A message from the Dean

As an humanistic institution, and aware of the society needs in terms of better management practices, we are committed to the Principles for Responsible Management Education.

Therefore, it is a pleasure to submit our first “Sharing Information on Progress” report 2015-2017.

The Business School at Universidad de Monterrey enhances the implementation of these principles and encourages our faculty to pursue its application in the entire curricula.

We will continue to look for new opportunities to keep improving our participation according to the Principles for Responsible Management Education.

I am thankful to all our community who are committed to PRME principles, and reflects this commitment in our everyday tasks and in our community involvement.

Carlos Atoche Kong
Dean, Business School

Universidad de Monterrey SIP 2015-2017
The Universidad de Monterrey (UDEM) is a private institution of Catholic inspiration, open to students and faculty of all creeds and backgrounds. UDEM is notable for offering a unique Whole-Person Education Plan to each student, in accordance with their personal characteristics and professional interests so they can fulfill their maximum potential in an environment of high academic rigor and an international vision.

At present, UDEM has over 13,000 students, including high school students, undergraduates and graduate students in one university campus. It offers 46 undergraduate degree programs, 14 master’s degree programs, 14 graduate specializations, and 35 medical specializations.

The Business Division offers nine undergraduate degrees and two graduate degrees (Table 1).
Since its foundation, UDEM has been committed to promoting a positive transformation within its environment. As a result, three strategies that would define its progress toward its Mission in 2020 were defined: a Culture of Academic Excellence, Service-Oriented Integral Formation, and Sustainable Educational Infrastructure.

UDEM Business School has transformed from its teaching institution orientation in its foundation stage in 1969 into a competitive professional business school with quality recognition in Mexico and Latin America. Among its most important indicators are:

- Ranked as the 3rd best Business School in Latin America, by Eduniversal Business Schools Ranking 2016 and 2017.
- Its MDO master program is ranked as the 4th best program and its MBA as the 6th best program in Latin America, according to Masters ranking 2017.
Its MBA program is ranked as the 4th best program in Mexico, according to CNN Expansion MBA Rankings 2016 and 2017.

- Its undergraduate programs are ranked among the 11 best programs in Mexico, according to Universal Undergraduate Rankings 2017.
- 67% of its Faculty has PhD Degree, and 40% of FT Faculty are recognized as leading researchers in their fields, according to the Mexican Science Foundation (CONACyT).
- Its Faculty has published 285 basic and discovery scholarship publications, contributing significantly in their academic fields.
- All its programs (undergraduate and graduate) have national and international accreditations.

In the next sections we present our progress in implementing PRME Six Principles for the years 2015 to 2017.
1. PURPOSE:

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

UDEM’s commitment to serving others in need is stated in its mission: “As an educational community of Catholic inspiration, the Universidad de Monterrey shapes its students in a holistic manner by applying a personalized educational model of academic excellence in an intercultural environment. Students are taught to excel in the various fields of life and they are also encouraged to transcendence themselves in the service of others. The
University also contributes to the further development of knowledge and to the construction of a sustainable society” therefore all academic and formative activities seek to bring it to life by connecting students and faculty to the solutions of local and national problems and making social innovation a common effort.

PRME is also embedded in the mission of the Business Division: “We are committed in forging a culture of academic excellence and with the formation of ethical leaders who are aware of their social responsibility, in a global business environment, based on the generation, diffusion, and application of knowledge”. For the division, and the university as a whole, integral formation is a common thread to all the university’s activities; strengthening all the dimensions of personal growth, urging the development of life skills, and promoting engaged citizen participation. This formation will allow the members of our community to be socially responsible and active. Also, it will enable students to interact with social change leaders within national and international organizations. Furthermore, it seeks to expand and extend initiatives that open up intercultural experiences among the university community, both on and off campus. Allowing UDEM’s community to enrich its perspective and find new ways to transcend through service.

UDEM strives to achieve academic excellence and the formation of leaders. Such leaders should be endowed with self-confidence, a critical and analytical spirit, social consciousness, high ethical standards, intercultural sensibility, and global competence; all of which contribute to worldwide peace and wellbeing.

There are several groups and key offices that contribute to the implementation of strategy and PRME-related activities in the Business Division, example of these are:
In addition, through the Center for Integrity and Ethics UDEM spreads a culture of integrity in the university community through an intentional, holistic, and sustained strategy. It also collaborates with other educational
institutions and civil society organizations to promote personal and professional ethical behavior.

Each center conducts regular capacity development programs for students, faculty and staff that relate to the principles of PRME. Examples of these include:

**For students**
- Honest Campus Campaign
- Sustainable week

**For faculty**
- Integrity week
- “Excel with integrity” course
- Ethos bulletin

For staff
- Integrity week

UDEM allocates funds to support the following PMRE-related activities:
- The nomination and recertification of UDEM as a Changemaker Campus
- The presence of UDEM at the ASHOKA exchange every spring as well as to the Changemaker campuses summer retreat.
- The operation of numerous events that enhance the community’s knowledge and skills in social innovation and entrepreneurship.
- Faculty participation in conferences, congresses and other academic PRME-related events.

In summary, UDEM is fully committed to develop the future leaders in sustainability for business and society at large.
2. VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Values

UDEM has adopted 14 universal values that epitomize its university life and express the behavior that it wants to promote and the student profile it wants to nurture. The 14 values are:

1. **Respect:** We value recognizing and accepting our differences with others to move forward in harmony.
2. **Fairness:** We value balancing the individual good with the common good, giving everyone what we need to grow.
3. **Freedom**: We value choosing unrestrainedly among the options that help us to achieve our full potential

4. **Social Responsibility**: We value participating spontaneously in the construction and preservation of social progress

5. **Hard Work**: We value striving and persevering towards fulfillment, transforming our talent into service

6. **Human Dignity**: We value exerting our inherent condition of being human in face of any adversity

7. **Truth**: We value self-questioning an in-depth quest for the foundations of life

8. **Peace**: We value fostering a just, solidary order in which each person fulfills her/his mission to its fullest

9. **Pluralism**: We value the convergence of actions and agreements within diversity, dialog, respect, and acceptance

10. **Sensitivity**: We value experimenting human expression in its various manifestations with admiration, creativity, and empathy

11. **Transcendence**: We value giving the best of ourselves, transcending immediacy toward an ulterior social and spiritual purpose

12. **Fraternity**: We value the purposeful inclination to closeness, friendship, forgiveness, and collective growth

13. **Service**: We value attending selflessly to the needs of others, even giving them precedence over our own.

14. **Integrity**: We value a permanent commitment to think and act in accordance to our values

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**Principles**

In its fundamental principles, UDEM describes the humanism inspired from the Catholic Church: A culture focused on each and everyone’s humanization; openness to all creeds and conditions; rejection of all forms of privilege or discrimination; and the certainty that transcendence is achieved by serving others. The three principles are:

Universidad de Monterrey SIP 2015-2017
1. “The human being is the source, center and purpose of culture, understanding the latter as a humanization process”.
2. “The University is open to the human being and to culture”.
3. “The human being will only achieve self-fulfillment by serving other human beings”.

**Academic Integrity**

Academic Integrity is fundamental for UDEM and the university has developed formal actions focused on promoting academic integrity since 2009. Students, faculty, and collaborators help in strengthening the culture of integrity at all levels.

The actions include:

- **UDEM’s Honor Pledge:** The objective is to promote reflection amongst students. It is written on each exam, homework, or paper done by the student.
- **Academic Integrity Committee:** Key functions of this committee are 1) review UDEM’s regulations, 2) benchmark, and 3) perform assessments on academic honesty.
- **Campaigns:** “I do give my word”; “I do highlight my values”
- **Annual poster contest**
- **Academic Integrity Annual Congress**

UDEM’s values and principles, which are very much related to PRME principles, as well as its vision and mission, are shared through various communication channels including the university website, social media, UDEM’s radio station, as well as other forums to our key stakeholders: Students, alumni, parents, and organizations.

There are several systems in place to determine not only staff knowledge and awareness of values but also to obtain feedback on our strengths and weaknesses as an institution. One of the most important is **UDEM IS**
LISTENED (UDEM Se Escucha), which consists in dialogs with all university stakeholders every spring semester since 1994. In these sessions, students, alumni, faculty, staff, the industry, and parents have the opportunity to express their opinions, suggestions, questions, and other information about the university.
3. METHODS

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Educational Offer

The Business Division offers nine undergraduate degrees and two graduate programs which enable effective learning experiences for responsible leadership.

PRME-related topics are integrated into the DINE in the following courses:

**Mandatory courses (undergraduate programs)**

- Organizational Leadership (All university degrees)
- Ethics, Sustainability and Corporate Social Responsibility (All business degrees)
- Social Entrepreneurship (All business degrees)
- Economics of Sustainable development (Global Business degree)
- Economic Development (Economics degree)
- Regional economic development (Economics degree)

**Elective courses**

- Societal Marketing (International Marketing degree)
- Sustainable use of energy studies
- Sustainable development
- Renewable energy studies
- Organizational ethics

**Mandatory courses (graduate programs)**

- Ethical decision-making workshop (MBA)
- Corporate Social Responsibility and value creation workshop (MBA)

**Certificates**

- Advanced certificate in Social Responsibility and Sustainability in Organizations

**Executive Education**

- Corporate governance (2nd generation)
DINE faculty

DINE has a solid group of full time professors solely dedicated to teaching and conducting research in PRME-related topics.

Dr. Osmar Arandia majored in Business Administration at the Monterrey campus of IETMS. Subsequently, he earned a Master’s degree in Marketing from the EGADE Business School. He holds a doctoral degree in Management Sciences from the Business School, which he was awarded in 2012. His specialty is Strategy and Social Responsibility and the title of his thesis is “Humanistic Management: A case study from the steel industry”. His research interests focus on social responsibility, business ethics, and humanistic management, among others.

Dr. Blanca A. Camargo received her PhD degree in Sustainable Tourism Management from Texas A&M University and her research focuses on sustainable tourism, ethics and justice in tourism development, marketing and management, and pedagogy for ethical and sustainability education. She has published several articles in top tourism journals and has won two international awards for her work in sustainable tourism. In addition, she is in the editorial board of Sustainability and an active reviewer of prestigious tourism journal. In 2015 she was selected as a
Dr. Luis Portales holds a Ph.D. in Social Sciences from the Tecnológico de Monterrey. He also directs the Center for the Study of Wellbeing. He is a member of the National Research System (CONACYT). His research interests are social capital, humanism in organizations, social responsibility, and sustainability, development, and poverty. He has served as a consultant to the IDB, Universidad Anahuac and different national and international companies, he has collaborated with UNDP and the OAS in the implementation of various research projects and entrepreneurship.

Dr. Mario Vázquez: PhD. (Business) at EGADE Business School, Tecnológico de Monterrey, and MSc. (Economics and Public Policy) at EGAP, Tecnológico de Monterrey. He is currently a professor of entrepreneurship and corporate social responsibility at Universidad de Monterrey (UDEM). His primary research lines include social entrepreneurship, social enterprises, humanistic management and sustainability. He has research and publishing experience working as an assistant researcher at EGADE Business School and Harvard Kennedy School. He has also worked in corporations such as BBVA and UPS Capital.
Pedagogical Strategies for teaching PRME–related topics

Innovative and high impact pedagogical strategies to enable effective learning experiences for responsible leadership are continuously implemented in our courses. These strategies include:

**Aim2flourish project**

The purpose of this project is to connect students with business leaders to discover and learn about innovation that contribute to achieve the sustainable development goals. In spring of 2016, the following 16 innovations were documented by students of Ethics, Sustainability and Social Responsibility course:

<table>
<thead>
<tr>
<th>Innovation</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovare: Ecologic shoes with innovation</td>
<td>Goal 12</td>
</tr>
<tr>
<td>Ecotono Urbano: Lanscaping natura back into cities</td>
<td>Goal 13</td>
</tr>
<tr>
<td>Treeshoes: From the feet up</td>
<td>Goal 12</td>
</tr>
<tr>
<td>Biosolutions: Big changes start with small actions</td>
<td>Goal 12</td>
</tr>
<tr>
<td>Innovaqua Water Solutions: The water generating cloud</td>
<td>Goal 6</td>
</tr>
<tr>
<td>Chicza: 100% Natural Gum</td>
<td>Goal 12</td>
</tr>
<tr>
<td>Dos Banderas: Fresh clothes, clean water</td>
<td>Goal 6</td>
</tr>
<tr>
<td>Renovapack: Consuming from recycling</td>
<td>Goal 12</td>
</tr>
<tr>
<td>Black Sox: From Mexico to the world</td>
<td>Goal 10</td>
</tr>
<tr>
<td>CUMDA: Reducing the use of water by buying smart products</td>
<td>Goal 6</td>
</tr>
<tr>
<td>The Food Box: So much more than a burguer</td>
<td>Goal 12</td>
</tr>
<tr>
<td>Lyrba: Mexican company reuses waste material with unique green technology</td>
<td>Goal 12</td>
</tr>
<tr>
<td>SOLBEN: The ecofuel of the future</td>
<td>Goal 7</td>
</tr>
<tr>
<td>Nopalmilta: A new approach to the cosmetic world</td>
<td>Goal 3</td>
</tr>
<tr>
<td>Cyclus: Creating new trends, new fashion, new lifestyles with tires</td>
<td>Goal 8</td>
</tr>
<tr>
<td>Ecu: Ecofriendy shoes</td>
<td>Goal 12</td>
</tr>
</tbody>
</table>
Service learning projects

Service learning projects allows to link our students to society through their materials and promote community service through the application of the knowledge obtained in their classes, within real contexts of marginalization and vulnerability.

In 2016, Universidad de Barrios Program was recognized with the Civic Learning, Democratic Engagement, Service-Learning and related Excellence Award by NASPA:

Competitions

Students are encouraged to participate in competitions and contests related to PRME topics, among them:

- **Xignux-UDEM Award** “Renewable Energy and Sustainable Design” is a platform that enhances the talent and ability of students and professionals in search of a sustainable society with the main beneficiary of vulnerable communities. It is an annual competition that promotes the use of renewable energy and sustainable management in the facilities of nonprofit organizations that serve people in situations of vulnerability, marginalization and poverty of municipalities in the metropolitan area of Monterrey. The projects are strategically focused on achieving energy efficiency, water conservation and efficient waste management of the facilities. As part of the competition award, the best proposal is built in the organization's facilities for a total of $ 300,000 MXP. The Award is at its fourth edition in 2017.
Xignux-UDEM Award: Call for projects 2017

- **HULT Prize (Clinton Global Initiative)**: Since 2016 UDEM has been hosting the HULT prize social entrepreneurship competition. It encourages students to compete in teams to solve the planet’s biggest challenges with innovative ideas.

- **Salvarte**: A contest in which students can express themselves by making artwork with waste materials, addressing the urgent need to raise awareness on the reduction, reuse and recycling of solid waste and to sensitize the university community on the problem of waste generation and its impact on the environment.

### Faculty Development

Our faculty not only welcomes every opportunity to develop their skills on teaching sustainability, ethics, and responsible management but also have become leaders in sustainability pedagogy. Dr. Blanca Alejandra Camargo, for instance, conducted a workshop titled “Teaching Ethics in Tourism” at the 2016 TEFI9 Celebrating the
disruptive power of caring Conference in Kamloops, Canada. She has also published several articles on sustainability education in tourism.

Teaching Tourism Ethics
Blanca Camargo & Tazim Jamal

We cannot talk of caring without talking of ethics. Yet, as we send our students into the world and urge them to be caring, engaged, responsible practitioners, we cannot help but draw attention to the fact that ethics takes up very little space in tourism curricula. In this workshop we explore some ethical perspectives and why it is important to teach ethics in tourism. Through the sharing of experiences in teaching ethics and interactive participation, this workshop will identify new ideas and approaches to teaching ethics and guidelines will be developed for a future TEFI project in Teaching Tourism Ethics.

Workshop Format

1. Welcome and introduction

2. Key ethical perspectives - Aristotle’s virtue ethics, Kant’s Categorical Imperative and respect for persons, utilitarianism.

3. Why do ethics matter? Application of key ethical perspectives to hospitality and tourism

4. How to teach ethics to the new generation of tourism students: Content, pedagogic strategies and practical exercises.

5. Group discussion: Challenges and learning points of teaching ethics.

6. TEFI’s role in facilitating teaching tourism ethics.
4. RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

According to the founders’ origin and orientation, UDEM promoted a strong emphasis on teaching during its first decades of existence, which is typical of a large number of schools in México. Under the Vision 2020, the University considered to evolve its educational strategy into a combination of teaching and research, becoming a critical part of its new academic strategy. Based on this and the institutional vision, UDEM Business School is committed to the strategy of strengthening the development of intellectual contributions. We have made big steps in increasing our research output, in particular research that advances the understanding of the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value. A sample of recent publications by our faculty is presented below.

DINE streams of research directly related to PRME:

<table>
<thead>
<tr>
<th>PRME-related stream of research</th>
<th>Recent publications (2015-2017)</th>
</tr>
</thead>
</table>
*and innovative solutions at destinations under pressure.* Lucerne University of Applied Sciences and Arts.


|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Portales, L. (2016). An Approach to Ontology and Dimensionality


**Economics, development economics, public finance, poverty, income distribution**


**Environmental economics, food security, environmental pollution**

http://dx.doi.org/10.1007/978-3-319-55772-4_2

http://dx.doi.org/10.4337/9781786430724


Through their theses, graduate and undergraduate students are also involved in PRME-related research. A sample of their research projects for 2016 and 2017 include (academic supervisor in parenthesis):

- Work inclusion for people with disabilities (Dr. Luis Portales)
- The influence of social marketing in the purchasing behavior of millennial consumers (Dr. Luis Portales)
- Green funding opportunities in the Mexican Market (Dr. Osiel Dávila)
- Reasons for salary inequities in SMEs in Mexico (Dr. Martha Rodríguez)
- The role of remittances in Mexico’s economic development and its implications for economic policy and the financial sector (Dr. Bernando González)

Research is disseminated through traditional academic channels such as journals, conferences, academic meetings and also through other channels to reach the non-academic community. Examples include short videos, radio interviews, newspaper articles, etc.
**Funding**

The faculty of the Business School has attracted important funds to conduct PRME-related research and outreach activities. In 2015-2017, funding was obtained for the following research projects were:

<table>
<thead>
<tr>
<th>Year</th>
<th>Project</th>
<th>Responsible</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Beer consumptions among millennials in Monterrey: Habits, motivations and effects on their perceptions of well-being and socialization.</td>
<td>Dr. Luis Portales and Dr. Blanca Camargo</td>
<td>US$ 53,000</td>
</tr>
<tr>
<td>2017</td>
<td>Impact of NGO-Assisted Women's Co-Operatives on the Health and Well-Being of Participating Indigenous Women and Their Communities</td>
<td>Dr. Blanca Camargo</td>
<td>US$ 12,000</td>
</tr>
<tr>
<td>2016</td>
<td>Social Transformation Lab</td>
<td>Dr. Luis Portales</td>
<td>US$ 315,700</td>
</tr>
<tr>
<td>2016</td>
<td><em>Teaching Tourism Ethics Workshop, TEFI9 Celebrating the disruptive power of caring Conference, Kamloops,</em></td>
<td>Dr. Blanca A. Camargo</td>
<td>US$ 2,500</td>
</tr>
</tbody>
</table>
5. PARTNERSHIPS

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

UDEM and the Business School is actively engaged with community, government, and business partners to work together in exploring approaches to meeting social and environmental responsibilities.

Partnerships with NGOs

- UDEM works in reforestation with "Colegio Americano Anahuac, Reforestacion Extrema, Guías de Mexico and other national institutions, in collaboration with ENO (Enviromental Online).
- The Kimakul project is an initiative of UDEM’s CESYF (Center for Solidarity and Philanthropy). One of the center’s goals is to help families of scarce resources in the Monterrey area generate an additional source of income.
- Universidad de Barrios trains community leaders, from low socio-economical locations, in knowledge, abilities and attitudes in the personal, social and productive area with purpose of becoming change agents in their communities.
- State Council of Values and Legality Culture

Partnerships with governmental organizations

- UDEM is part of Nuevo León Strategic Planning Council, a consulting body that supports the state government strategic plan 2015-2030
- Government of Monterrey, Nuevo Leon
- Government of Santa Catarina, Nuevo León
- Government of San Pedro Garza García, Nuevo León

**Partnerships with other universities**
- Texas A&M University for the project “Impact of NGO-Assisted Women's Co-Operatives on the Health and Well-Being of Participating Indigenous Women and Their Communities”

**Academic Networks (2016)**
- Sustainability in Higher Education
- Campus Compact
- Academy of Management
- The International Center for Academic Integrity (ICAI)
6. DIALOGUE
We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Key dialogues events
UDEM and the Business Schools continuously promotes dialogues among several stakeholder on critical issues related to global social responsibility and sustainability.

In the past two year there have been several impactful events (i.e. forums, workshops, roundtables, conferences), including:

Ongoing
- **Road to Sustainability (Camino a la Sostenibilidad):** As part of the University's commitment to sustainability, the event “Camino a la Sostenibilidad” was created in 2011. This event is organized every semester and led by the Center for Sustainability and acts as a platform for students, faculty and staff to present their projects, social initiatives and efforts. Its format includes a series of eight talks from UDEM’s community members as well as guest speakers and panelists who present and discuss topics related to sustainability on social, environmental and fair economy issues. This talks and expositions serve as a mean of raising awareness of our students, faculty and staff, and as a communication platform for some student’s projects in the university. In addition to the talks each semester we have the “Mercadito Solidario”, which is a group of local producers that offer their products during this event, all this is done in order to raise awareness in our community of the importance of local consumption. In 2016, 2,213 students attended this event.
2017
- 5th Business Forum: Factor R2 (October 10th, 2017) on Social Responsibility

2016
- **Dignity and well-being in organizations symposium**: (April 7-8Th, 2015): This symposium featured prominent speakers that presented important topics and facilitated two workshops:
  - Dignity: A cornerstone of human experience by Donna Hicks
  - Towards a finer future by Hunter Lovins
  - Public policy perspective for development with Dignity by Salvador Paiz
  - Humanistic management perspectives panel by Drs. Osmar Arandia, Consuelo García and Michael Pirson
  - Leading with dignity workshop by Donna Hicks
- Legality culture for a Mexico in Crisis
- Mexico 2016: The anticorruption challenge
- Human Rights course in conjunction with the State Commision on Human Rights
- Dialogue with Alberto Fernández, Founder of Hagámoslo Bien (Let’s do it right)
- Dialogue with Martha Herrera, Corporate Director of Social Responsibility at CEMEX
- Dialogue with Oswaldo Zurita, Director of Ecotono Urbano
- Dialogue with María Isabel Grañén Porrúa, President, Alfredo Harp Helú Foundation in Oaxaca
2015

- Dialogue with Stuart Hart, Samuel C. Johnson Chair in Sustainable Global Enterprise and Professor of Management at Cornell University's Johnson School of Management.
- Business Strategy with purpose: BCorps by Ryan Honeyman, Founder of Honeyman Sustainability Consulting

**PRME-related co-curricular and extra-curricular activities and student groups**

**Drivers of Change UDEM:** Drivers of Change is an interdisciplinary and international collaboration program focused on service, innovation and academic development. The program consists of eight semesters, in which students participate in two exclusive workshops, more than 30 exclusive training sessions, four awareness and innovation boot camps, a minimum of 28 visits to social enterprises or socially-responsible companies, national and
international training trips and a capital seed money of $ 30,000 MXP per semester for their special training or investment in their projects.

**Leadership Honors Program - Líderes Plus:** In 2016 UDEM created Líderes Plus to serve students who excel in both in the academic and formative aspect of their studies. The program offers a series of experiences to boost the high achieving students to thrive towards excellence in their personal and professional development, exemplifying a transformational leadership in relation to a common good.

**Leadership Development Workshops:** There is a revision of diverse topics depending of the moment of the program. The content ranges from Diagnostic and Project Costing, to Effective Feedback and Employability.

**Social Innovation Laboratory:** Multidisciplinary teamwork project focused on generating a positive change in society. For a year, the students live through a program comprised of eleven on-site sessions, six tutoring sessions and the planning, development and implementation of a Social Innovation project. This last element, the generation of a Social Innovation Project, is conducted from the diagnostic until the evaluation of the results. It is implemented by groups, called cells, which work with a particular community.

**Enactus UDEM:** A student chapter focused on promoting the development of communities in need through social entrepreneurship and business action. One of their main activities is to create projects using the talents and ingenuity from people of these communities to help improve their own livelihoods. Also the group offers coaching sessions for UDEM students who are interested in developing social projects with a business vision.

**Mujeres con Alas:** A student group formed with the main objective of promoting gender equality inside and outside of the university. This objective
is mainly achieved by organizing conferences to inform about tools that not only women, but men can use to grow personally and as part of a society, to transcend. Also, a fundamental part of their mission is the open discussion and diffusion of feminism, mainly through awareness of what it is and how it affects our society in the 21st century.

**Ni Más ni Menos**: A student organization based on the idea that society is meant to work in equality of gender. Firm believers of the word feminism, their main activities are based on showing the problems in society and media that oppress women across the globe, promoting discussion on the main perspectives on the word feminism; with the purpose of promoting equality and empowerment for females in the university and outside of it.

**OIKOS**: Is the first student group associated with the Sustainability Centre, and its main objective it’s to promote environmental awareness throughout campus by organizing different events such as “Bring back the green” and “Recharge” which promotes the different ecological programs and efforts carried out across campus with recycling games, outdoor activities and exhibition stands. One of the main activities OIKOS has been promoting is a one day of cleaning a public space, for this past year more than 200 participants have help cleaning up the public park La Huasteca, bringing awareness to the community of the importance of having clean recreational spaces.

**Troyanos en bici**: It’s a student group associated to the Sustainability Centre which organizes different activities and events that promotes citizen participation through social urban interventions such as special designed pedestrian crossings or physical regenerations in different parts of the city. Furthermore, the student group also promote sustainable multimodal urban transportation organizing public cycling routes within the University’s campus surroundings and throughout the city.
“Troyanos en bici” campaign to encourage use of bike
7. ORGANIZATIONAL PRACTICES

UDEM and the Business School are fully committed to promote strategies and programmes to promote environmental and social sustainability. Several actions, recognitions and awards evidence this commitment:

- Commitment to support the principles of Global Compact (2011)
- Silver status on the AASHE STARS standard (2017). UDEM became the first Mexican university to gain this status.
- ASHOKA Change Maker Campus
- Nuevo Leon Recognition for the mitigation of greenhouse gases (2015)

Dr. Carlos Basurto, Dean of the Business School (2016) received ASHOKA