



AI in Education Strategy at Tecnológico de Monterrey: Governance and Institutional Transformation to 2030

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Domain: Operational Innovation & Transformation

Challenge Area: Governance and Decision-Making Structures

Status: Established Best Practice (validated and replicable practices)

Implementation Complexity: Medium

Tecnológico de Monterrey's AI in Education Strategy is a central element of its institutional framework to 2030, designed to consolidate academic leadership in a world shaped by artificial intelligence and emerging technologies. Rather than focusing on isolated tools, the strategy establishes a holistic, institution-wide governance and operational model that integrates AI into education, organisational processes, and academic decision-making. The strategy positions AI as a catalyst for educational quality, relevance, and social impact, while preserving academic integrity, ethical oversight, and institutional coherence across seven Schools and 26 campuses.

Practical Implementation

The AI in Education Strategy at Tecnológico de Monterrey is implemented through an institution-wide governance model coordinated by the Directorate of Educational Artificial Intelligence. A two-tier structure supports execution and accountability: a Strategic Committee of senior leaders defines vision and allocates resources, while an Operational Committee of School and central representatives oversees implementation and continuous adjustment across campuses.

Implementation is organised around three strategic pillars:

1. AI Foundations to Enhance Human Skills

This pillar establishes a shared baseline of technical and ethical AI knowledge across high school, undergraduate, and postgraduate levels. Minimum AI competencies are embedded into study plans to ensure consistent development of critical, responsible, and applied AI understanding across disciplines.

2. Integration into Teaching and Learning

AI is integrated directly into teaching through institutional platforms such as TECgpt. Faculty are empowered to design customised AI Skills and Agents without programming expertise, supporting personalised learning, pedagogical innovation, and efficiency in teaching and assessment practices.

3. Integration Across Curricula and Disciplines

AI is embedded into professional competencies and disciplinary curricula to align learning outcomes with evolving labour market needs. Faculty design discipline-specific AI-enabled learning experiences that prepare graduates for AI-augmented professional contexts.

Formal Ethical Guidelines, faculty engagement through the AI Faculty Summit, and sustained external collaboration with universities, industry, government, and civil society further strengthen implementation and scalability.

Impact Indicator

Impact is assessed through institutional, pedagogical, and technological outcomes aligned with the three strategic pillars, which together operate as an integrated system for educational transformation.

Pillar 1: AI Foundations

The AI Foundations pillar has established a shared institutional baseline of AI literacy and ethical capacity across high school, undergraduate, and postgraduate levels. Minimum AI competencies combining technical understanding, ethical use, and practical application are being embedded into updated study plans across seven Schools. In addition, a free, self-paced AI Foundations community course reached more than 1,900 users within its first four months, reinforcing a common language for responsible AI use among faculty, students, and the wider educational community.

Pillar 2: AI in Teaching and Learning

This pillar has driven faculty empowerment and pedagogical transformation through the deployment of TECgpt as a secure, institution-specific platform. By December 2025, more than 1,394 faculty members were actively designing AI-powered Skills and Agents aligned with the institutional pedagogical model. Faculty reported a 70% reduction in time spent on repetitive academic tasks, enabling greater focus on mentorship, formative feedback, and complex learning design. In parallel, AI-enabled assessment pilots involving 80 faculty members and 2,400 students strengthened authentic evaluation practices centred on critical thinking, creativity, and ethical reasoning.

Pillar 3: AI Integration within the Disciplines

This pillar ensured relevance by embedding AI directly within disciplinary curricula and professional contexts. Faculty across Schools developed discipline-specific AI-enabled learning experiences, including integration into existing programmes and the creation of new Learning Units designed with AI at their core. These outcomes directly support the development of professional and disciplinary competencies aligned with AI-augmented labour markets.

Collectively, results across the three pillars demonstrate that impact is driven not by isolated tools, but by an integrated strategy aligning institutional vision, faculty agency, and pedagogical purpose to support scalable and sustainable transformation.

Enablers

- Dedicated Directorate of Educational Artificial Intelligence
- Two-tier governance structure (Strategic and Operational Committees)
- Clear strategic pillars aligned with institutional vision
- Ethical guidelines for AI use and academic integrity
- Strong external partnerships and ecosystem collaboration