCHOOL OF SOCIAL SCIENCES AND GOVERNMENT

ECSG promotes practical projects addressing social, political, and economic issues. It is worth mentioning Reach Alliance with research on socio-emotional development and aquatic ecosystems, as well as the Initiative for Democracy, Governance, and Development, and the ITAC program, focused on transparency, anti-corruption, and strengthening governance.

INNOVATION IN THE SCHOOL OF HUMANITIES AND EDUCATION

EHE integrates critical humanism and applied technology to transform teaching and address educational and social challenges. It is worth mentioning the Digital Media Observatory and the Digital Humanities Laboratory, which promote ethical analysis and media literacy using AI.

The development of educational materials reinforces the ethical use of technology.

In entrepreneurship, initiatives such as 50+ Creativos and LEI4Edu, which won the DigiEduHack 2024 award, foster innovative and collaborative solutions. Partnerships with Apple, Dell, and international universities strengthen research and technological infrastructure.

INNOVATION IN THE SCHOOL OF ENGINEERING

EIC used generative AI to personalize learning and adjust assessments. It promoted entrepreneurship through practical activities, events such as Demo Day, key projects like ERGOMAX, mixed reality laboratories, and a collaboration with MIT funded by the World Bank.

INNOVATION IN THE SCHOOL OF MEDICINE AND HEALTH SCIENCES

EMCS drives educational innovation through medical simulation with AI-generated scenarios, tools like Academic GPT and SciSpace for critical analysis, and disruptive methodologies such as LEGO SERIOUS PLAY and escape rooms.

Additionally, it led the AI for Public Health workshop, a multisectoral collaboration with institutions such as Harvard, Stanford, and Mayo Clinic to apply AI and advanced bioinformatics in public health data analysis.

INNOVATION IN THE SCHOOL OF BUSINESS

The School of Business drives innovation through projects that combine technology, sustainability, and business leadership.

- **Center for Conscious Enterprises:** Over 850 participants in conferences, including Bob Chapman, leader in Conscious Capitalism.

- **Institute of Entrepreneurial Families (IFEM):** 16 families served, 105 executives trained, and more than 150 attendees at the Family Business Forum LATAM.

- **Center for Financial Access, Inclusion, and Research (FAIR):** partnership with the KIT Royal Tropical Institute for social inclusion and sustainable finance.

- **Eugenio Garza Lagüera Institute of Entrepreneurship (IEEGL):** impacted more than 18,000 students in entrepreneurial skills through events such as Tec Week: Entrepreneurship with Purpose and programs like Venture Basecamp.

The IEEGL also led global initiatives such as CATAL15°T and the incMTY Summit, which brought together over 2,900 attendees to promote innovation and entrepreneurial talent.



INNOVATION AND ENTREPRENEURSHIP

•DISTRITOTEC: TRANSFORMING LIVES THROUGH THE POWER OF CONNECTIONS

Driven by Tecnológico de Monterrey, Distritotec connects academia, the community, and industry to generate social impact through urbanism, art, and sustainability projects.

In 2024, it received recognition from the World Economic Forum and UN-Habitat as a “**Best Practice in Public-Private Collaboration**”.

KEY ACHIEVEMENTS

- **Urban projects:** Construction of the Jardines de Altavista Park (1,142 m²) and renovation of the Cultural Node in front of the Luis Elizondo Auditorium (2,965 m²).
- **Art and community engagement:** Over 9,000 attendees at Casa Naranjos, 13 editions of Picnic Cinema, and two exhibitions at Galería Abierta that reached 40,000 weekly pedestrians.

- **Key collaborations:** Fundación FEMSA, the Monterrey government, and local businesses to promote sustainable mobility, tactical urbanism, and community development.

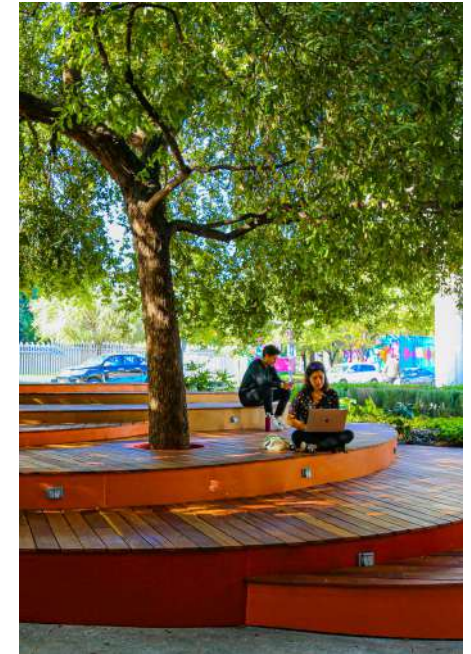



EXPEDITION FEMSA

In 2024, Tecnológico de Monterrey inaugurated EXPEDITION FEMSA, an interdisciplinary space designed to transform ideas into solutions with global impact.

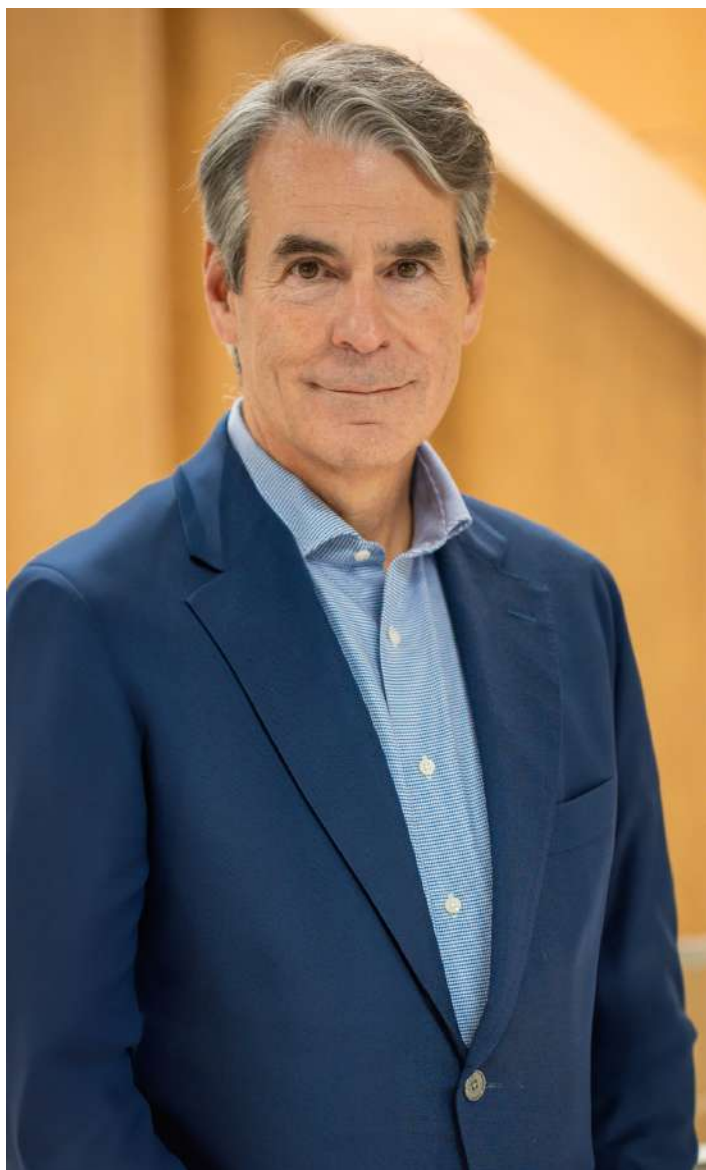
This center connects academia, industry, and society to drive science- and technology-based projects in strategic areas such as integrated health, sustainable manufacturing, and the education of the future.

With initiatives such as the Science Gallery and advanced laboratories, it fosters experimentation and innovation. It also houses institutes like the Institute for the Future of Education (IFE) and the Institute for Obesity Research (IOR), reinforcing its leadership in creating relevant knowledge and solutions.



A photograph of three scientists in a laboratory setting. They are wearing white lab coats. One scientist is pointing at a laptop screen, while the other two look on. The background shows laboratory equipment and shelves with bottles. A large teal circle is overlaid on the left side of the image, containing white text.

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



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

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.

**“REAFFIRMING OUR
COMMITMENT TO HEALTH,
EDUCATION, AND RESEARCH.”**

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.

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 TecSalud

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

In 2024, TecSalud strengthened its leadership in Latin America through progress in hospital care, education, and research.



HOSPITALS

Zambrano Hellion Hospital

- 76,065 patients treated in outpatient services.
- 10,254 patients admitted to the hospitalization area.
- 6,094 surgeries performed.

Hospital San José

- 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 transplants, including 8 procedures within the living donor program.

2024 AWARDS

- Zambrano Hellion Hospital and San José Hospital 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:
 - Zambrano Hellion Hospital ranked #2 in Mexico and #13 in Latin America.
 - San José Hospital 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.



ACADEMIC MODEL

TecSalud trains health professionals through an innovative and practical approach based on a multicentric methodology, including rotations across its hospital system.

In 2024, the academic programs had active participation from:

- 439 undergraduate students
- 438 residents

Admission to these programs is guaranteed through a selection process that requires high academic standards, English proficiency, and outstanding scores on the Postgraduate Admission Test (PAEP).

RIGOROUS SELECTION PROCESS

TecSalud maintains high admission standards, requiring a minimum average grade of 8, a score of at least 550 on the PAEP, and English proficiency, ensuring that only the most qualified candidates enter its specialty programs.

INNOVATION IN TEACHING AND TECHNOLOGY

This year, TecSalud expanded the EMCS Simulation Center in Monterrey to train students in a safe and controlled environment.

Four new areas were integrated:

- hospital room
- virtual anatomy
- virtual surgery
- virtual reality

Additionally, EMCS signed an educational agreement with Johnson & Johnson MedTech to develop advanced simulation programs, strengthening postgraduate training programs.

ACHIEVEMENTS IN HIGH SPECIALTY CARE AND CAPACITY EXPANSION

TecSalud performed Mexico's first high - complexity double lung transplant and reopened its heart transplant program, consolidating its position as a benchmark in Mexico and Latin America. It also launched the Center of Excellence in Heart Failure, aligned with international standards.

In the academic field, it stood out with the Second Annual Congress on Cardiogenic Shock and Heart Failure in LATAM and the Symposium on Vascular Neurology and Synucleinopathies, further strengthening its leadership in cardiovascular and neurological medicine.

ACHIEVEMENTS IN HIGH SPECIALTY CARE AND CAPACITY EXPANSION AND MODERNIZATION OF INFRASTRUCTURE

TecSalud enhanced its care capacity with the opening of the Institute of Digestive Health and a new Hemodynamics Room at Hospital Zambrano Hellion, expanding its scope in high specialty and endovascular procedures.



RESEARCH

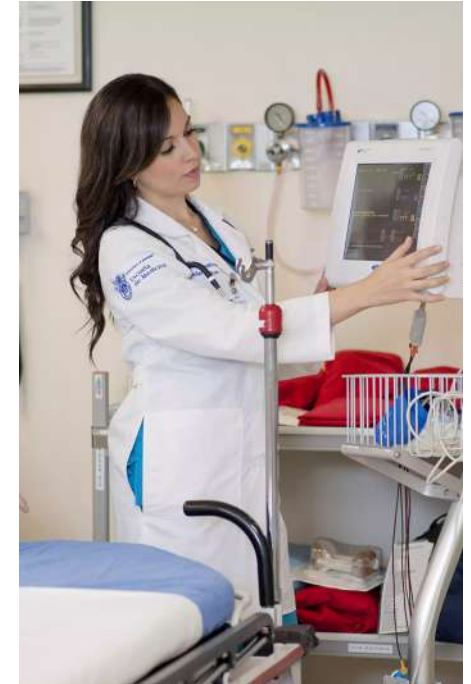
In 2024, TecSalud strengthened its leadership in research through key initiatives and strategic partnerships that had an impact both nationally and internationally.

KEY PROJECTS

- **Ten clinical research protocols** with Roche, Amgen, Merck, GSK, Novartis, Novo Nordisk, and Gilead, focused on oncology, neurology, and cardiology, representing significant progress in the treatment of complex diseases.
- **oriGen Project:** reached 68,587 participants and sent 30,000 samples to Regeneron, creating a unique genetic repository for health research in Mexico.
- **Agreement with the Ragon Institute:** (Mass General Brigham, MIT, and Harvard) to advance immunology and oncology, including postdoctoral fellowships and scientific collaboration.

Early Childhood Center:

- Completed the National Survey of Adverse Childhood Experiences (ACEs).
- Implemented the Leo Project in Chiapas, demonstrating that digital tools improve literacy skills in children.
- Launched the Certificate in Early Childhood Policy, reinforcing its commitment to child well-being.



CLINICAL CARE

TecSalud focuses on innovation and a human-centered approach to promote well-being and comprehensive health, improving quality of life and bringing high-quality medical services to those who need them most.



WELL-BEING, PREVENTION, AND LONGEVITY

TecSalud promoted comprehensive well-being through programs such as One step at a time (over 3,700 participations) and Taking steps together, which reduced HbA1c levels by 3.6% in patients with type 2 diabetes. Additionally, it impacted 10,772 people in vulnerable communities and presented surgical innovations at the Houston Methodist symposium.

HIGH-SPECIALTY FOCUS

TecSalud led innovative medical advancements:

- Mexico's first implant of bidirectional deep brain stimulation electrodes, a major advancement in the treatment of neurological disorders.
- Pioneering implantation of a self-expanding heart valve to treat pulmonary insufficiency.
- First use in Monterrey of the Evolut FX prosthesis for TAVI valves.

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 provides accessible medical care to individuals in vulnerable situations, combining teaching, research, and medical care at its Comprehensive Health Center (CeSI) and other units. In 2024, it provided care to 22,004 people, with 14,940 treated at CeSI, surpassing previous figures. Its services cover areas such as ophthalmology, comprehensive women's health, and chronic diseases.

The foundation also promotes prevention through awareness campaigns, conferences, and strategic partnerships with companies and institutions. It maintains medical coverage programs to ensure timely and quality treatments. Through these actions, it reinforces its commitment to social well-being and life transformation.



A young man with dark hair and glasses, wearing a dark green sweater, is sitting at a wooden desk. He is smiling and looking at a laptop. A young woman with long dark hair and glasses, wearing a white shirt and a green vest, is sitting next to him. She is holding a pen and looking at an open book on the desk. The background features a blue textured wall and a green fern plant. A large dark green circle is overlaid on the left side of the image, containing white text.

**TECMILENIO:
COMPREHENSIVE
EDUCATION TO ACHIEVE
LIFE PURPOSES**



Bruno Zepeda Blouin |
Rector of Tecmilenio University

MESSAGE FROM THE RECTOR

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. Well-being 360, one of Tecmilenio's most iconic events, brought together experts and attendees from over 26 countries. Additionally, we certified 50 companies in Factor Well-being, 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 offerings to new communities.

TECMILENIO'S RESPONSE CONTINUES TO BE INNOVATION AND ADAPTABILITY

It was a year of recognitions: one student became 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 of Tecmilenio

TECMILENIO IN NUMBERS

Tecmilenio consolidates itself as an educational institution committed to the comprehensive development of its students and their life purpose.

TECMILENIO IN NUMBERS

Tecmilenio has 44 locations nationwide, distributed as follows:

30 **CAMPUS**

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 in Tampico).

12 **CONNECT CAMPUS**

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
August - December 2024 Semester.

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**).
- Bachelor's Degree in Marketing (**2,011**).
- Bachelor's Degree in Software Development Engineering (**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**).



TECMILENIO IN NUMBERS

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

18 PROGRAMS

Specializations: 3 programs

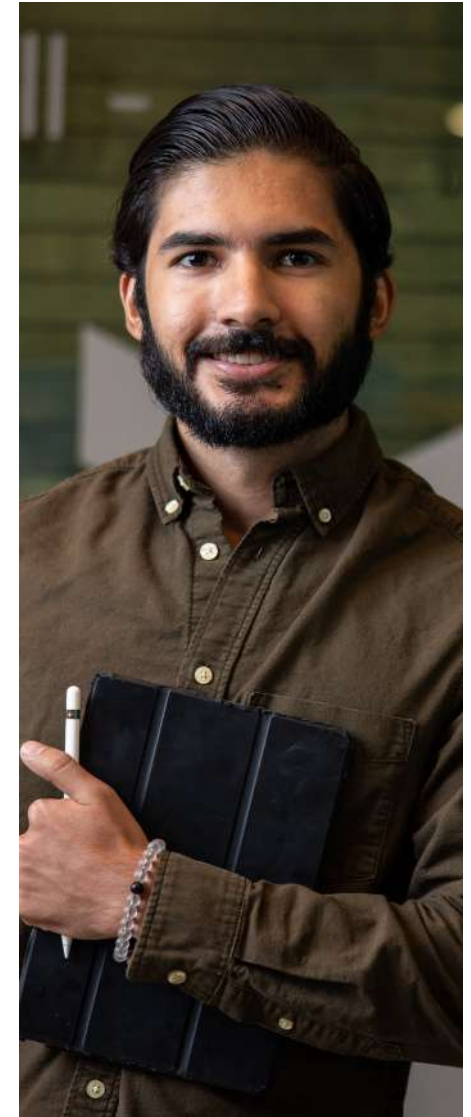
- Finance (208).
- Innovation (170).
- Human Resources (75).

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).

Non-schooled Master's Degrees: 4 programs

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



TECMILENIO IN NUMBERS

NUMBER OF GRADUATES

16,034

CO-CREATED PROGRAMS WITH COMPANIES

47

NUMBER OF TEACHERS AND COLLABORATORS

5,032

9,406

EXECUTIVE AND GRADUATE
(38% participation out of 24,755).

ANNUAL EMPLOYABILITY

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

89.5%

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

TEACHERS WITH MORE THAN 90 ACADEMIC LEADERS : 48% women and 52% men.

17,666

VOLUNTARY PARTICIPATION: In a VIVE activity during the last semester.

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.

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

COLLABORATORS
61.5% women and 38.5% men.

NUMBER OF LEARNERS AT THE SKILLING CENTER

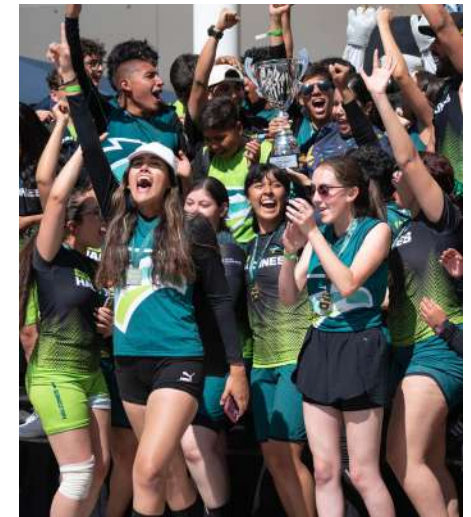
57,549

ACTIVE LEARNERS IN THE LAST TWELVE MONTHS

NUMBER OF PARTICIPANTS IN VIVE WORKSHOPS

8,260

HIGH SCHOOL AND UNDERGRADUATE
(21% participation out of 39,334).



TECMILENIO • EDUCATIONAL MODEL

Tecmilenio's educational model allows students to design up to 40% of their study plan based on their interests and life purpose. It focuses on developing both technical and human skills, preparing individuals for a dynamic and global work environment.

KEY RECOGNITIONS

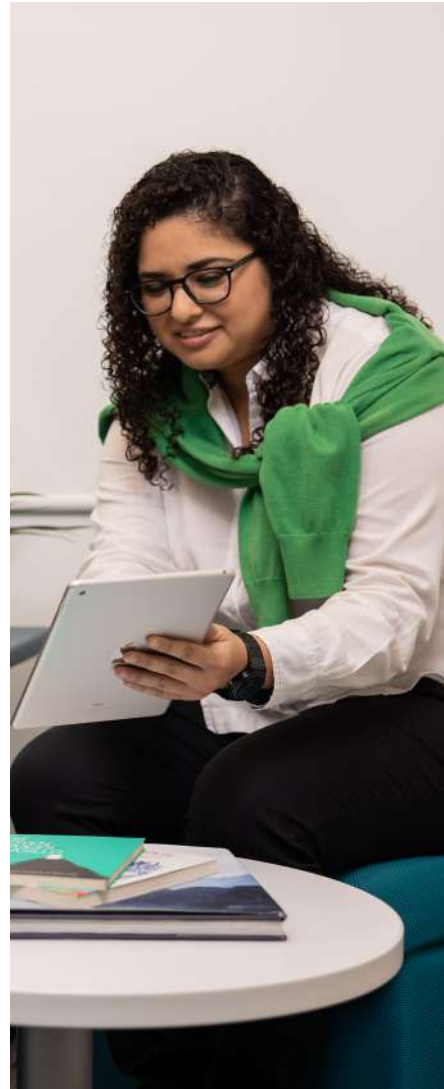
The International Nursing Pathway program, developed in collaboration with Alamo Colleges District and Methodist Healthcare System, received the prestigious UPCEA International Program of Excellence or Innovative Practice Award 2025.

The Las Torres Campus Nursing program obtained the Academic-Technical Opinion (ATO), a key opinion to move toward official recognition of the program.

VIVE

Student life at Tecmilenio goes beyond the classroom through sports, artistic, recreational, and civic events that enrich the comprehensive development of students. Among them, ARTFest stands out, bringing together more than 200 students, and the National Interhalcones event, with 1,431 participants.

Additionally, Esports have established themselves as a key activity within the student community with the creation of the Alienware Halcones Esports Arena at the Las Torres campus, providing a dedicated space for professional video gaming.



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, more than 600 students participated in international programs, with highlights including the Work Abroad program with internships at Disney and study tours to Costa Rica and New York. Tecmilenio also signed eleven international academic agreements, including key partnerships with Millersville University and Arizona State University, expanding educational and research opportunities for students and faculty.



STUDENT WELL-BEING

Tecmilenio promotes the comprehensive well-being of its educational community through programs focused on mental, physical, and emotional health. In 2024, initiatives such as the Wellness Workshop and improvements in health spaces were implemented, while the Well-being 360 event reached 1,900 international attendees.

A significant achievement was the evaluation of more than 4,000 collaborators and faculty through the Well-being Index, resulting in 90% of Tecmilenio's campuses earning the Positive Organization distinction, with a general score of 4.19 out of 5. Additionally, the Factor Well-being benefited more than 86,000 collaborators and 55 companies, with 50 companies earning the Well-being Promoting Company distinction.

Tecmilenio also collaborated with the General Directorate of Industrial Technological and Services Education (DGETI) to assess school well-being and climate, validating the psychometric model of the Educational Factor Well-being with 700 responses, reinforcing the impact of the implemented strategies.

TECMILENIO

• STUDENT WELL-BEING

BIENESTAR DE COLABORADORES

In 2024, Tecmilenio consolidated its commitment to the integral well-being of its collaborators through initiatives that promoted their quality of life and professional development. The TQueremos Line was relaunched as a free support program, with a 10% increase in usage, highlighting emotional and nutritional counseling as the most requested services.

In training, more than 1,700 collaborators completed the MAPS Model, and 177 obtained certifications in positive psychology. Additionally, more than 600 teachers participated in the Teachers in Action program, aligning their training with pedagogical innovations.

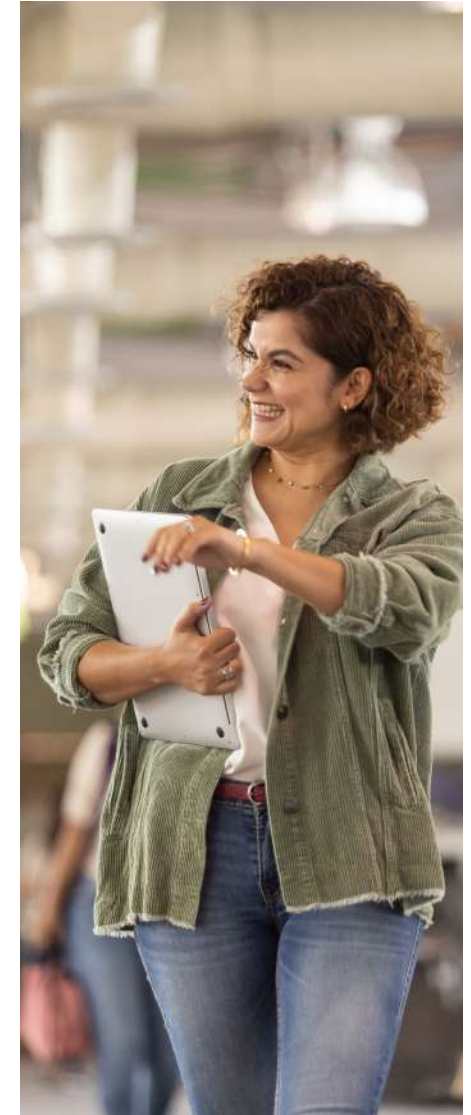
DIVERSITY AND INCLUSION

In 2024, Tecmilenio reaffirmed its commitment to diversity and inclusion through strategic initiatives, such as the First National Student Group Meeting in collaboration with HeForShe and UN Women, impacting more than 2,100 collaborators and faculty.

Key awareness campaigns were also conducted, including LGBTIAQ+ Pride Month and Pinktober, involving more than 5,500 participants in topics related to equality and violence prevention.

A major milestone was the commemoration of the International Day for the Elimination of Violence Against Women, involving 2,599 participants and promoting dialogue on gender equality and violence prevention.

Tecmilenio also strengthened its training programs, including REDEs and Persona Aliada, consolidating its leadership in creating inclusive and respectful communities.



TECMILENIO

• LIFE PURPOSE

In 2024, Tecmilenio integrated life purpose as a transformative axis within its educational model, allowing students to make decisions aligned with their personal and professional goals. At Prepa Tecmilenio, efforts focused on identifying strengths, formulating a life purpose, and connecting it to career choices. Students shared their purpose upon completing their studies.

At the undergraduate level, the Global Life Purpose Certificate was implemented, helping students build a solid vision for their future. At the graduate level, the Well-being and Life Purpose Journey guided students through five stages, supported by artificial intelligence to create personal statements and assess their growth.

This approach yielded outstanding results, strengthening student potential, aligning their purpose with their values, and improving their emotional and family well-being.



TECMILENIO

• EMPLOYABILITY

Tecmilenio prepares its students for the labor market through innovative strategies, strategic alliances, and practical programs.

- More than 6,500 students participated in industry linkage programs, achieving an employability rate of 89.5%.
- 65% of students secured jobs aligned with their life purpose, and companies rated their technical competencies with an average score of 4.5/5.

• 90% of graduates achieved formal employment.

The MAPS educational model and the Business Semester allow students to create personalized learning pathways and gain direct experience within companies.

Tecmilenio prepares its students for professional challenges, fostering a positive societal impact through an innovative educational model and strategic alliances.





**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 to ensure transparency, accountability and alignment with its purpose of transforming lives through education. In 2024, institutional governance efforts focused on the approval of Plan 2030, the evolution of the Campus model, and the consolidation of the Tecnológico de Monterrey Education Group towards 2025, gathering Tecnológico de Monterrey, Tecmilenio, and TecSalud.

Assembly of Associates 2024

Held on February 19th, this event brought together active, honorary, and benefactor associates, along with members of the Board of Directors and the Leadership Team. During the session, Mariana Garza Lagüera Gonda was appointed as a member of the Institutional Governance Committee.

Advisors' Meeting 2024

Held on February 19 and 20 at the Campus Monterrey Congress Center, it brought together 550 attendees (431 presential and 119 virtual). The main topics included analyzing the future of education, exploring new technologies, reflecting on leadership and promoting research. Experts such as Santiago Levy, Carlos Elizondo, Bob Chapman and Sebastian Thrun participated, presenting perspectives on Mexico heading to 2030 and analyzing the impact of artificial intelligence on education.

GOVERNANCE STRUCTURE:

- 9 Councils and Adjunct Committees.
- 22 Campus Councils.
- 5 National School Councils.
- 2 Advisory Councils.
- 13 members of the Leadership Team.

Assembly of Associates ITESM, EISAC, and ITESMAC:

Formed by 47 active associates, 5 benefactor associates, 11 honorary associates, and the Board of Trustees of the Santos and De La Garza Evia Foundation, composed of 12 members.



**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 begin integrating as cross-functional service areas, with initial efforts at Tec de Monterrey in 2024 and plans to extend to the entire Tecnológico de Monterrey Education Group in 2025.

INTEGRITY AND COMPLIANCE

The **Vice Presidency of Integrity and Compliance** promoted fundamental values such as integrity and excellence, strengthening a safe and trustworthy environment for the community.

- ISO 31000 certification, first in Latin America and in Mexico.
- Implementation of digital identifications and mobile access control.
- Audits on strategic projects that improved operational efficiency.
- Developed seven manuals designed to strengthen campus security.

STRENGTHENING THE CULTURE OF INTEGRITY

- Expansion of the Ethics Ambassadors Program and development of training courses such as "My Commitment to Integrity".
- Organization of Integrity Week with broad participation.
- Update of the Integrity Code with the participation of over five thousand students

REGULATORY AND COMPLIANCE MANAGEMENT

- Consolidation of 400 documents into a single institutional regulatory site.
- Creation of ethical guidelines for the use of artificial intelligence.

AWARDS AND EXTERNAL ALLIANCES

- Awards such as the Campus of Integrity Award and certification as a Health-Responsible Organization.



TALENT

The talent within the **Tecnológico de Monterrey** stood out as a driver of innovation and excellence, with initiatives that fostered personal and professional development in an inclusive environment.

MAIN RESULTS

- The Organizational Climate Survey had participation of over 25,800 people making progress in trust towards leaders and recognition, and identifying areas for improvement in communication and change processes.
- Community of 35,120 collaborators with a gender balance (52% women, 48% men) and an average loyalty of 8.6 years.

OUTSTANDING ACHIEVEMENTS

- **Well-being:** 11,700 collaborators participating in mental, financial, and physical health activities, with 76% participation in the Flex Program, marking a 29% increase compared to the previous year.
- **Professional growth:** 37% of growth opportunities were filled with internal talent.
- **Gender equity:** increase in women in leadership, reaching 31% in executive positions and 61% in mid-level management.
- **Young talent:** More than 2,450 students participated in young talent programs.
- **Recognitions and Community Engagement:** 3,313 awards were given for years of service to the institution and 53 Family Day events were celebrated with the participation of more than 30,000 attendees.



INCLUSION, SOCIAL IMPACT, AND SUSTAINABILITY

The Vice Presidency of Inclusion, Social Impact, and Sustainability reinforced its commitment to a more just and sustainable world, focusing on diversity, community collaboration, and environmental stewardship.

Inclusion

- Implementation of five Advisory Committees that promote gender equity, sexual diversity, interculturality, accessibility, and socioeconomic diversity.
- Recognized as a Best Place to Work for LGBTQ+ for the fifth consecutive year by the Human Rights Campaign.
- Identification that 6% of adult students have a disability, reiterating the commitment to accessibility.
- Awareness training for over 8,100 faculty members on human dignity, integrating inclusion as a core educational principle.

Social Impact

- Expanded access to education through Prepanet, benefiting over 2,900 active students and graduating 6,500 individuals.
- Mobilization of 5,100 volunteers through programs such as "Apadrina una Escuela", impacting 121 educational centers.

- Connection of students, families, and strategic partners through "Voluntariado Tec", strengthening community collaboration.

Sustainability

- STARS Gold distinction for Monterrey Campus, recognizing it as a leader in sustainability in Latin America and Mexico.
- Progress to 67th place in the Impact Ranking and 292nd in the QS World University Rankings.



- Development of five innovative projects as part of Blue Route, using campuses as living laboratories.
- Elimination of single-use plastics on campuses and events.

Innovation and education

- Integration of 15 sustainability credits into the 2026 curricula.
- Training of over 12,000 undergraduate students and 25,000 high school students on human dignity topics.
- Creation of the Entorno para Florecer platform, designed to promote community well-being.

Partnerships and multi-sector collaboration

- Joint coordination of the Mexican chapter of the Sustainable Development Solutions Network alongside UNAM.
- Active participation in the Alliances for Local Action Network, facilitating initiatives to combat inequalities and improve access to education.



OUTREACH AND ENGAGEMENT

Through the **Vice Presidency of Outreach and Engagement**, continuous efforts are made to consolidate positioning through innovative communication, outreach, relationship-building, and generosity strategies, strengthening our identity as a platform for transforming realities.

Institutional Communication

Narrative and projection model

A strategic process of in-depth analysis of perception and identity was initiated for Tecnológico de Monterrey, Tecmilenio, and TecSalud. This effort allowed the development of a new institutional narrative that will define the Education Group and the narrative conceptual framework for the three institutions that comprise it. These definitions have been key in rethinking a new communication and marketing projection model to strengthen its reputation and connect more effectively with its strategic audiences.

Designed collaboratively with the key areas of Marketing and Transformation, this initiative began operations in September 2024 and is currently in the implementation stage. Throughout this process, a constant focus is maintained on the analysis and continuous improvement of the model, ensuring its long-term adoption and effectiveness.

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, consolidating Tec de Monterrey as a platform for transformation. In this space, the brightest

minds and the best faculty seek to address and find solutions to the greatest challenges of humankind. A place where the future is built together through collaboration, with a shared purpose: transforming reality for the benefit of humanity.

Digital Strategy

Integration of Marketing Cloud and artificial intelligence to personalize interactions and validate leads, enhancing student recruitment and increasing conversion rates.

Audience Intelligence

Key Studies

- Generosity Study: identified barriers and guided the successful Súmate 2024 campaign.
- Talented Women Study: improved the design of graduate programs.
- TecSalud Call Center Audit: enhanced the quality of hospital care.

Development and generosity

- Over 730 million pesos allocated to scholarships and strategic programs, including 402 million pesos for scholarships, of which 286.6 million pesos benefited the Leaders of Tomorrow program, granting more than 480 perpetuity scholarships.
- The contribution of Lorenzo Servitje Montull, which ensures 20 additional perpetuity scholarships, adds to the support from

students, collaborators, EXATEC, companies, and foundations, who form a network of over 14,000 donors committed to this transformative effort.

- Chihuahua Generosity Network: raised 7.1 million pesos for perpetuity scholarships.

Alumni Relations

EXATEC Network

- 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
- 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, and the incMTY Summit, where more than 670 EXATEC participated in exclusive experiences that strengthened business opportunities.

Corporate and Government Relations

Strategic collaborations

With institutions such as UNAM and IPN, four intellectual property registrations were generated, and eleven technological initiatives were funded with an investment of more than 20 million pesos.



OUTREACH AND ENGAGEMENT

- In partnership with the INE, the vote counting of Mexicans abroad and electoral audits were facilitated, reaching more than 42,000 attendees.

Corporate agreements

- Institutions such as BBVA, Grupo México, and Citibanamex collaborated on strategic projects, achieving a reduction of 55.2 million pesos in local taxes.



DIGITAL TRANSFORMATION

The **Vice Presidency of Digital Transformation** led technological initiatives that optimized processes, increased operational efficiency, and positioned Tec as a leader in educational innovation.

Key contributions

- **Skill Studio**: platform based on AI that enables more than 13,000 professors to design interactive and collaborative activities, transforming teaching and learning.

Notable recognitions

- **Ellucian Impact Award** for the implementation of Ellucian Banner 9.
- Mention of the **Skill Studio** project in its list of "The Most Innovative" of Net Media.

Leadership of key members

- **Carmen Isabel Reyes**: recognized in CUMBRE 200 as one of the most important women in Mexico.
- **Guillermo Garrido**: named among the 50 most influential Hispanic executives by the Hispanic Technology Executive Council.
- **Carles Abarca**: included in the list of the 35 AI Leaders in Mexico, compiled by Forbes Mexico and NTT Data (October 2024).

Technological innovation and infrastructure

- **TECgpt Portal**: generative artificial intelligence tool to personalize

processes and optimize digital interaction, used by over 32,000 collaborators.

- **Mitec App**: recorded 125,000 downloads among students and 31,000 among collaborators, with high daily usage rates.
- **Hybrid cloud infrastructure** consolidation in Microsoft Azure with 100% availability in infrastructure and 99.96% in critical services.

Techvolution: agile digital transformation

Implementation of the Techvolution 2.0 model, structured into Product Lineup teams, to align digital products with institutional objectives, improving planning and delivery.

Artificial Intelligence and Automation

Outstanding achievements

- Real-time monitoring of the status of technology enablers.
- Automation of configurations and licensing on key platforms such as Salesforce.
- Validation and optimization of databases and internal audits.

Strategic Collaborations

- Partnership with Microsoft Mexico to develop projects with human, social, and environmental impact, strengthening educational and technological innovation.

LIFELONG LEARNING

The Vice Presidency for Lifelong focused on expanding access to continuing education, integrating emerging technologies to impact millions of Spanish speakers.

Strategic agreements and collaborations

- **Leadership training:** 200 leaders from the Panama Canal received leadership training.
- **Lifelong Learning for All Proposal:** submitted to the European Union. in collaboration with Columbus.
- **Technological collaborations:** IBM, Microsoft, Cisco, AWS, Google, Salesforce, Henry y LinkedIn.
- **Participation in networks:** Continuing Education Network for Latin America and Europe (RECLA) and Iberdrola.



Impact of agreements and collaborations

The results of these alliances are reflected in key initiatives such as:

- **The Learning Gate:** development of data science badges with technology partners such as IBM and Microsoft.
- **Recognitions** include Bronze E-Learning Experience and finalist in the QS Reimagine Education Awards.
- **Liderly:** educational content with Salesforce and Google, connecting talent with job opportunities through platforms like LinkedIn.

Free educational resources

The Virtual Learning Center (VLC) benefited 10,263 participants, prioritizing:

- Reduction of the digital gap.
- Inclusion and entrepreneurship.
- Sustainability.

Innovations in Learning

- **Profiling tool:** advanced algorithms for educational recommendations.
- **Virtual assistant:** real-time guidance for data science courses.
- **Portfolio U40:** generative artificial intelligence platform for organizational training proposals.
- **Machine learning models:** promote learning continuity.
- **ATV methodology:** Strategic design for continuous learning.

Evolution of the Educational Offer

- **Alternative credentials and microcertifications:** Flexible programs adapted to future labor market demands.
- **Certificates with The Learning Gate:** accreditation for Tec weeks and elective courses.

Measured Impact

- **Individual:** 90% reported a significant impact after completing a program.
- **Organizations:** 48% of solutions generated tangible results.
- **Economic:** \$15 million USD in direct impact and \$230 million USD in initiatives.



ANNUAL REPORT 2024

The constitution of the Tecnológico de Monterrey Education Group 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 education group in 2024.



Instituto Tecnológico
y de Estudios Superiores
de Monterrey



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Enseñanza
e Investigación
Superior, A. C.

Fundación 
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