

# STRATEGIC PLAN



TECNOLÓGICO  
DE MONTERREY



Tecnológico  
de Monterrey

**STRATEGIC PLAN**



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DE MONTERREY**

**FROM VISION TO REALITY**





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# LETTER FROM THE PRESIDENT



**In February 2019 we published our 2030 Vision. Aware of the need to respond to the challenges that will face us in the coming years, we created a new, inspiring vision: leadership, innovation, and entrepreneurship for human flourishing, which defined our institution's course for the next 10 years.**

The year 2020 has shaken humanity in unprecedented ways. It has made us recognize the great challenges facing our society in so many areas, as well as the urgency to continually innovate and transform so that we can face such complex situations. It has also encouraged us to value the positive; the advances humanity has made which have allowed us to stay connected across distances, and it has spurred us to ponder the future.

Leadership has characterized Tecnológico de Monterrey since its inception, and as such, we took this situation as an opportunity to reflect on how our institution should evolve over the coming five years. Our path to 2025 is defined by both the challenges we see in the future and the opportunities before us in the present. This strategic plan is the meeting place between the two, and with our current strengths as our starting point, it's the path that will take us to the next level.

We want to be a university whose impact extends ever further. We aim to become a world-class university which focuses not only on education, but also heavily on research and knowledge transfer. We want to connect our capabilities with society's needs, and to attract the best talent from beyond our borders.

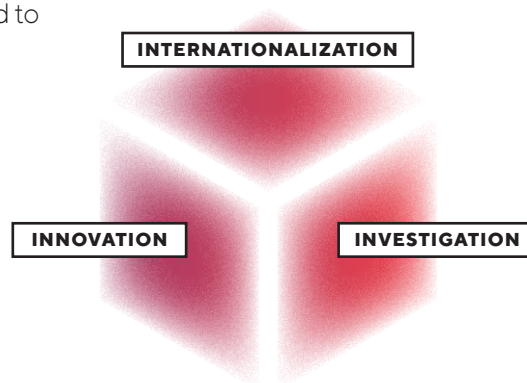
To achieve this, we are focusing on the three "i": Investigation (research), Innovation, and Internationalization.

**INVESTIGATION (RESEARCH).** We want to be a university that focuses more heavily on research, the results of which: generate knowledge, create solutions to relevant problems in our society today, and that serve as the basis for developing new ventures.

**INNOVATION.** We aim to be a more innovative university, to more adeptly respond to the challenges that the post-pandemic world presents, as well

as the challenges that arise in an increasingly digital and ever-changing world.

**INTERNATIONALIZATION.** We are striving to become a more global institution by transforming our campuses into international campuses, and by strengthening our presence abroad and deepening our relationships with international partners, which will undoubtedly improve our standing worldwide.



This document is the Institution's strategic plan for the next five years. It captures seven strategic initiatives at its focus. For each initiative, we present the goals for where we want to go, and the projects that will help us achieve them. It is a guide for focusing our priorities and our resources.

Presented here is our general plan towards 2025. More implementation details are to come, which require organizational and management capacity according to the new reality and our goals.

The pandemic has clearly shown that Tecnológico de Monterrey is not only a 'high tech' university, at the forefront of the use and development of technology, but also a 'high touch' university, due to the intimacy, care, and attention we offered our community and the public during the pandemic; the institution was ready and able to put our capabilities to work in the service of society at large. This way of being "high tech & high touch" is a trait that should remain with us in the implementation of our 2025 Strategic Plan.

Due to the adverse circumstances that overshadowed 2020, and which coincided with the design of this plan, I consider it necessary to dedicate space to thank health care workers in hospitals and on campuses who have contributed to the hard work of tackling the pandemic and to safeguarding the health and lives of our loved ones. Thank you to our teachers for their dedication and resilience in adapting quickly and ensuring academic continuity; and to our employees from all our institutions, for the impetus they have shown, so that we could continue to positively impact our students and our country.

In 2020, the essence of our Institution became apparent. We now know that this essence lies not in our buildings, but in our students, professors, employees, graduates, and counselors who live and emanate Tec culture. Achieving these goals by 2025 will only be possible if each of us commits to putting our talent, our work, and our passion into making them a reality. Because, as Alan Kay said: "The best way to predict the future is to invent it yourself." And at Tec, we are working to build a better future.

**David Garza Salazar**

President

February 2021

# STARTING POINT: 2030 VISION

To address the new challenges we will face, and to remain ever relevant, our Institution applies our transformation model to each new situation based on the need to align our vision, organization, and culture.

## **Our Vision: Leadership, Innovation and Entrepreneurship for Human Flourishing**

In 2019 we published our 2030 Vision, where we clearly state our conviction that education improves people's lives. Today we are more committed than ever to this vision, and we believe that every person educated in our Institution can and should have the ability and will to transform the organizations they engage in, the environments around them, and the communities they live in.

In awareness of how quickly the world changes, in our 2030 Vision, we define what we want to achieve in order to fulfill our purpose: education that transforms lives. This strategic plan for 2025 is aligned with that vision. Here we propose the specific path to follow over the next few years to make it a reality.

# THE PATH TO 2025

**Tecnológico de Monterrey experienced important changes in 2020. Shortly after the announcement of institution's new president, we faced a volatile, uncertain, complex, and ambiguous world with the COVID-19 pandemic, where we adapted our educational model to the digital environment to continue serving our stakeholders remotely, through the Hyflex + Tec model.**

This environment has emphasized the importance of the digital experience, well-being, and prevention, as well as research to solve humanity's problems. From these changes, and inspired by our 2030 Vision, the need arose to have a path that establishes the way forward for the next five years.



This path is aligned with our conviction about what an institution of higher education brings to society, which is based on three main axes. This includes education, as the university prepares graduates who will be tomorrow's leaders. It also includes research, because we encourage knowledge creation for problem-solving, with the potential for these solutions to become a source of innovation and high-impact entrepreneurship.

And thirdly, outreach to society; since it is through working together with companies, governing bodies, and non-governmental organizations, that we can connect the knowledge obtained and the capacities developed with real needs. These three axes are the foundations we will use to create synergy and to maximize our impact on society.

## UNIVERSITY'S ROLE



**UNIVERSITY**



**OUTREACH TO SOCIETY**



**EDUCATION**



**RESEARCH**

### SHORT TERM

Connect capabilities with societal needs to maximize their impact

Alumni

Knowledge creation  
Problem solving

### MEDIUM/LONG TERM

Leaders

Innovations  
Entrepreneurship



In the coming years we will focus our efforts on few high-impact goals:

- To become even more of a world-class university which brings together the best national and international talent, of students, professors, and researchers, to foster a learning environment that transfers knowledge through innovation and entrepreneurship that impact society.
- To become more international, with international campuses, strengthening the relationship with international partners, improving our standing globally, and promoting opportunities for and the mobility of students and teachers.
- To be future-oriented, always putting people at the center of each of our activities, becoming a university that is increasingly conscious and proactive

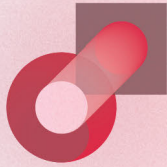
on the subject of sustainability, transforming how knowledge is generated and shared and, connecting ideas, talent and resources in an innovative environment; all this together with the consolidated Tec 21 Educational Model, which will prepare our students to solve the most pressing challenges facing society.

We recognize that the great impact we have made as an Institution is due to hard work done by all those who are part of Tec, and, in particular, for the work of our nearly 320,000 university and postgraduate alumni around the world. We carried out an open process for receiving input, where we listened to more than 11,000 Tec community members when defining our strategy for the coming years. We received their ideas via different means, including consultations, working sessions and reflection spaces.

**We started this process by reviewing the trends that are redefining education, reflecting on the areas we strive to advance in; the three “i” of Investigation (research), Innovation, and Internationalization, and we consulted with our different stakeholders, including teachers, employees and EXATEC (our alumni).**



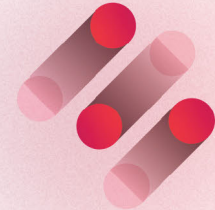
In this consultation we asked which challenges we should take on, and what Tec achievements, if made by 2025, would make them proud. We identified three key topics for them:



**THE INSTITUTION'S STANDING AND PRESTIGE.** To maintain a high level of educational and academic quality, achieving the status of being a national and international benchmark, and attracting and training the best talent.



**HIGH-IMPACT RESEARCH AND INNOVATION.** Increasing productivity in research, linking students with world-class researchers, who collaboratively generate and apply new technologies to solve problems facing humanity today.



**EVOLUTION TOWARDS EDUCATION THAT IS MORE FLEXIBLE AND DIGITAL.** Increasing the scope of education through digital tools that enable hybrid programs that are accessible and future-focused, with professors who have adapted to new challenges and models.

To dive deeper into the challenges and aspirations that our stakeholders shared with us, in 2020, we held workshops and discussions where we generated the strategic plan for the next five years.

Throughout this document, we show the path we are staking out in our 2025 Strategic Plan, which includes seven initiatives and 16 strategic projects to bring us closer to fulfilling our vision, as well as the evolution and positioning that our value proposition will need to achieve it.



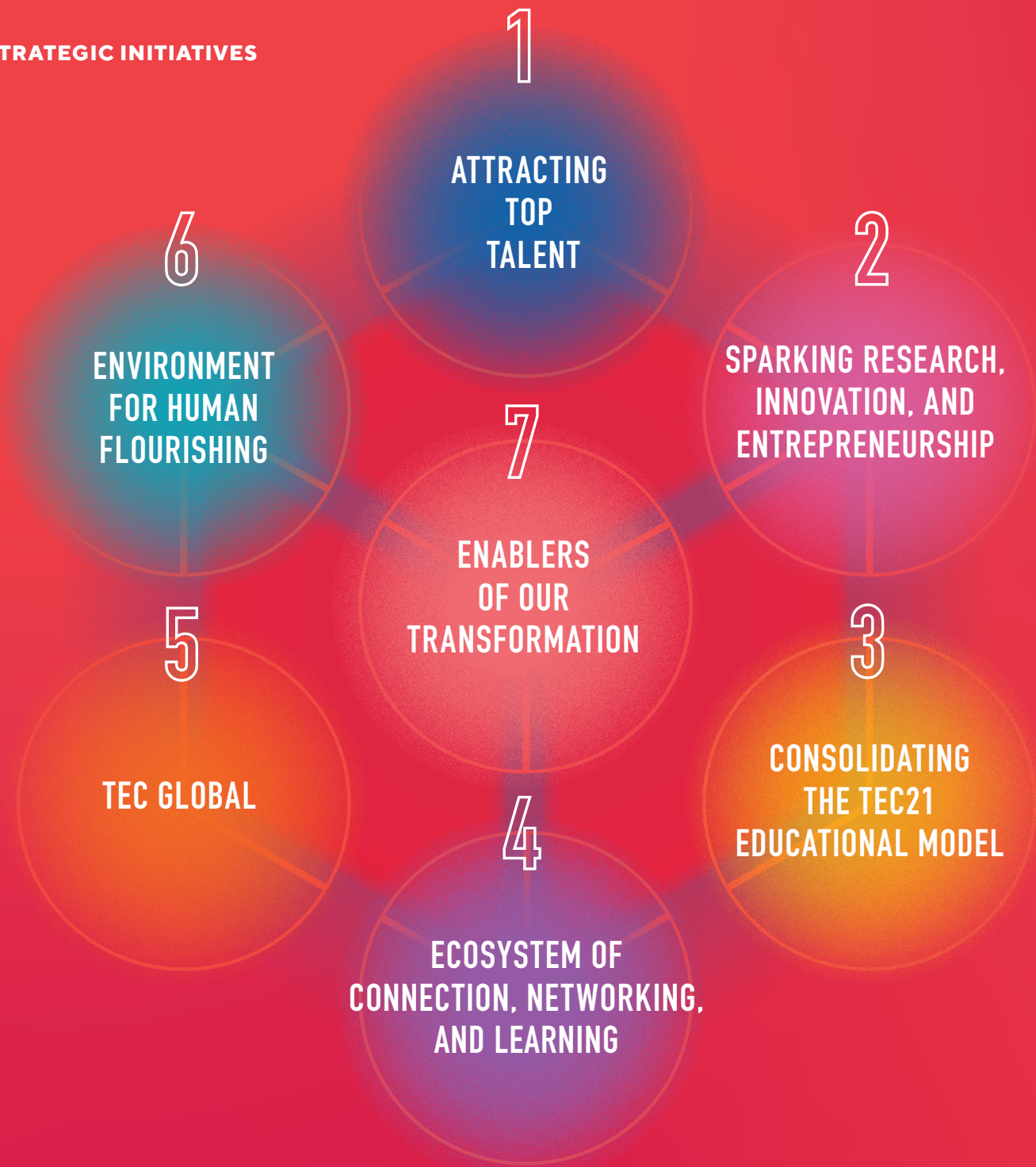
# SEVEN STRATEGIC INITIATIVES

**To fulfill our vision, we need to be unique, and have those unique distinctions be sustainable over the long term. We must move forward by building on who we already are, to create what we want to be. In the coming years, we will focus our talent and energy on these strategic initiatives, and doing so will also help facilitate communication, agree on priorities, and allocate resources.**

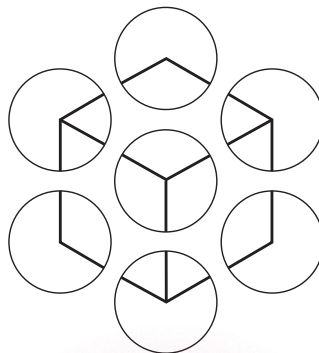
Our strategic initiatives are made up of specific projects to be carried out in the next few years. Each project has a clearly defined goal of what of what we are striving for, as well as the corresponding achievements expected by 2025.



**STRATEGIC INITIATIVES**



# PROJECTS



**1** ATTRACTING TOP TALENT

- 1A. FACULTY OF EXCELLENCE**
- 1B. ATTRACTION OF HIGHLY TALENTED NATIONAL AND INTERNATIONAL STUDENTS**



**2** SPARKING RESEARCH, INNOVATION, AND ENTREPRENEURSHIP

- 2A. INTERDISCIPLINARY RESEARCH INSTITUTES**



**3** CONSOLIDATING THE TEC21 EDUCATIONAL MODEL

- 3A. CONSOLIDATE AND STRENGTHEN THE TEC21 EDUCATIONAL MODEL**



**4** ECOSYSTEM OF CONNECTION, NETWORKING, AND LEARNING

- 4A. PLATFORMS FOR CONNECTION, LEARNING AND CREATION**
- 4B. EVOLUTION OF CAMPUS MODELS**
- 4C. EVOLUTION OF CONTINUING EDUCATION**



**5** TEC GLOBAL

- 5A. ESTRATEGY FOR MOBILITY, POSITIONING, AND INTERNATIONAL RELATIONS**



**6** ENVIRONMENT FOR HUMAN FLOURISHING

- 6A. WELL-BEING**
- 6B. SUSTAINABILITY DNA**
- 6C. DIVERSITY AND INCLUSION**
- 6D.@RTS**
- 6E. STRENGTHENING OF A PHILANTHROPIC CULTURE**



**7** ENABLERS OF OUR TRANSFORMATION

- 7A. DIGITAL PATH**
- 7B. MANAGEMENT MODEL**



INICIATIVA ESTRATÉGICA



1

ATTRACTING TOP TALENT

**First, we seek to attract professors with international leadership experience, to inspire the rest of the community, to raise academic standards and to generate a collaborative environment of innovation, as well as strengthen the Institution's prestige. We also seek to attract the best students in all aspects to collaborate and learn with world-class professors and researchers.**

#### **PROJECTS**

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### **1A. FACULTY OF EXCELLENCE**

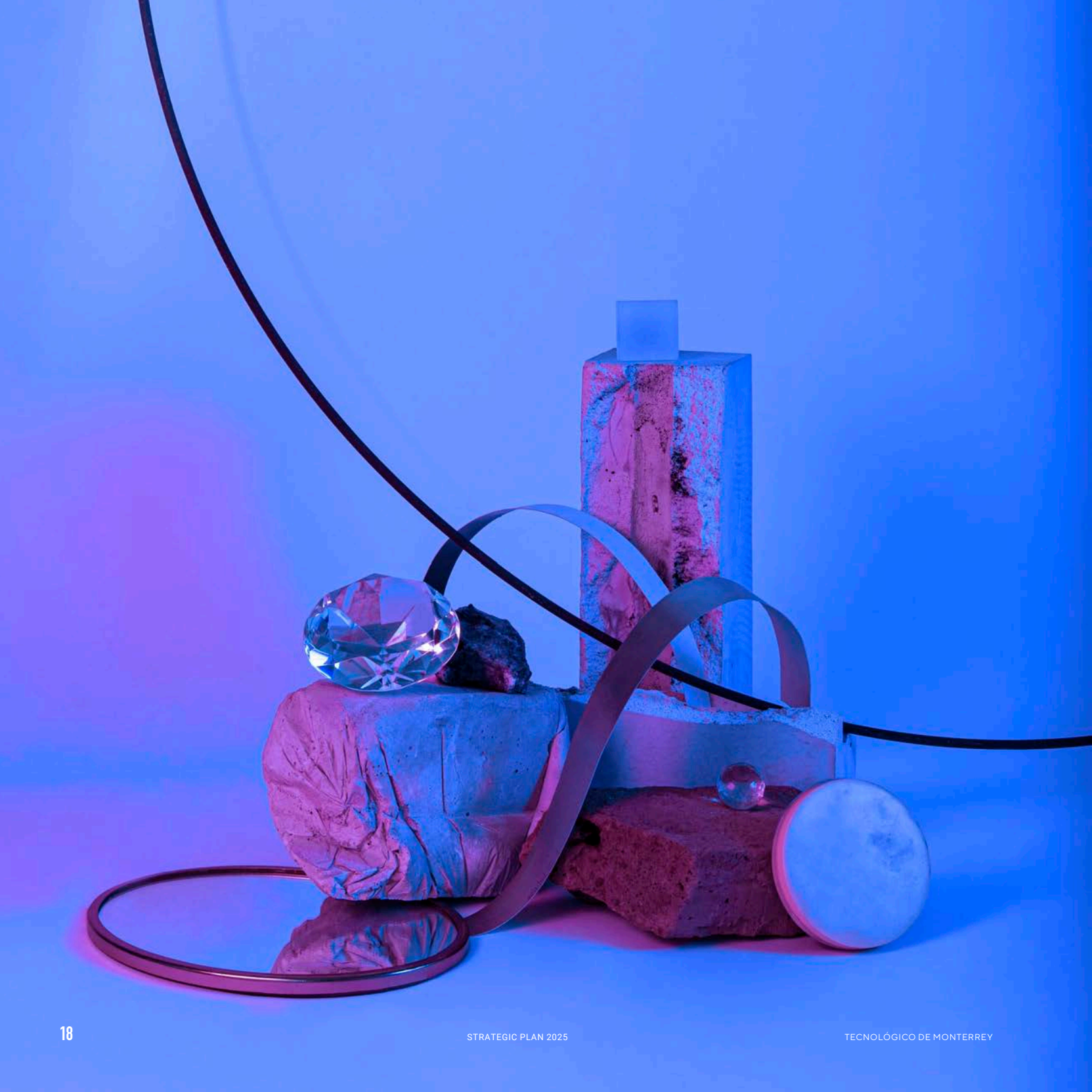
### **1B. ATTRACT 100 HIGH-IMPACT PROFESSORS WITH INTERNATIONAL LEADERSHIP EXPERIENCE**

#### **GOALS**

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Attract 100 high-impact professors with international leadership experience.

To be the institution that attracts the best talent in Mexico and the world and ensures the diversity of student profiles in each class year.







## PROJECT 1A.

# FACULTY OF EXCELLENCE

### 2025 GOAL

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To continue the processes of attracting, developing, and strengthening our faculty, we aim to enroll 100 professors with international leadership experience in strategic areas of the Institution over the next five years. With this we aim to raise academic and research standards and foster an environment conducive to the attraction and retention of international talent. This will have an impact on the Institution's international image, recognition, and prestige.

### 2025 EXPECTED OUTCOMES

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Incorporate 100 full-time Tec professors with global leadership in their fields, and additional support from visiting international professors and professors jointly appointed to the Tec and other universities.

Tangible impacts in attracting better students, improved training, research, prestige, rankings, and positioning.

Development of the faculty, raising its profile and increasing its impact.





## PROJECT 1B.

# ATTRACTION OF HIGHLY TALENTED NATIONAL AND INTERNATIONAL STUDENTS

### 2025 GOAL

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To be the institution that attracts and selects the best student talent in Mexico and the world, attracting and enrolling more international students with high potential to transform their environment, and ensuring diversity in student profiles in each class year.

### 2025 EXPECTED OUTCOMES

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Redefined concept of outstanding students, considering the elements of our vision: leadership, innovation, and entrepreneurship.

Significantly increased the number of full-time international students.

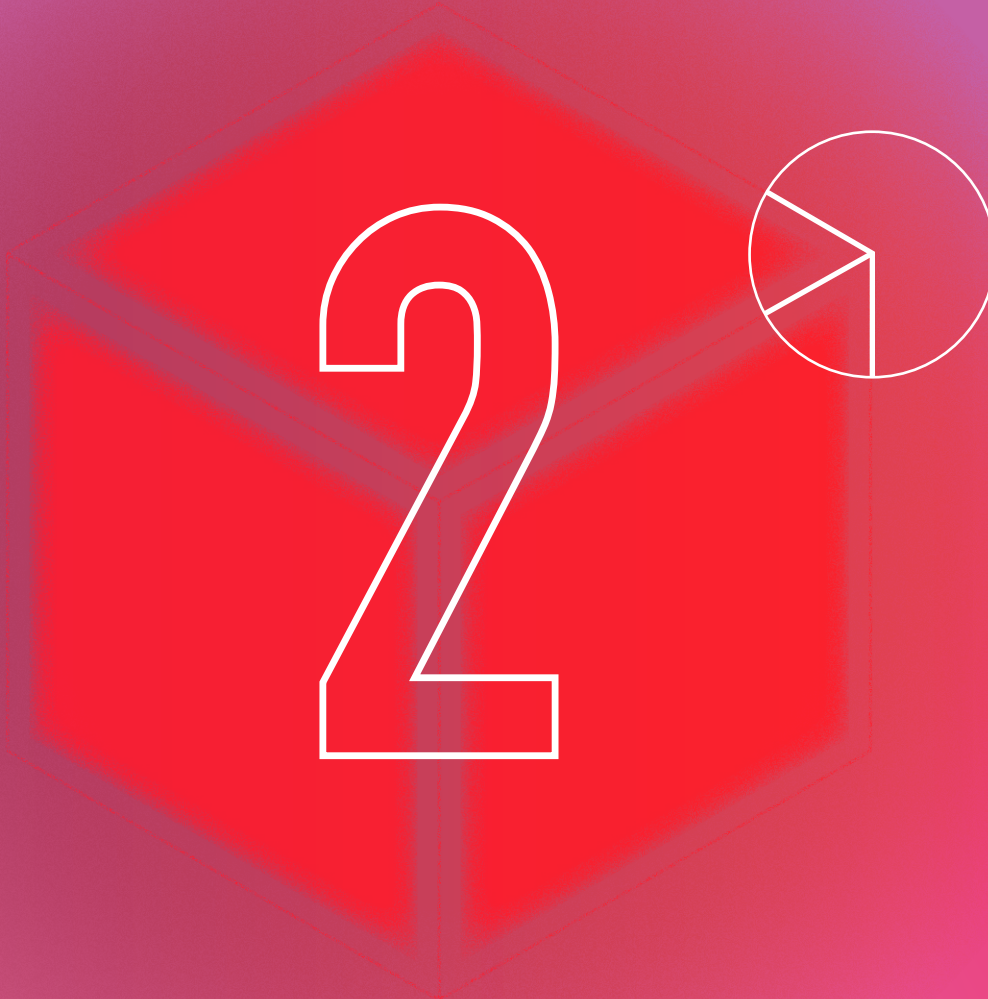
Have a new model of admission that assures stricter standards of admission.

A new portfolio of financial support for attracting national and international talent.



1

ATTRACTING TOP TALENT



**SPARKING RESEARCH, INNOVATION, AND ENTREPRENEURSHIP**

**Through research, innovation, and entrepreneurship, we have the potential to solve society's most pressing problems. Involving the community in focused research activities will help spark an atmosphere of innovation that will permeate through the education of our students, and in many of the activities of the entire Institution. We aim to position ourselves as global leaders in high-impact areas, generating innovative solutions that can be disseminated through an ecosystem of entrepreneurship.**

#### **PROJECTS**

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### **2A. INTERDISCIPLINARY RESEARCH INSTITUTES**

#### **GOALS**

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Have three research institutes attaining high international recognition.

Linking research with ecosystems that generate entrepreneurship.





## PROJECT 2A.

# INTERDISCIPLINARY RESEARCH INSTITUTES

### 2025 GOAL

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Create three high-impact interdisciplinary research institutes that: spur innovation and entrepreneurship, focus on solving societal problems, gain global recognition, have world-class researchers, and that differentiate Tec de Monterrey as a leading research university.

### 2025 EXPECTED OUTCOMES

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Consolidation the Institute for the Future of Education and the creation of two additional research institutes.

Hire and develop existing talent into high-level researchers and research support teams.

Institution with an interdisciplinary culture of research.

Have high-level researchers and leaders in our classrooms.

Attract companies into the ecosystem of each research institute and creating entrepreneurship powerhouses in Monterrey and Mexico City, as well as launching The Technology Transfer Venture, which links the ecosystem with the people we serve.

Our researchers actively engaging in companies and serving as public opinion leaders.



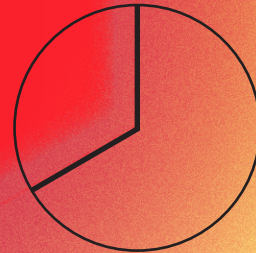
2

SPARKING RESEARCH, INNOVATION,  
AND ENTREPRENEURSHIP





3



**CONSOLIDATING THE TEC21 EDUCATIONAL MODEL**



**One of our key initiatives is to consolidate our Tec21 Educational Model. To do this, we will continue to develop certain elements of the model to include more powerful digital educational experiences and promote collaboration between teachers, students, and training partners, with the aim of preparing students for the environment of the future.**

#### **PROJECTS**

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### **3A. CONSOLIDATE AND STRENGTHEN THE TEC21 EDUCATIONAL MODEL**

#### **GOALS**

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100% implementation of our Tec21 Educational Model and its digital evolution.



## PROJECT 3A.

# CONSOLIDATE AND STRENGTHEN THE TEC21 EDUCATIONAL MODEL

### 2025 GOAL

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One of our key initiatives is to consolidate our Tec21 Educational Model. To do this, we will continue to develop certain elements of the model to include more powerful digital educational experiences and promote collaboration between teachers, students, and training partners, with the aim of preparing students for the environment of the future.

### 2025 EXPECTED OUTCOMES

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Model fully implemented including support and digital tools, as well as having proof of the skills and competencies developed for the first two graduating classes.

Graduates with higher employability rates than our previous educational model.

Faculty trained and adapted to the new model, being motivated and of high renown with data, linking these updated skills, innovation and use of new technological tools.

Wide portfolio of challenges, training partners and academic programs taught entirely in English.

Graduates who recommend the Tec21 Educational Model at a higher rate than graduates of our previous model.

Implementation of new programs of study, with first generations starting by August 2025.







**ECOSYSTEM OF CONNECTION, NETWORKING, AND LEARNING**

**In a volatile, uncertain, complex, and ambiguous world with strong trends in digital transformation and globalization, we aim to offer an ecosystem of different platforms, including in-person, online and hybrid offerings, that help our students connect and develop their skills and knowledge. And with this, we aim to assure that our connectedness with our stakeholders evolves and takes advantage of the current strengths that our campus network enjoys, and we aim to expand its reach and to further promote life-long education.**

#### **PROJECTS**

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#### **4A. PLATFORMS FOR CONNECTION, LEARNING AND CREATION**

##### **GOALS**

To bring together an ecosystem of systems, processes, as well as physical and digital tools that allow us to reach new audiences, connect external talent and further our model of connectedness between people.

#### **4B. EVOLUTION OF CAMPUS MODELS**

To increase the experience and offer of value to our stakeholders, leveraging the use of our campus network and taking advantage of each of their strengths.

#### **4C. EVOLUTION OF CONTINUING EDUCATION**

To evolve our Continuing Education programs into a lifelong learning concept, focused on the strengths and vision of Tec.





## PROJECT 4A.

# PLATFORMS FOR CONNECTION, LEARNING AND CREATION

### 2025 GOAL

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To increase the impact on people and organizations connected to Tec, capitalizing on our Institution's potential as a comprehensive platform, by scaling up the quality and scope of our services. We visualize a physical and digital ecosystem that generates communities, revolutionizing the connection of talent, institutions, and knowledge to form leaders who solve humanity's great challenges.

### 2025 EXPECTED OUTCOMES

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Initial version of the platforms ecosystem that capitalizes on current resources, infrastructure, experiences, and activities.

Develop communities that connect and interact in our ecosystem of platforms.

Overcome challenges and connect people through the integration of different platforms, new and preexisting ones, including:

- Digital Innovation Hub: a high-impact challenge platform for start-ups, established companies, and research communities
- Platform for navigating courses and other Tec offerings
- Digital platform of for Continuing Education
- EXATEC platform for Tec alumni
- Platform that connects to world-class think tanks and action network.





4

ECOSYSTEM OF CONNECTION, NETWORKING, AND LEARNING

## PROJECT 4B.

# EVOLUTION OF CAMPUS MODELS

### 2025 GOAL

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To implement a campus network model that considers the strengths of all our different components in our network of facilities, so that we can make decisions that strengthen their value offering and enable us to execute our 2025 strategic initiatives locally.

### 2025 EXPECTED OUTCOMES

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Focus and maximize our campuses' individual strengths, program offerings, academic levels and relevant value and competitiveness for each city where Tec is present, as part of the campus network, and in support of each of the other 2025 Strategic Plan projects.

Have an efficient management model and organizational structure for campus network decision-making and ensuring its sustainability..



## PROJECT 4C.

# EVOLUTION OF CONTINUING EDUCATION

### 2025 GOAL

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To transform our Continuing Education model to a concept that reflects the need for life-long learning, through a diverse portfolio of flexible programs aligned to Tec's vision. Through hybrid and digital formats, we will serve a market of leaders and professionals who are eager to continue growing through reskilling, upskilling and networking, resulting in a valuable and a positive impact on their lives and organizations.

### 2025 EXPECTED OUTCOMES

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Impact one hundred thousand users per year.

Offer services of mentoring, coaching, support, and consulting services via artificial intelligence, learning analytics and other adaptive and personalized learning tools.

Learning and development pathways for users (including high-quality third-party contents).

Learning and networking communities linked to our ecosystem of platforms.

Partnerships with third parties to build the ecosystem to meet our users' needs.





TEC GLOBAL

**We want to go beyond student mobility and enhance our connections with international organizations and elevate the Tec's global presence, as these are key to promoting the strategic projects that lead us towards the achieving our vision and allowing us to further position ourselves as the most international university in Latin America. All this, with an aim to enrich the education and formation of global citizens, as well as to elevate the Institution's standing.**

#### **PROJECTS**

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### **5A. STRATEGY FOR MOBILITY, POSITIONING, AND INTERNATIONAL RELATIONS**

#### **GOALS**

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To develop international campuses with complete programs in English and a significant presence of foreign students and professors.

Strategic relationships with international institutions and universities.





## PROYECT 5A.

# STRATEGY FOR MOBILITY, POSITIONING, AND INTERNATIONAL RELATIONS

### 2025 GOAL

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Consolidate the advances in internationalization already achieved and increase our reputation, international positioning, strategic relationships, and global presence, in order to strengthen our institutional strategies and achieve our vision.

### 2025 EXPECTED OUTCOMES

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Design and launch a model for Tec's international campuses (in coordination with the Evolution of campus models project).

To be recognized worldwide as an institution of higher education with a unique, innovative, and relevant value proposition for talents from anywhere.

To be recognized as the most international university in Latin America, beyond mobility.

Implement high-impact projects that are funded in collaboration with leading international institutions in their field.

Promote a culture of global vision as a defining characteristic of the Tec mindset.

Include international leaders in Tec's governance.

Create new high-value international alliances with other educational institutions with a focus on North America and Asia and streamline current alliances.







**ENVIRONMENT FOR HUMAN FLOURISHING**



# We aspire to be a more conscious and balanced community in the seven dimensions of well-being: physical, intellectual, emotional, spiritual, occupational, social, and financial.

Our national reach will allow us to increasingly evolve towards being an example of:

**A sustainable university,**  
steeped in a culture of care  
for the environment

**Inclusive community,**  
Encouraging greater  
representation of different  
groups in society

**Promoting the arts,**  
developing full people and  
attractive cities

**Philanthropic culture,**  
enhancing people's sense  
of gratitude, generosity  
and transcendence to  
carry out projects of the  
common good

## PROJECTS

### 6A. WELL-BEING

### 6B. SUSTAINABILITY DNA

### 6C. DIVERSITY AND INCLUSION

### 6D. @RTS

### 6E. STRENGTHENING OF A PHILANTHROPIC CULTURE

## GOALS

Promote the integral well-being of students, teachers, and collaborators.

Link our actions to the achievement of the Sustainable Development Goals (SDGs), in particular those related to climate change.

Live a culture of diversity and inclusion.

Raise community awareness through the arts to generate new perspectives that strengthen people's processes around innovation, to complement their development.

Foster a culture of philanthropy among our community.



## PROJECT 6A.

# WELL-BEING

### 2025 GOAL

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Consolidate an ecosystem that contributes to the development of the different dimensions of the integral well-being of students, teachers, and collaborators, fostering a culture of self-care and co-responsibility with other human beings and the environment.

### 2025 EXPECTED OUTCOMES

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Have an index of integrated well-being.

Have international certifications related to the development of well-being.

Improve the integral well-being of students, teachers and collaborators through actions designed based on an integral well-being index.

Include health care centers and comprehensive well-being spaces on all campuses.

Improve students' mastery of the skill of self-knowledge and management, defined in the Tec21 Educational Model.

Develop skills in professors and collaborators to create well-being for themselves and their surroundings.

Foster a culture of well-being in our professors and collaborators so that they are examples for our students to follow.







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ENVIRONMENT FOR HUMAN FLOURISHING

## PROJECT 6B.

# SUSTAINABILITY DNA

### 2025 GOAL

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To have Tecnológico de Monterrey be a model of a sustainable institution, by adopting a culture of proactivity in the face of the climate emergency, reflected in the generation of ideas and technologies, in high-impact actions and in the education of leaders committed to forging a sustainable future.

### 2025 EXPECTED OUTCOMES

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**Collaboration:** To be an active player in local, national, and global alliances dedicated to sustainability and climate change, placing our academic, scientific, and technological capabilities at the service of society, in order to promote the acceleration of processes towards sustainability.

**Research:** Promote interdisciplinary research to provide systemic solutions that fully address the complexity of climate change and enable sustainable development.

**Education:** Prepare students and professors of Tecnológico de Monterrey in climate change issues through training in competencies for sustainable development with curricular and co-curricular activities within the Institution, so that everyone has knowledge of climate change and sustainable development.

**Adaptation:** Reduce vulnerability to present and future impacts related to climate change and increase our capacity for resilience and adaptation to the conditions generated by the environmental crisis.

**Mitigation:** Significantly reduce the environmental impact of the Institution, lowering our carbon footprint, promoting circular water management and comprehensive waste management.

**Culture:** Implement a culture of sustainability at the institutional level in our value, enabling and guiding processes.

## PROJECT 6C.

# DIVERSITY AND INCLUSION

### 2025 GOAL

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To be an inclusive university that values and respects diversity, encourages plurality and dialogue, where people are recognized for their human dignity, for the transformation of communities and the reduction of inequalities.

### 2025 EXPECTED OUTCOMES

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Have policies, programs, processes, and practices that promote inclusion.

Increase community participation and ownership in the development of diversity and inclusion actions through representative listening mechanisms.

Develop people who positively influence the experience of a culture of inclusion.

Have mechanisms in place to provide a safe

environment for reporting and addressing situations of potential discrimination and/or violence.

Have accreditations from national and international organizations as an institution with inclusive practices.

Provide leadership that inspires change and support those who join us, working with training partners and value partners, so that they also live and promote standards of inclusion.







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ENVIRONMENT FOR HUMAN FLOURISHING

## PROJECT 6D.

# @RTS

### 2025 GOAL

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We aim to further complement our students' education and promote experimentation and the artistic expression of the members of our community in an environment of collaboration, through the development of their sensitivity and critical vision. These elements feed Tec culture and identity through art and technology and generate a significant and measurable impact.

### 2025 EXPECTED OUTCOMES

---

Integrate the arts as part of Tec community culture.

Have art-related micro-credits as part of the curriculum and provide development options for our professors who thrive at fostering creativity.

Create spaces dedicated to the arts (ACT Labs) in the five main cities with Tec campuses.

Strengthen and expand creative funding to support artistic residences, art festivals and other events.



## PROJECT 6E.

# STRENGTHENING OF A PHILANTHROPIC CULTURE

### 2025 GOAL

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To connect with and maximize the positive transformation of communities connected to the Tec of Monterrey, through philanthropy, by developing strategic projects for the common good, with active engagement from the entire Tec community.

### 2025 EXPECTED OUTCOMES

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Increase the culture of philanthropy among the Tec community.

Duplicate resources obtained through philanthropy.

Triple the number of graduates who donate.

Have 100% of our Board of Trustees participating in and promoting our culture of philanthropy.





**ENABLERS OF OUR TRANSFORMATION**

# To realize Tec's goals and enact our strategic projects by 2025, we must transform ourselves as an Institution in the following ways:

- Enable our value-adding processes by creating experiences for our stakeholders, through digital tools that are simple and self-managed, that focus on the user
- Develop an innovative new management model, focused on the services we provide to our audiences as well as our value-adding processes

## PROJECTS

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### 7A. DIGITAL PATH

### 7B. MANAGEMENT MODEL

## GOALS

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To deliver an extraordinary digital experience to users and have built-in enablers for the Institution's strategies.

To improve the effectiveness in how our initiatives and projects are managed, to ensure compliance with Tec's strategic objectives.





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ENABLERS OF OUR TRANSFORMATION

## PROJECT 7A.

# DIGITAL PATH

### 2025 GOAL

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To offer our stakeholders an extraordinary digital experience with integrated systems offering automated services, simple independent study modules that allow users to meet their needs and support Tec of Monterrey strategies.

### 2025 EXPECTED OUTCOMES

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Simplified, organized digital architecture, including infrastructure, applications, and data, to ensure our services are delivered, and to allow us to reduce the number of required tech support staff.

Optimized infrastructure that ensures service availability and addresses the digital challenge of 2030 (the Tec21 Network; a scalable hybrid cloud strategy).

Cybersecurity and digital identity protections to provide a personalized and secure experience.

New project management that guarantees exceptional experiences, focused on people, via a flexible, simple one-stop-shop model.

Develop knowledge and skills related to new digital technologies.

## PROJECT 7B.

# MANAGEMENT MODEL

### 2025 GOAL

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To be an agile, flexible, and innovative institution with objectives that are clearly aligned, and that focus on “empowerment with responsibility,” in a culture of trust and mutual respect.

### 2025 EXPECTED OUTCOMES

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Teams aligned to the 2025 Strategic Plan, to priorities, and with clear objectives of how they add value.

A methodology in which employees set individual and collaborative performance goals aligned with Tec priorities.

Processes, policies, and systems that generate value and put our stakeholders front and center.

A clear and specific management model that fosters empowerment and supports innovation in our stakeholder services, and at the same time provides central support processes focused on serving our internal stakeholders.

To be a faster, more agile, and adaptable organization within a culture of trust and mutual respect.









# THE EVOLUTION OF OUR VALUE OFFERING

**Throughout its history, Tecnológico de Monterrey has impacted education and society, adding value through different activities.**

In education, we have provided training and education through high school, undergraduate and graduate level programs, as well as through continuing education. We have complemented education with research activities that generate solutions to real problems, as one of the important ways in which Tec engages in society. For our institution, it is very important to generate a positive impact in the community, creating leaders and attending to their needs.

HIGH SCHOOL

UNDERGRADUATE STUDIES

GRADUATE STUDIES  
A. NON-SCIENTIFIC PROGRAMS  
B. SCIENTIFIC PROGRAMS

**For this 2025 Strategic Plan, we see the need to expand the activities that add value through seven proposed strategic initiatives. We visualize the Tec as an even more influential institution that is deeply engaged in society. This will enhance our value offering in different ways.**

**CONTINUING EDUCATION**

**RESEARCH**

**OUTREACH TO SOCIETY**





## HIGH SCHOOL

To attract a comprehensive, well-rounded profile of outstanding students, have inspiring, highly qualified teachers, and an experiential educational model that allows PrepaTec to be “the best place to live this stage of life.”

### STUDENTS

We will strive to attract and select students with a well-rounded profile and who expand the concept of an outstanding student. We will work to educate students to creative, innovative self-starters and critical thinkers, who are personally and socially responsible, able to regulate their emotions, solve problems, and who can excel and become skilled in educational and extracurricular endeavors.

### PROGRAMS

The educational model will evolve to be more experiential and will integrate concepts of overall student well-being. We will seek to make PrepaTec “the best place to live this stage of life” and prepare students to become successful at any university in the world.

### PROFESSORS

High school professors will be inspiring and highly qualified in their disciplines.





## UNDERGRADUATE PROGRAMS

To provide more flexibility in delivery methods (in-person, digital, and hybrid) and more diversity of programming, alternative degree formats, and English offerings. We also aim to strengthen our selection processes to have better more diversity and inclusion in our student body. And we aim to enrich the faculty with inter-university collaboration agreements.

### STUDENTS

We will continue to increase the standards of admission to our in-person, hybrid, digital and alternate degree programs, seeking to attract more outstanding students, ensuring a diverse and well-rounded profile for incoming generations.

### PROGRAMS

We will increase the flexibility of our Tec21 Educational Model, increasing our agility to constantly adapt and update the offerings according to the changes in the market and in society. We will diversify our program offerings through different modes of delivery (via hybrid and digital formats), offer programs in English, and offer alternative degree programs to meet students' needs, allowing them to have a more control of their learning environments, and more easily connect with postgraduate programs and continuing education..

### PROFESSORS

We will continue to strengthen the faculty and enrich the student experience through our Extraordinary Academic Talent program and our creation of Interdisciplinary Research Institutes. We will also enrich the academic experience through inter-university collaboration agreements in which our faculty will share their talent and expertise.







## NON-SCIENTIFIC GRADUATE PROGRAMS

To strive for entrants that have professional experience and work to expand our horizons and aim for a more global Spanish-speaking community. We will strive to recruit and retain high-profile professors and scale our educational model to the postgraduate level through multidisciplinary challenges, strengthening our portfolio with alternative degree programs and certificates that are easy to pivot to meet market needs..

### STUDENTS

We will expand our income profiles, incorporating students with professional experience and involved in high impact activities in the community, seeking to maintain our standards of quality and admissions standards.

### PROGRAMS

We will create an offering of multi-school, challenge-based programs in disciplines in which we excel. We will develop a new strategy that incorporates greater flexibility and more agility in updating our offerings, according to students' needs, expanding delivery format options, (in-person, hybrid and digital) and developing alternate degree programs. Finally, we will promote our accompaniment/mentoring program that includes educational paths tailored to suit students' individual goals.

### PROFESSORS

We will increase our faculty profile to focusing on high academic standing and recognized leadership by professional career. We will also increase the number of international professors or Mexican-born professors who have attained recognition abroad. We aim to keep our faculty up to date and in their fields and in their skills in emerging technologies.







## SCIENTIFIC GRADUATE PROGRAMS

To be more: selective, focused on the doctorate level, linked to industry, and have more connections with undergraduate programs. We aim to offer programs that are 100% in English, with faculty that is made up of 100% full-time positions and includes more international professors.

### STUDENTS

We will increase our standards of admission for our postgraduate students in the sciences and review our admission profiles. We will seek to increase the proportion of full-time students from abroad.

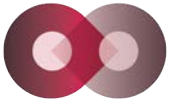
### PROGRAMS

We will reform our programs so that under our new model, they will be more linked to industry, with highly specialized programs, aligned with areas of focus and research. We will increase the number of programs offered 100% in English to attract more international students. We will strive to generate a greater connection with the undergraduate level.

### PROFESSORS

We will strengthen our faculty by increasing the number of professors with experience in the industry according to their discipline. We will also integrate faculty with more international experience, including global leaders in research.





## CONTINUING EDUCATION

To transform our continuing education model to a concept that better reflects the need for lifelong learning and focuses on creating and delivering offerings that meet learners' needs and that are aligned to Tec's vision. Develop learning and networking communities, strengthening our mentorship/accompaniment model, and increasing enrollment, mainly in digital and hybrid formats.

### STUDENTS

We will impact one hundred thousand users annually, primarily by boosting enrollment in hybrid and digital formats, while our preserving in-person format as well.

### PROGRAMS

75% of our offering will focus on leadership, innovation, and entrepreneurship for human flourishing, ensuring alignment with market needs through a process of constant renewal and incorporating third-party content. We will develop communities that foster learning and networking. We will provide a more personalized and adaptive service by generating learning support lines and mentoring/accompaniment and consulting services.

### INSTRUCTORS

In our faculty, we will offer a mix between instructors who are academic experts in their fields and instructors with practical experience, including instructors from home and abroad.







## RESEARCH

Promoting interdisciplinary research as part of educating students, collaborating with research professors, companies, and government at national and international levels. Generating knowledge and solutions to real problems that can become innovative products and services.

### **STUDENTS**

We aim to enrich professional and graduate students' learning, involving them in highly impactful research and innovation projects, having them work alongside and in collaboration with research professors, universities, companies, and governments.

### **RESEARCH INSTITUTES & NETWORKS**

We will strive to promote interdisciplinary research through institutes that bring together students, researchers, and industry professionals from different disciplines, focusing on highly relevant topics that capitalize on Tec's current strengths. We will generate innovative solutions that can later become products and services that improve the quality of life for people and their communities.

### **PROFESSORS & RESEARCHERS**

We aim to increase the number of research professors, attract national and international talent, and to develop our current professors' research and innovation skills.







## OUTREACH TO SOCIETY

Incorporating inclusion, social impact, and sustainability into the institutional agenda. Promoting and articulating academic, research, operational and institutional initiatives so that the Tec community, together with society at large, contributes to the transformation of our environment and our communities and, therefore, to the creation of a more just and sustainable world.

### ACADEMICS & RESEARCH

Proactively promote and articulate the strategy of inclusion, sustainability, and social impact in the curriculum and broadly sharing the Tec's new research model.

### OPERATION

Promote environmental, social, and economic sustainability in the Tec's operational decisions.

### STRATEGIC INITIATIVES

Integrate strategic initiatives, seeking to expand the positive impact on society and our surroundings.

### COLLABORATION

Open the spaces of joint collaboration between the Tec community and society at large, putting our academic, scientific and human skills at their service.



# MAKING IT HAPPEN

**Organization**  
**Culture**  
**Focusing our resources**





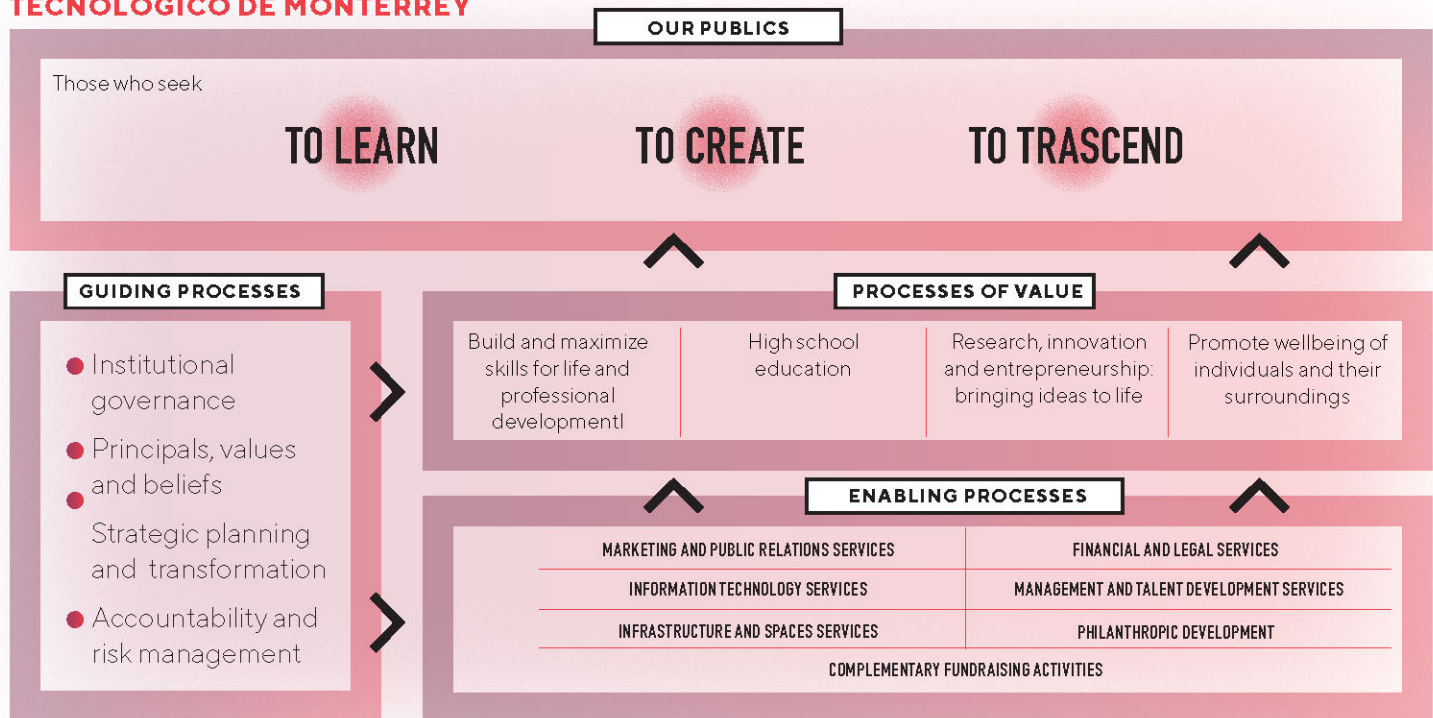


# Organization

A key factor in making our vision a reality is having a strategy that brings all of the facets of our organization into alignment behind it. This strategy's success is based on this alignment, focusing on our stakeholders by delivering extraordinary experiences and agile and efficient management and timely decision-making.



## 2025 PROCESS MAP TECNOLÓGICO DE MONTERREY



**To do this, we will use a framework that provides visibility into our progress, to be able to see which strategic projects are moving towards their goals, using clear work plans which require evaluating their assigned financial resources and, in addition, ensuring that each project has the right equipment and the right skills to succeed.**

We will have these five premises that will help us be a more agile and flexible organization, with the ability to empower people:

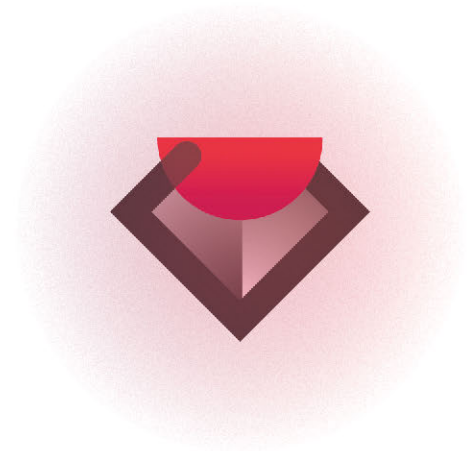
- Continue to develop a process-driven organization focused on generating value and putting our stakeholders front and center
- Generate innovative solutions through multidisciplinary projects based on agility and experimentation.
- Prioritize resources to a few high-impact projects with the broadest reach
- Empower people to reach their full potential
- Recognize that not all projects require the same management and empowerment approach, ensuring administrative flexibility.



## Culture

Culture is an institution's most important asset. It is an intangible one that unites the people who are part of it, it is strengthened every day through lived values. The five values that will characterize the Tec community by 2030 are: innovation, integrity, collaboration, empathy and inclusion, and global citizenship. They are a reflection of what characterizes us and brings us closer as a community, and they are the key to the impact that our institution can create. All of us who are part of Tec are united through the values we adopt and live by example.





## Focusing our resources

The strategies set out in this plan will demand a change in the way we invest our resources. By 2025, our investment priority will be focused less on physical infrastructure and more on boosting talent, research, internationalization, innovation, entrepreneurship, and digital transformation. In addition, in a post-pandemic world where uncertainty and volatility have been raised, we will seek to rely less on tuition fees. With the help of our professors, researchers, and employees, we will find new innovative ways of generating resources that will help us to realize the ideas and projects outlined in this document.

# ACKNOWLEDGEMENTS

**This document is the result of a collaborative effort and could not have been made without the support of professors, collaborators, counselors, graduates, and friends of Tec who contributed their ideas, time, and aspirations to building our strategy for the Tecnológico de Monterrey's next five years.**

We give special thanks to the Vice Presidency of Strategic Projects, which coordinated this effort and, to the Executive Team and the Tecnológico de Monterrey's Board of Trustees who shared in and guided this process.

This document, completed during the COVID-19 pandemic, was designed in dozens of forums, meetings, and digital consultations. The advice and guidance that our community gave us was key to building and delivering this 2025 Strategic Plan, presented to the community on February 15, 2021 at the Annual Board of Trustees' Meeting.

We are deeply grateful for your contribution.

# STRATEGIC PLAN



TECNOLÓGICO  
DE MONTERREY

For more information visit: <https://tec.mx/en/strategicplan2025>





Tecnológico  
de Monterrey

Our vision:  
**Leadership, Innovation  
and Entrepreneurship  
for Human Flourishing**



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