

Vision

Mission

2015



**TECNOLÓGICO
DE MONTERREY®**

Vision

Mission

Strategies

Profiles

2015

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Letter of presentation of the document by Dr. Rafael Rangel Sostmann

To the Tecnológico de Monterrey Community:

It is a great pleasure to present this document containing the Vision we have for Tecnológico de Monterrey in the year 2015, as well as the Mission that will guide our activities for the next 10 years. The document also includes the strategies that will need to be followed in order to fulfill the Mission and achieve the goals proposed by the Vision, as well as the values, attitudes and skills that we expect will constitute the profile of the different components of the Tecnológico de Monterrey educational community.

The present text brings together the expectations of Tecnológico de Monterrey's trustees, students and faculty, alumni and important Mexican leaders who have reflected on what Tecnológico de Monterrey must do during the next decade to respond to the important changes taking place in society, and particularly, to the challenges for development that the country is currently facing.

With this new mission, Tecnológico de Monterrey takes a step forward in its commitment to Mexico: to play a more active and dynamic role in generating greater well-being in the country's communities. The new mission commits Tecnológico de Monterrey to evaluating its academic activities in the light of the educational, economic, social and political development it promotes through its alumni and research and development programs.

This is truly a formidable task, but Tecnológico de Monterrey's valuable human resources will make it possible.

Let us make this new mission the reference point for all of our educational activities.

Dr. Rafael Rangel Sostmann
President of Tecnológico de Monterrey

Tecnológico de Monterrey

Tecnológico de Monterrey was founded in 1943 by a group of Mexican businessmen led by Eugenio Garza Sada. It is an educational institution made up of alumni, students, employees, faculty, directors, vice-presidents, presidents, academic and operational advisors, members and trustees of the non-profit associations which support the different campuses, as well as by its General Board.

Tecnológico de Monterrey is part of the Mexican educational system in the category of Free University, under the Presidential Decree issued on July 24, 1952 and published in the Official Journal of the Federation on September 12, 1952. This decree allows Tecnológico de Monterrey to freely determine its own structure, system of government, areas of educational services and research, organization and policies, tuition and scholarship policies and budgetary operations.

The 1952 decree was expanded in Agreement 3438, issued by the Secretary of Public Education on February 28, 1974 and published in the Official Journal of the Federation on March 5, 1974. This agreement grants validity to the courses offered by Tecnológico de Monterrey throughout Mexico.

On June 23, 1999 the Secretary of Public Education signed an agreement which establishes the form in which the prerogatives granted to Tecnológico de Monterrey by the Presidential Decree of 1952 will take place in relation to the institution's responsibilities toward the Secretary of Public Education.

The highest authority at Tecnológico de Monterrey is vested in the General Board which delegates operational responsibilities to the President of Tecnológico de Monterrey. The President, in turn, is aided by regional presidents, vice presidents, directors, and faculty members in the performance of his functions. The attributions and responsibilities of

these organization officials are established in Tecnológico de Monterrey's General Statutes.

Tecnológico de Monterrey is an institution that:

1. Is dedicated to providing high school, undergraduate, and graduate education, and supports other levels of education, training, updating, and human development.
2. Is private, non-profit and self-supporting with regard to resources for operation and growth.
3. Is non-partisan and not affiliated to any political or religious organizations or groups.
4. Is committed to social development and innovation.
5. Promotes educational systems, such as TecMilenio University and Prep@NET, in support of education in Mexico.

As of 2004, Tecnológico de Monterrey has 33 campuses in Mexico and a Virtual University with presence in Mexico and other countries. It has an enrollment of 96,832 students -28,986 in high school, 57,181 in undergraduate programs and 10,665 in graduate programs- and 8,253 faculty members, of whom 1,208 have doctoral degrees. To date, Tecnológico de Monterrey has 128,088 undergraduate alumni and 27,486 graduate alumni.

The education offered by Tecnológico de Monterrey consists of three high school programs and 35 undergraduate majors, six specialties, 51 master programs, and 10 Ph.D. programs, primarily in the fields of business administration, information technology and electronics, biotechnology, the humanities, social sciences, engineering, medicine, agronomy, and food technology.

Tecnológico de Monterrey has liaison offices in Barcelona, Beijing, Bratislava, Boston, Dallas, Freiburg, Hangzhou, Madrid, Montreal, Paris, Shanghai, Vancouver and Washington, as well as reception sites for the Virtual University in Bogota, Caracas, Guayaquil, Lima, Medellin, Miami, Panama, Quito and Santiago, and 16 receiving sites throughout

Mexico in addition to those at each of its 33 campuses.

Tecnológico de Monterrey's multi-campus system is accredited by the University Commission of the Southern Association of Colleges and Schools (SACS) to grant undergraduate and graduate degrees. It is also accredited by the Federation of Mexican Private Institutions of Higher Education (FIMPES). Furthermore, several of its academic programs are accredited by national and foreign organizations. In Mexico, it has programs accredited by the following entities: Accreditation Board for Accounting and Business Administration Education (CACECA, Consejo de Acreditación en la Enseñanza de la Contaduría y Administración), Accreditation Board for Engineering Education (CACEI, Consejo de Acreditación de la Enseñanza de la Ingeniería), Interinstitutional Commission for Training Healthcare Professionals (CIFRHS, Comisión Interinstitucional para la Formación de Recursos Humanos para la Salud), Accreditation Board for Education and Research in Psychology (CNEIP, Consejo de Acreditación para la Enseñanza e Investigación en Psicología), Mexican Accreditation Board for Education in Architecture (COMAEA, Consejo Mexicano de Acreditación de la Enseñanza de la Arquitectura), Mexican Accreditation Board for Education in Medicine (COMAEM, Consejo Mexicano para la Acreditación de la Educación Médica), and National Accreditation Board for Informatics and Computer Science (CONAIC, Consejo Nacional de Acreditación en Informática y Computación). Internationally, Tecnológico de Monterrey has programs recognized or accredited by the following organizations: The Association to Advance Collegiate Schools of Business (AACSB), The Accreditation Board for Engineering and Technology (ABET), The European Foundation for Management Development (EFMD), The International Baccalaureate Organization (IBO), and The Institute of Food Technologists (IFT).

Vision

In the year 2015, Tecnológico de Monterrey will be the most widely recognized educational institution in Latin America due to the leadership exercised by alumni in the private, public, and social sectors, and for the research and technological development it carries out to promote a knowledge-based economy, generate management and business incubators models, improve public administration and public policies, and create innovative models and systems for the sustainable development of the community.

Mission

The mission of Tecnológico de Monterrey is to form persons with integrity, ethical standards and a humanistic outlook, who are internationally competitive in their professional fields; at the same time, they will be good citizens committed to the economic, political, social and cultural development of their community and to the sustainable use of natural resources.

Through its educational, research and development programs, Tecnológico de Monterrey prepares students and transfers knowledge to:

- Promote the international competitiveness of business enterprises based on knowledge, innovation, technological development, and sustainable development.
- Develop business management models to compete in a global economy.
- Create, implement and transfer business incubator models and networks in order to contribute to the creation of enterprises
- Collaborate in professionalizing public administration; and analyze and propose public policies for Mexico's development.
- Contribute to the sustainable development of the community with innovative models and systems for its educational, social, economic and political improvement.

With this mission, Tecnológico de Monterrey and its community are committed to contributing to the educational, social, economic, and political Improvement of Mexico.

Strategies

1. Ensure academic quality and enrich the educational model.
2. Promote and direct investigation and graduate programs towards the achievement of the Mission.
3. Develop models and create networks of business incubators; and create centers for management and technology transfer to promote competitiveness.
4. Position the Graduate School of Administration and Leadership internationally.
5. Create and develop the Institute of Top Management and the Institute of Family Enterprises.
6. Develop the Graduate School of Public Administration and Public Policy.
7. Establish centers for the transfer of knowledge for sustainable social development.
8. Strengthen the sense of belonging within the Tecnológico de Monterrey Community.
9. Strengthen the presence and prestige of Tecnológico de Monterrey in Mexico and Latin America and promote the growth of the Virtual University and TecMilenio University.
10. Ensure self-financing operations.

Profiles

Tecnológico de Monterrey encourages its educational community –which includes students, faculty, employees and administrators– to live and reflect the following values, attitudes, and abilities, which are congruent with the Principles of Tecnológico de Monterrey, and derive from the Vision and Mission established for the year 2015:

- Commitment to the institution’s principles, vision, mission, policies, and norms.
- Behavior founded on ethics.
- Respect for people and an attitude of tolerance for diversity.
- Civic responsibility and sensitivity to social realities.
- Solidarity and a spirit of service.
- Spirit of improvement.
- High standards and the work ethic
- Collaborative work.
- Evaluation and intelligent adaptation to change
- Capacity to appropriate and exploit technological innovations.
- Appreciation and care of health.
- Identification and involvement with the Tecnológico de Monterrey community.

Based on the previous concepts, and with a desire to fulfill Tecnológico de Monterrey’s mission for 2015, the specific profiles of students and alumni, professors, directors, and trustees have been defined.

Student and alumni profile

Tecnológico de Monterrey requires from potential students a high academic standing in their previous cycle of schooling, as well as demonstrated acceptable conduct. Moreover, applicants must demonstrate capacity for verbal and mathematical reasoning according to the level of studies for which they seek admission.

Furthermore, at the moment of acceptance students are expected to commit to Tecnológico de Monterrey's principles, vision, mission, policies, and norms. They are expected to show responsibility and an interest for learning, proper manners, interest in extracurricular activities, and to maintain strong academic performance during their student years.

Besides those values sought for the entire educational community, Tecnológico de Monterrey encourages students to develop the following values, attitudes, and abilities, so that they will display them as alumni:

- Ethical integrity as individuals, professionals, and citizens.
- Appreciation for humanistic culture in its diverse manifestations.
- Appreciation for the historical and cultural identity of Mexico and its regions.
- Love of knowledge.
- Application of knowledge for both personal and social well-being.
- Critical thinking.
- Critical valuation of technological development.
- Capacity for research and independent learning.
- Capacity for entrepreneurship and innovation.
- Capacity for leadership.
- An international outlook and culture.
- The desire to remain up-to-date in their professional field.
- Effective oral and written communication, in both English and Spanish.

Moreover, during their studies they should acquire the knowledge they need for high-quality professional performance.

Faculty profile

To fulfill its mission, Tecnológico de Monterrey encourages and expects the following values, attitudes and abilities from its faculty, in addition to the development and exercise of those characteristic of the educational community:

- Appreciation for the humanistic culture in its diverse manifestations.
- Appreciation for the historic and cultural identity of Mexico and its regions.
- Passion for knowledge.
- Application of knowledge for both personal and the common well-being.
- Critical thinking.
- Critical valuation of technological development.
- Capacity to do research and learn on their own.
- Capacity for entrepreneurship and innovation in their field.
- Commitments to integral student development and to having students attain the desired profile.
- Teaching competence and an open attitude towards research.
- Association with the professional community in their field.
- Leadership in their professional field.
- Mastery of Tecnológico de Monterrey's educational model.
- High standards in their teaching and fairness in evaluation of their students.
- Co-responsibility in their professional development
- International outlook and experience.
- Effective oral and written communication in Spanish and English.

Profile of the administrators

To fulfill its vision, mission and strategies, Tecnológico de Monterrey has established the following values, abilities and attitudes for administrators, who, in addition, should live and reflect those characteristic of the educational community.

- Passion for education.
- Strategic vision.
- Congruity with the institution's culture.
- Capacity for leadership and motivation of their staff.
- Capacity for entrepreneurship and innovation.
- Capacity to lead in times of change.
- Capacity for making decisions.
- Interest in the development of their staff.
- Effective oral and written communication in Spanish and English.

Profile of the trustees

The trustees are people who are convinced that education is a fundamental factor in the development of Mexico. They should be distinctive as:

- Leaders committed to the development of their region, their communities, and the organizations to which they belong.
- Representatives of the educational aspirations of their region.
- People of recognized moral integrity.
- Examples of commitment to the principles, vision, mission, policies, and norms of Tecnológico de Monterrey.
- Leaders seeking no personal gain, who desire to collaborate and share with Tecnológico de Monterrey the commitment to Mexico's development through education.
- Active promoters committed to the presence and good name of Tecnológico de Monterrey in the community and the country.
- Active participants in the planning and development of Tecnológico de Monterrey and the campuses they sponsor.
- Active members committed to giving and obtaining donations for Tecnológico de Monterrey's fund-raising campaigns.