




UDEM



Contact us:  
[udem.edu.mx/](https://udem.edu.mx/)  
VisionUDem

 [universidaddemonterrey](https://www.facebook.com/universidaddemonterrey)  
 @UDEM  
 @GenteUDem

**THE FUTURE INSPIRES  
OUR BEST VERSION**

UDEM's Vision









Our principles, which are  
Humanism, Openness and  
Service, are stronger and  
more valid than ever.





# THE FUTURE INSPIRES OUR BEST VERSION

## UDEM's Vision

We are in times of change in several areas of our society, education being one of them. The situation is challenging and it moves us to give the best of ourselves.

It invites us to transform ourselves and to become better at who we are and what we do, to be more flexible in our practices, innovative in our projects, and adaptable in a changing environment.

Today, our principles are stronger and more valid than ever. These are: Humanism, Openness and Service.

More than 50 years of tradition support our essence, and in this new stage of our University we dare to say that UDEM is at its best moment. Today is when the future inspires our best version.



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UDEM's Vision

# OUR FOUNDATIONAL ESSENCE

We are a university with a profound humanistic history



## HISTORY AND FOUNDATION

In 1969 our religious congregations and a group of business leaders gathered to found the Universidad de Monterrey. In a context of social unrest, the Daughters of Mary Immaculate of Guadalupe, the Marist Brothers, the Lasallians, The Sisters of Charity of the Incarnate Word, and the Sisters of the Sacred Heart of Jesus, along with business leaders of the region, thought that a response to the challenging context was education.

**An educational model centered in the human being to be shaped on human beings in order to form them in all dimensions.**

It was a bold proposal, unexpected for the times, but nonetheless necessary. These groups worked exhaustively to give support, structure and sense to this project with the available resources. Back then, there was no campus and classrooms were scattered in schools around the city. In spite of these shortcomings, the project earned the trust of the first class of professors and students, because they believed in UDEM, even though there existed other options of higher education.

The perseverance of the people that make up UDEM has converted it into a solid institution. Our professors, directors and employees have given a purpose to UDEM's growth. With the guidance from our Board we have increased our academic level, built a modern, attractive, and functional campus, in addition to educating students with a strong social commitment.

More than 50 years of history confirm that the human being has always been the center and final object of our job. Now, while facing new challenges we have a clear course.





# PRINCIPLES

## Humanism

Every person is called upon to be fully human.

## Openness

Humanization is lived in openness to oneself, to others, and to transcendence.

## Service

Human beings reach fulfillment in service to others.

## Mission

Based on its Catholic inspiration, values, and academic excellence, the Universidad de Monterrey educates human beings with a holistic approach, so that they may contribute to building a sustainable society, seek transcendence in service to others, and reach plenitude.



## Purpose

Inspire the best version  
of our communities.

## VALUES

### Seeking the truth

We seek the truth. We are open to reality to discover its deepest sense.

### Human dignity

We respect human dignity. We recognize and value every human being.

### Integrity

We live with integrity. We attempt to live in congruence and procuring the greatest possible good.

### Justice

We strive for justice. We must build a social order in which all persons may grow and develop in their fullest potential.

### Freedom

We decide with freedom. We choose the greatest possible good for us and others.

### Respect


We treat each person and every living being with dignity; this is how we live in harmony.

### Transcendence

We wish to transcend. Aware of the most profound sense of life, we direct our actions towards the construction of the common good.







The human being  
has always been  
the center and  
final object of our  
job.



UDEM's Vision

# THE CHALLENGES OF THE ENVIRONMENT

We prepare our students to transcend positively in a changing environment.

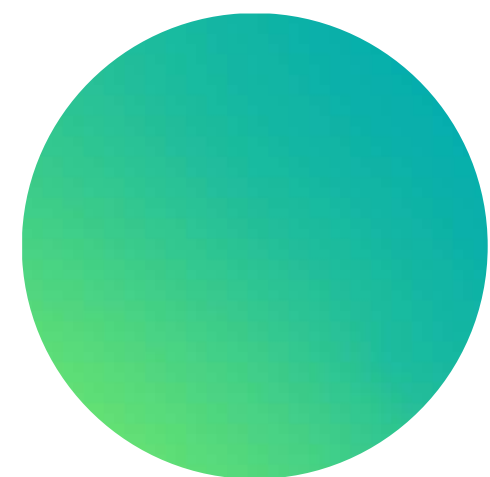


## A CHANGING CONTEXT

The environment has been transformed radically in the last few years. We face global and unpredictable challenges at an ever faster pace. To explain this, we make reference to VUCA: Volatility, Uncertainty, Complexity and Ambiguity.

To be a leader in such a scenario represents many challenges. We are invited to make important adjustments in the way we visualize the future and we get ready for it.





## GLOBAL TRENDS IN EDUCATION

The world has been experiencing many changes that have impacted the field of education. Demands are higher and more specialized, according to students' particular needs.

**Now, more than ever, young people have more access to education, the possibilities to travel around the world have increased, and students are exposed to new languages, cultures, experiences and new learning methods.**

The behavior and interests of generation Z, who are currently in college, change constantly. This generation is connected to a more global world, they are interested in exploring new environments, seek multidisciplinary experiences offline or online with high standards of personalization and immediate delivery. All of these must be taken into consideration in educational systems.

On the other hand, not only is the students' profile different but so are also the sources of learning. In that sense, the school, as an institution, is not the only one capable of offering learning experiences and grant diplomas or certifications.



The concept of education has changed as well. It is not limited to ages or schooling. Education is a lifelong undertaking. Institutions are required to offer opportunities for permanent education that provide upgraded and specialized services aligned to demands from different markets.


The labour market has evolved thoroughly. Gone are the days when companies offered specialized jobs which employees could do until retirement.

**Now, employers require different profiles with a variety of skills and competences to face and adapt to new challenges.**

At UDEM, we have closely analyzed changes in academic matters, and in organizational, labor, and social structures, and we are confident that this new phase brings challenges and many advantages. Thanks to technology, we know the preferences of our community, make decisions based on data, and provide an agile offer according to each person's needs.







**Today, this generation is connected to a more global world and they are seeking multidisciplinary experiences either offline or online.**



UDEM's Vision

# OUR VISION TO THE FUTURE

We share a vision as a community.

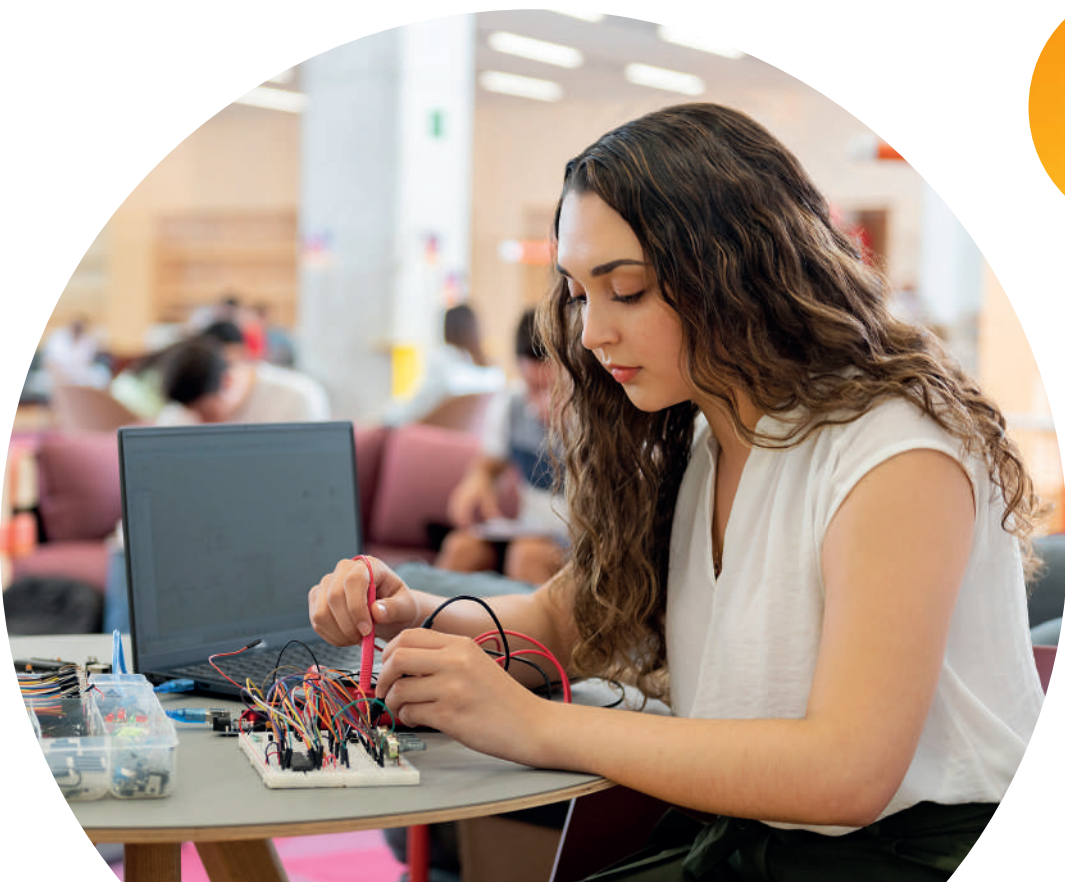


## ONE UNIVERSITY, ONE COMMUNITY, ONE VISION.

At UDEM, we believe that our vision must be shared; it must be a dream that encourages us to become its ambassadors and to make it happen. This is why we designed a series of sessions in which more than 2,500 people contributed with more than 1,000 ideas about the UDEM of the future. In focus groups, we listened to our current and future students, families, employers, professors and staff.

**We believe that the vision must be shared, that it must be a dream that motivates us to become its ambassadors.**

The results fill us with confidence about the future, because our identity, principles, and values remain strong. In the changing context they continue to guide us as we implement our transformative strategies.





# INSPIRED BY THE FUTURE

Together, as UDEM, we have established a definition of what we want to be and achieve in the coming years.

## Vision

To be an innovative and flexible educative ecosystem that is committed to our principles and values and offers transformative experiences for individuals and society.

## ELEMENTS

- **Educational ecosystem**  
Our educational ecosystem is made up of students, staff, professors, families, board members, donors, competitors, and members of society at large who interact online and offline and develop knowledge and skills during their lives, work collaboratively, and learn to adapt to changing environments.
- **Flexible and innovative**  
This refers to a disruptive offering that includes new ideas, products, services, and practices that respond and adapt itself responsibly to the needs of each person and society.
- **Transforming experiences**  
These are the experiences that integrate knowledge and preparation, and allow people to find their purpose in life in order to make a positive impact in society.





# UDEM'S STRATEGIC DIFFERENTIATIONS

Our strategic plan promotes slender, student-centered processes aligned to the digital era which will deepen and improve our students' experience. A new culture of change and innovation, communications, and agile strategic planning are our principal enablers in our transformation process.

**A new culture of change and innovation, communications, and agile strategic planning are our principal enablers in our transformation process.**





Our identity,  
principles, and values  
remain strong.

13:49





UDEM's Vision

# TRANSFORMATION IS A REALITY

Our principles lead us to  
maintain our essence and  
our community.



UDEM has a structural organization that enables active work in its strategy. This is made possible by cross-functioning, in which different areas of the university collaborate and connect to accomplish objectives.

## AGILE TEAMS

We started a process of digital, agile and cultural transformation. The digital transformation is the main enabler of our strategies. It allows the evolution of processes, culture, and academic experiences.

We created agile teams that distinguished themselves by their autonomy, diversity and multidisciplinary.

## SCRUM

Agile teams follow a Scrum methodology, which is a framework that has its origins in software development and has been expanded to other disciplines. Activities are developed in collaborative ways to build products, solutions, and innovative services that generate value in a fast manner, especially for our students.







## AGILITY

Agility is challenging us to learn constantly and implement solutions based on the needs of our clients. This way, we ensure that all our efforts are focused on improving the experience of those who are part of our community.

### Agility challenges us to constantly learn.

At UDEM, our Vice-Rectory for Transformation and Strategy manages the strategy of transformation through the coordination of a strategic plan, enabling and guiding our agile transformation, implementing change management, nourishing innovation, and documenting and communicating key information.

## Our transformation premises are:

1

Our community is the most important aspect.

2

We generate innovative solutions and value for our community.

3

We challenge the status quo and push for changes.

4

We collaborate in cross-functional and multidisciplinary ways.

5

We experiment and learn.

6

We transform our processes and context guided by our founding principles.

7

We listen to our audiences.

8

We continue being committed to providing academic excellence and holistic formation.

9

We are flexible in adapting to changing circumstances.

10

We continue to communicate with transparency.







# EXAMPLES OF TRANSFORMATION







## INNOVATIVE EVENTS

We have developed events that have transformed experiences online or offline for our students. Some of them are:

### Gente UDEM

A welcoming experience that has been implemented in an online venue where new students are welcomed into their new college life.

### Commencement UDEM

The biggest celebration of UDEM for our graduating class. This event brings innovative experiences in online and offline formats.

### Open House UDEM

Open House UDEM: An experience to get to know UDEM's student life. This is prepared for new students and their families. Offers information in academic programs, admissions, scholarships, all activities.

### Imagina Prepa UDEM

Online event for families and students of Prepa UDEM in which they receive information about our educational model.





# A NEW CULTURE

We have not only transformed our products or processes; as a university we are transforming ourselves completely. Our culture is evolving with more openness, a better adaptation to change, less aversion to risk, increased innovation, focused on the community, and privileging collaborative work.

"UDEM has provided us with the best tools available to continue offering the best academic quality to the community, through modern technology, without neglecting our integrity."

**Maria Eugenia Lazo Montemayor, Professor at the Academy of Mathematics, USP**

"The strategic transformation allows us, together with collaborative work, to continue increasing the quality of care, education and support of our students."

**Javier Garcia Justicia, Dean of the School of Education and Humanities**

"In UDEM you can see signs of institutional transformation, such as the awareness of putting the student first, the adoption of agile work and the fomentation of collaboration."

**Rosa Liliana Araujo Briones, Library Director**

"In this new modality, teachers have played a very important role in our emotional health and development in the class; they have been a great support for our interest in classes."

**Natalia Gutiérrez, Bachelor's Degree in Psychopedagogy 3rd semester**

"UDEM has done everything on its behalf so that we have classes in the most normal way possible, training teachers to teach them completely online on innovative platforms."

**Paulina Treviño Rico, Bachelor of Accounting and Finance 3rd semester**

"UDEM has always been an innovative institution and in order to innovate we must recognize our own complexity and seek change and improvement."

**Mihaly Sugar, Agile Transformation**

"One of the advantages of this scheme, is that the projects in which we participate are quick to apply and promptly solve the areas of opportunity."

**Priscila Garza Agile Transformation**

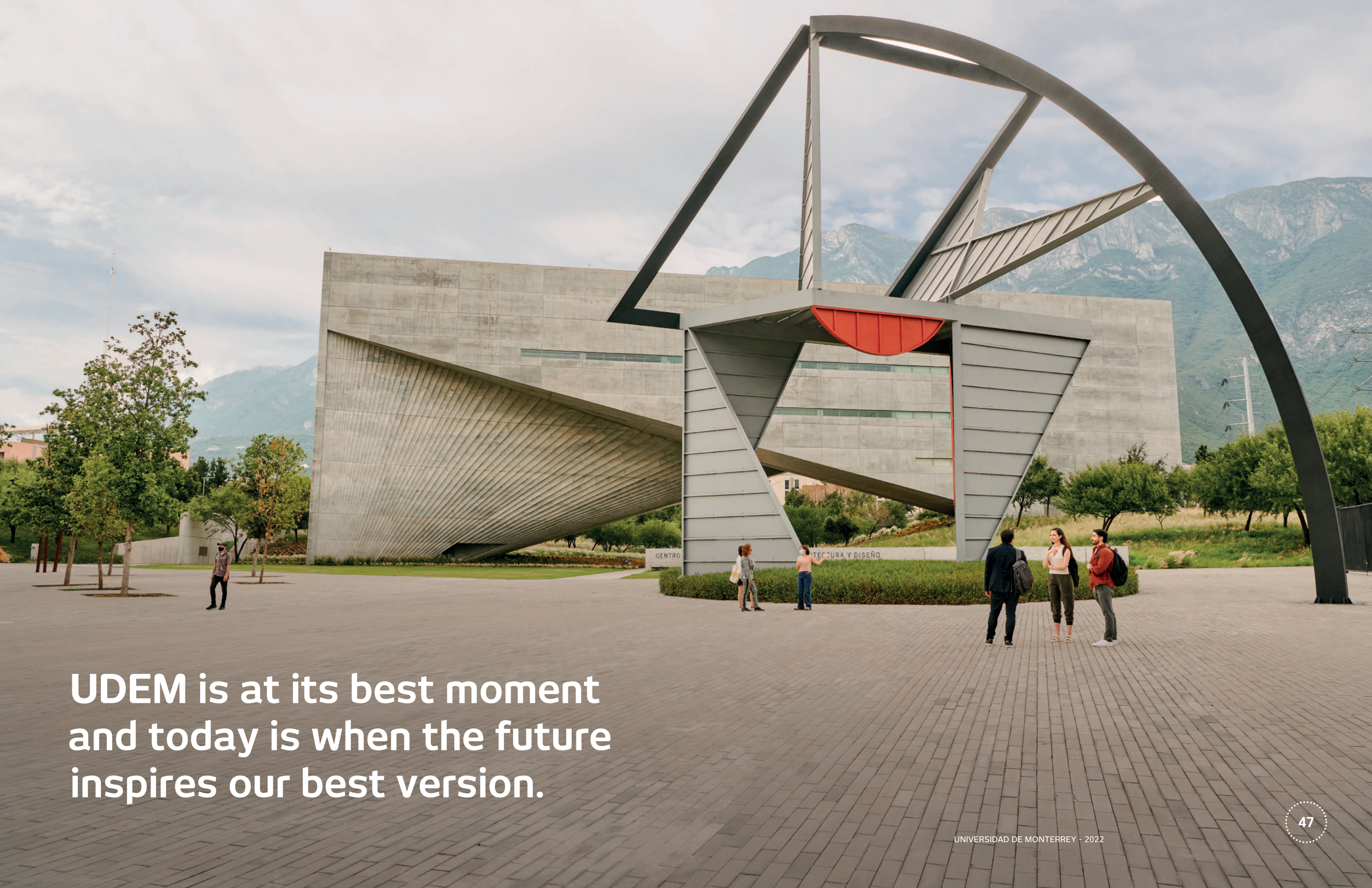
"I am very pleased to recognize that UDEM has realized the value of data, because we can analyze it and use it to make the best decisions for the community"

**Juan Ignacio Gonzalez Espinosa, Professor Department of Civil Engineering and Management**

"Faced with a situation as difficult as the one we are experiencing, it is very important that universities adapt and the truth is that UDEM is doing very well."

**Shafic Marcos Larson, Mechatronics Engineering 5th semester**





UDEM is at its best moment  
and today is when the future  
inspires our best version.